



21 September 2020

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 29 September 2020 Via Microsoft Teams, commencing at 7.00pm.

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

Yours faithfully

Chief Executive

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

## 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 30 June 2020

4. AVC WISE (Pages 5 - 30)
- To seek approval for the implementation of a new Shared Cost Additional Voluntary Contributions (SCAVC's) pension scheme in partnership with AVC Wise.
5. PENSIONS DISCRETION POLICY (Pages 31 - 48)
- To seek approval for Broxtowe Borough Council's Pension Discretions Policy
6. HEAD OF ASSET MANAGEMENT AND DEVELOPMENT (Pages 49 - 74)
- To propose the creation of a new Head of Service position within the Deputy Chief Executive's department and the transfer of another Head of Service role to the Strategic Director's department.
7. RECRUITING A MARKETS OFFICER (Pages 75 - 78)
- To propose the appointment of a Markets Officer to organise markets in the Borough.
8. QUESTIONS AND COMMENTS ON NOTING REPORTS
- 8.1 Noting Reports (Pages 79 - 126)
- Performance Management – Review of Business Plan Progress – Human Resources.
  - Action Plan for the Wellbeing of Staff Mental Health.
  - Apprenticeship Strategy.
  - Coaching and Mentoring.
  - Management of Employees with Long Term Sickness Absence.
9. WORK PROGRAMME (Pages 127 - 128)
- To consider items for inclusion in the Work Programme for future meetings.

10. EXCLUSION OF PUBLIC AND PRESS

**The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.**

11. CLEANING TEAM RESTRUCTURE

(Pages 129 - 136)

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## PERSONNEL COMMITTEE

TUESDAY, 30 JUNE 2020

Present: Councillor M Hannah, Chair

Councillors: S J Carr (Ex-Officio)  
L Fletcher  
J C Goold  
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

There were no apologies for absence.

### 31 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 32 MINUTES

The minutes of the meeting held on 27 January 2020 were confirmed and signed as a correct record.

### 33 RETURN TO WORK

Councillors were updated on the steps taken to support the organisation to return to work. The Return to Work group had been set up during May 2020 and had met weekly since. It was confirmed that EIAs and risk assessments were being undertaken by Heads of Service.

Some services had been suspended as they involved face to face meetings. These included CAT meetings and school visits A Wellbeing Questionnaire had been circulated to all employees. Most continued to work from home and would continue to do so for the foreseeable future. The Committee expressed its thanks to the workforce for the work they are doing.

34 PERFORMANCE MANAGEMENT - BUSINESS PLAN PROGRESS SUPPORT SERVICE AREAS – HUMAN RESOURCES

The Committee was updated on the progress made in achieving the Human Resources Key Tasks within the Resources Business Plans and the current Key Performance Indicators for 2019/20. Progress was being made with staff diversity and short-term sickness but more work was needed with long-term sickness. There had been a decline in staff declaring a disability in the workforce. It was confirmed that candidates for jobs were blind screened.

35 EMPLOYEE SURVEY RESULTS

The Employee Survey ran in early 2020. The survey was fully supported by both Trade Unions. 214 employees had responded to the survey which represented 44% of the workforce. Some of the actions had been delayed due to Covid 19, GMT meeting at the Depot, for instance. The Council Peer Review had also had to be postponed.

Employees were largely aware of the Council's values and were generally satisfied. Managing change was highlighted as an area for improvement.

36 ORGANISATIONAL DEVELOPMENT STRATEGY

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. The proposed Strategy focussed on improving the engagement of the workforce and harnessing efforts to corporate goals. The aim was to recruit, develop and retain a highly skilled, flexible and motivated workforce. It would be a live document with updates to this Committee.

**RESOLVED that the proposed Organisational Development Strategy be approved.**

37 AVC WISE

This item was deferred.

38 HR STAFFING

The Committee considered the request to create an established permanent HR Officer role and the request to the transfer the existing HR Apprentice to that role.

It was noted that by creating this role it would enable greater business continuity for the Council.

**RESOLVED 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.**

39 WORK PROGRAMME

**RESOLVED** that the Work Programme be approved, subject to the inclusion of AVC Wise and Management of Long and Short-term Sickness.

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## Report of the Strategic Director

**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.

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. Cost

The cost of the scheme will be 4.5% of the total salary sacrifice amount each month. This cost will be offset by the additional savings of 14.3% of the salary sacrifice. This ensures there's no additional cost to the council for this service with the scheme providing a net saving of 9.8% of the salary sacrifice total.

**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

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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

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## **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)

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

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



**Joe**

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

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# 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% Apprenticeship 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

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### 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**

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**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

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[Contact Us For More Information](#)

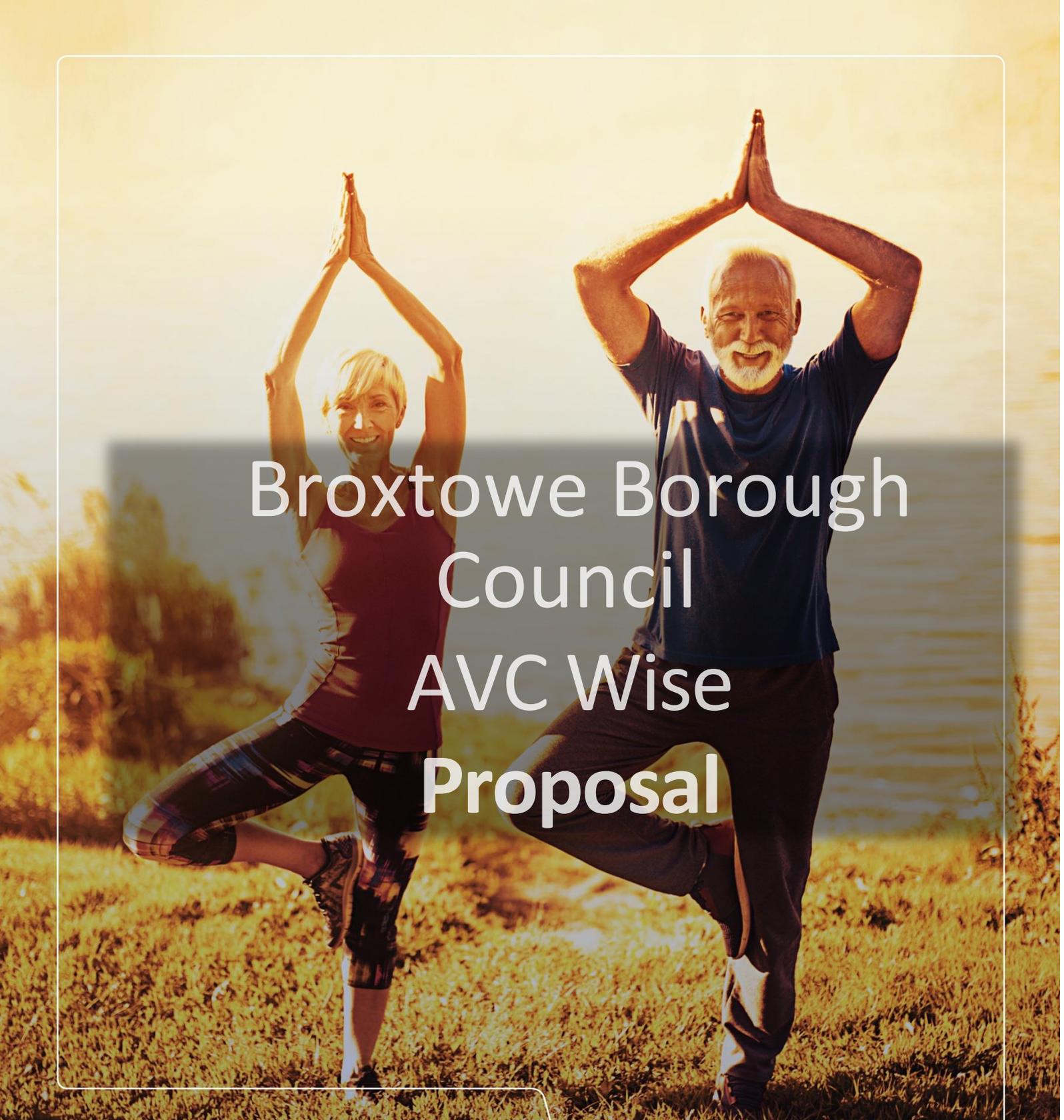
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AVC WISE





# 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](http://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

**PENSION DISCRETIONS POLICY**1. Purpose of report

To seek approval for Broxtowe Borough Council's Pension Discretions Policy

2. Background

Employees at Broxtowe Borough Council currently have the option to join the Local Government Pension Scheme (LGPS) which is administered by Nottinghamshire County Council. The LGPS in England and Wales was amended from 1 April 2014 so that benefits for service after 31 March 2014, build-up on a defined benefit career average revalued earnings (CARE) basis, rather than on a defined benefit final salary basis. The LGPS has changed and evolved many times over the past 25 years which has resulted in a number of different regulations being considered for active members.

3. Detail

Broxtowe Borough Council is a participating employer in the LGPS and is required to formulate, publish and keep under review a Statement of Policy on certain discretions which they have the power to exercise in relation to the LGPS. All mandatory discretions have been included in the attached policy.

**Recommendation:**

**The Committee is asked to RESOLVE the Pensions Discretions Policy be approved.**

Background papers

Nil

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## **PENSION DISCRETIONS POLICY**

**POLICY: Pension Discretions Policy**

Author: Craig Stevens  
Division: Payroll & Job Evaluation  
Date: 29 September 2020  
Review Date: September 2022

### **Contents**

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## 1.0 Purpose

Broxtowe Borough Council is a participating employer in the Local Government Pensions Scheme (LGPS) and is required to formulate, publish and keep under review a Statement of Policy on certain discretions which they have the power to exercise in relation to the LGPS.

## 2.0 Scope

This policy will apply and affect all current and former Broxtowe Borough Council employees who have an active or deferred pension benefit with the LGPS as a result of employment with the Council.

The Policy section of this document contains 7 tables. Each table identifies the key discretions and provides Broxtowe Borough Council's responses to those discretions. For ease, where available the timeframe for when the discretions apply is provided in bold, no dates are given where the discretions do not apply to a specific timeframe:

- |                |   |
|----------------|---|
| <b>Table 1</b> | Identifies the key discretions and provides Broxtowe's responses for all current or ceased pension memberships <b>after 1 April 2014</b> .                      |
| <b>Table 2</b> | Identifies the key discretions and provides Broxtowe's responses for all ceased pensionable memberships <b>between 1 April 2008 and 31 March 2014</b> .         |
| <b>Table 3</b> | Identifies the key discretions and provides Broxtowe's responses for all ceased pensionable memberships <b>between 1 April 1998 and 31 March 2008</b> .         |
| <b>Table 4</b> | Identifies the key discretions and provides Broxtowe's responses for all ceased pensionable memberships <b>before 1 April 1998</b> .                            |
| <b>Table 5</b> | Identifies key discretions exercised under the Local Government Regulations 2006 in relation to Early Termination of Employment and Discretionary Compensation. |
| <b>Table 6</b> | Identifies key discretions exercised under the Local Government Regulations 2000 in relation to Early Termination of Employment and Discretionary Compensation. |
| <b>Table 7</b> | Identifies key discretions to be exercised under the Local Government Regulations 2011 in relation to Discretionary Payments and Injury Allowances.             |

### 3.0 Policy

**Table 1 (applies to all current or ceased pension memberships after 1 April 2014)**

Employer Discretion	Policy Statement
<b>Whether to grant extra annual pension?</b> [Regulation 31 of the LGPS Regulations 2013]	BROXTOWE BOROUGH COUNCIL will allow extra annual pension (commonly known as APC's) to be made by the employee up to the current annual amount stated in the Pensions (Increase) Act 1971.
<b>Whether to share the cost of purchasing additional pension (SCAPC)?</b> [Regulations 16(2)(e) and 16(4)(d) of the LGPS Regulations 2013]	BROXTOWE BOROUGH COUNCIL will share the cost of APC's for employees returning from maternity leave. In all other circumstances it's assumed all costs will be met by the employee. Any exceptions would need to be approved by the General Management Team (GMT) or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3-year period is required. GMT will only approve cases where the costs fall within the Chief Executive's delegated powers as defined by the constitution.
<b>Whether to permit flexible retirement?</b> [Regulation 30(6) of the LGPS Regulations 2013]	Flexible retirement will be permitted where appropriate. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3-year period is required. GMT will only approve cases where the costs fall within the Chief Executive's delegated powers as defined by the constitution. Please refer to the Flexible Retirement Policy for more information.
<b>Whether to 'switch on' the 85 rule (always excludes flexible retirement) upon the voluntary early payment of deferred benefits?</b> [Paragraph 1(1)(c) of schedule 2 to the LGPS Regulations 2014]	BROXTOWE BOROUGH COUNCIL may elect to do so in exceptional circumstances in which case approval would be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3-year period is required. GMT will only approve cases where the costs fall within the Chief Executive's delegated powers as defined by the constitution.

Employer Discretion	Policy Statement
<p><b>Whether to waive the voluntary early payment of benefits, any actuarial reduction on compassionate grounds or otherwise (excluding flexible retirement)?</b> [Regulation 30(5) of the LGPS Regulations 2013]</p>	<p>BROXTOWE BOROUGH COUNCIL may elect to waive any actuarial reduction on voluntary early payments in exceptional circumstances. Approval in these cases would be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive's delegated powers as defined by the constitution.</p>
<p><b>Whether to, how much and in what circumstances to contribute to a shared-cost Additional Voluntary Contribution (SCAVC) arrangement?</b> [Regulations 15(2A) and 17 of the LGPS Regulations 2014]</p>	<p>BROXTOWE BOROUGH COUNCIL operates a salary sacrifice SCAVC scheme in which the employer will contribute the amount given up in salary sacrifice by the employee less £1.00.</p>
<p><b>Whether to extend the time limit for a member to elect to purchase additional pension by way of shared cost additional pension contribution (SCAPC) upon return from a period of absence?</b> [Regulation 16(16) of the LGPS Regulations 2013]</p>	<p>BROXTOWE BOROUGH COUNCIL will allow up to 90 days for any returning employee to make their decision regarding SCAPC's.</p>
<p><b>Whether to extend the 12-month time frame for a member to elect to transfer pension rights from another registered pension scheme into the scheme?</b> [Regulation 100(6) of the LGPS Regulations 2013]</p>	<p>BROXTOWE BOROUGH COUNCIL will not extend beyond the 12-month time frame. All new employees are informed that transfers must be made within 12 months of starting for Broxtowe borough Council.</p>
<p><b>Whether to extend the 12-month time frame for a member to elect not to aggregate Post 31 March 2014 (or combination of Pre April 2014 &amp; Post April 2014) deferred benefits?</b> [Regulations 22(7) and (8) of the LGPS Regulation 2013]</p>	<p>BROXTOWE BOROUGH COUNCIL will not extend beyond the 12 month time frame.</p>
<p><b>Whether to extend the 12-month time frame for a member to elect to aggregate Pre 1 April 2014 deferred benefits?</b> [Regulation 10(6) of the LGPS Regulations 2014 as amended by regulation 27 of the LGPS Regulations 2018]</p>	<p>BROXTOWE BOROUGH COUNCIL will not extend beyond the 12-month time frame.</p>

Employer Discretion	Policy Statement
<p><b>How an employee's contribution band will be initially determined and thereafter reviewed?</b>                      [Regulations 9 and 10 of the LGPS Regulations 2013]</p>	<p>BROXTOWE BOROUGH COUNCIL will review and amend contribution bands annually.</p>

**Table 2 (applies to all ceased pensionable memberships between 1 April 2008 and 31 March 2014)**

Employer Discretion	Policy Statement
<p><b>Whether to ‘switch on’ the 85 year rule upon the voluntary early payment of deferred benefits?</b> [Paragraph 1(1)(c) and 1(2) of schedule 2 of the LGPS Regulations 2014]</p>	<p>BROXTOWE BOROUGH COUNCIL may switch on the 85 rule for voluntary early payments of deferred benefits in exceptional circumstances. Approval will be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive’s delegated powers as defined by the constitution.</p>
<p><b>Whether to ‘switch on’ the 85 year rule upon the voluntary early payment of a suspended tier 3 ill health pension?</b> [Paragraph 1(1)(c) and 1(2) of schedule 2 of the LGPS Regulations 2014]</p>	<p>BROXTOWE BOROUGH COUNCIL will take a decision based on the circumstances of each case. Approval will be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive’s delegated powers as defined by the constitution.</p>
<p><b>Whether to waive the voluntary early payment of deferred benefits, any actuarial reduction on compassionate grounds?</b> [Regulation 30A(5) of the LGPS Regulations 2007 and paragraph 2(1) of schedule 2 of the LGPS Regulations 2014]</p>	<p>BROXTOWE BOROUGH COUNCIL will take a decision based on the circumstances of each case. Approval will be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive’s delegated powers as defined by the constitution.</p>

Employer Discretion	Policy Statement
<p><b>Whether to waive the voluntary early payment of a suspended tier 3 ill health pension, any actuarial reduction on compassionate leave?</b>                      [Regulation 30(5) of the LGPS Regulations 2007 and paragraph 2(1) of schedule 2 of the LGPS Regulations 2014]</p>	<p>BROXTOWE BOROUGH COUNCIL may elect to waive any actuarial reduction on voluntary early payments in exceptional circumstances in which case approval would be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive’s delegated powers as defined by the constitution.</p>

**Table 3 (applies to all ceased pensionable memberships between 1 April 1998 and 31 March 2008)**

Employer Discretion	Policy Statement
<b>Whether to 'switch on' the 85 year rule upon the voluntary early payment of deferred benefits?</b> [Paragraph 1(1)(f) and 1(2) of schedule 2 of the LGPS Regulations 2014]	BROXTOWE BOROUGH COUNCIL does not switch on the 85 rule for voluntary early payments of deferred benefits.
<b>Whether to grant early payment of benefits on or after age 50 and prior to age 55?</b> [Regulation 31(2) of the LGPS Regulations 1997]	BROXTOWE BOROUGH COUNCIL will not grant early payment of benefits before the age of 55.
<b>Whether to waive the payment of deferred benefits, any actuarial reduction on compassionate grounds?</b> [Regulation 31(5) of the LGPS Regulations 1997 and paragraph 2(1) of schedule 2 of the LGPS Regulations 2014]	BROXTOWE BOROUGH COUNCIL may elect to waive any actuarial reduction on compassionate grounds in exceptional circumstances in which case approval would be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive's delegated powers as defined by the constitution.

**Table 4 (applies to all ceased pensionable memberships before 1 April 1998)**

Employer Discretion	Policy Statement
<p><b>Whether to grant early payment of benefits on compassionate grounds?</b>            [Regulation D11(2)(c) of the LGPS Regulations 1995]</p>	<p>BROXTOWE BOROUGH COUNCIL may elect to grant early payment of benefits on compassionate grounds in exceptional circumstances in which case approval would be required by GMT or committee. In order for GMT to consider approval the submission of a business case where the costs to the Council are recovered within a 3 year period is required. GMT will only approve cases where the costs fall within the Chief Executive's delegated powers as defined by the constitution.</p>

**Table 5 (Local Government Regulations 2006 in relation to Early Termination of Employment and Discretionary Compensation)**

Employer Discretion	Policy Statement
<p><b>Whether to base redundancy payments on an actual week's pay where this exceeds the statutory week's pay limit?</b>            [Regulation 5 of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2006]</p>	<p>BROXTOWE BOROUGH COUNCIL will pay the statutory week's pay limit for redundancy. BROXTOWE BOROUGH COUNCIL may choose to pay above the statutory week's pay limit. In these situations a report will be provided to committee and a timeframe agreed. Please refer to the Council's Redundancy and Reorganisation Policy for more details. Any approval will be made in line with the statutory limit for exit packages in the public sector.</p>
<p><b>Whether to award lump sum compensation of up to 104 week's pay in cases of redundancy, termination of employment on efficiency grounds, or cessation of a joint appointment?</b>            [Regulation 6 of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2006]</p>	<p>BROXTOWE BOROUGH COUNCIL does not award lump sum compensation to leavers.</p>

**Table 6 (Local Government Regulations 2000 in relation to Early Termination of Employment and Discretionary Compensation)**

Employer Discretion	Policy Statement
<p><b>Whether and to what extent to reduce or suspend a person's annual compensatory added year's payment during any period of re-deployment in local government?</b>            [Regulations 17 and 19 – Parts VI and VII of the Local Government (Early Termination of Employment) (Discretionary Compensation)(England and Wales) Regulations 2000]</p>	<p>BROXTOWE BOROUGH COUNCIL will not reduce or suspend added year's payments as part of re-deployment.</p>
<p><b>How to apportion any surviving spouses or civil partner's annual compensatory added years' payment?</b>            [Regulation 21(4) of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2000]</p>	<p>BROXTOWE BOROUGH COUNCIL elects to apportion any deferred annual compensatory added years' payments to the eligible surviving spouse/civil partner.</p>
<p><b>Whether the Spouse's or Civil Partner's annual compensatory added years' payments should continue to be paid following remarriage, commencement of a new civil partnership or cohabitation?</b>            [Regulation 21(5) of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2000]</p>	<p>Should the spouse or civil partner of a person who ceased employment before 1 April 1998 remarry or enter into a civil partnership or cohabits after 1 April 1998, the normal annual compensation suspension rules will apply. Therefore the spouse's or civil partner's annual compensatory added years will cease.</p>
<p><b>Whether the Spouse's or Civil Partner's annual compensatory added years' payments should be reinstated following the cessation of a remarriage, a new civil partnership or cohabitation?</b>            [Regulation 21(5) of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2000]</p>	<p>Following the cessation of a remarriage, new civil partnership or cohabitation the spouse/civil partner will not be reinstated.</p>

Employer Discretion	Policy Statement
<p><b>Whether to suspend the payment of annual compensatory added years where the spouse or civil partner remarries or cohabits or enters into a civil partnership on or after 1 April 1998 with another person who is also entitled to a spouse's or civil partner's annual compensatory added years' payment?</b>  [Regulation 21(7) of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2000]</p>	<p>Should the spouse or civil partner of a person who ceased employment before 1 April 1998 remarry or enter into a civil partnership or cohabits after 1 April 1998, the normal annual compensation suspension rules will apply. Therefore the spouse's or civil partner's annual compensatory added years will cease.</p>
<p><b>How to decide to whom any children's annual compensatory added years' payments are to be paid (and apportioned) where children's pensions are not payable under the LGPS?</b>  [Regulation 25(2) of the Local Government (Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2000]</p>	<p>Any children's annual compensatory added years' payments will be split equally between all eligible children, of whom the Council have been notified.</p>

**Table 7 (Local Government Regulations 2011 in relation to Discretionary Payments and Injury Allowances)**

Employer Discretion	Policy Statement
<p><b>Whether to pay an injury award and in what circumstances?</b>            [Regulations 3 to 7 of the Local Government (Discretionary Payments)(Injury Allowances) Regulations 2011]</p>	<p>BROXTOWE BOROUGH COUNCIL does not have an injury allowance scheme at this time.</p>
<p><b>How to determine the amount of an injury award and for how long it will be paid?</b>            [ Regulations 3 to 7 of the Local Government (Discretionary Payments)(Injury Allowances) Regulations 2011]</p>	<p>BROXTOWE BOROUGH COUNCIL does not have an injury allowance scheme at this time.</p>

### **3.1 Principles**

Employers participating in the LGPS in England or Wales must formulate, publish and keep under review a statement of policy on all mandatory discretions (or where the discretion is non-mandatory, are recommended to) which they have the power to exercise in relation to members of the CARE Scheme and earlier schemes.

### **3.2 Risk**

In accordance with the legal requirement under Regulation 60(5) of the LGPS 2013 the policy statements have been drafted in order for the employer to balance financial, business and employee needs.

### **3.3 Assertions**

Employers participating in the LGPS in England or Wales are also required to formulate, publish and keep under review a statement of policy on all other mandatory discretions (or where the discretion is non-mandatory, are recommended to) they may exercise in relation to members of the LGPS.

### **3.4 Responsibilities**

This policy is the responsibility of the Payroll & Job Evaluation Manager. Any necessary updates and reviews which need to be undertaken will fall under the Payroll & Job Evaluation Manager's remit.

### **4.0 Related Policies, Standards and Guidelines**

This policy should be read in conjunction with the:

- Redundancy and Reorganisation Policy
- Flexible Retirement Policy

### **5.0 Review**

This document will be reviewed biennial or wherever there may be a change of influencing circumstances.

## 6.0 Document Attributes

### Document Information

Title	Pension Discretions Policy
Identifier	Pension Discretions Policy
File Location	Y:Drive > 1.1 Human Resources > Payroll Section > Pensions > Discretions Policy
Description	Broxtowe Borough Council's pension discretion decisions.
Keywords	'Pension' 'Discretion' 'LGPS'
Format	Microsoft Word
Author	Craig Stevens
Owner	Payroll & Job Evaluation Manager
Classification	'OFFICIAL'
Date Created	2 September 2020
Last Review Date	29 September 2020
Next Review Date	September 2022
Date to Dispose	N/A (Document to be maintained / updated)

### Document History

Date	Summary of Changes	Version
02/09/2020	Version 1	1.0

### Document Approval

Date	Name & Job Title of Approver(s)	Version
29/09/2020	Personnel Committee 29/09/2020	1.0

### Distribution

Name / Group	Title
GMT	All Members
Personnel Committee	All Members

### Coverage

Group

### End of Document

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## Report of the Chief Executive

**HEAD OF ASSET MANAGEMENT AND DEVELOPMENT**1. Purpose of report

To propose the creation of a new Head of service position within the Deputy Chief Executive's department and the transfer of another Head of service role to the Strategic Director's department.

2. Detail

Despite advertising the position on numerous occasions, the position of Housing Repairs Manager within the housing section remains unfilled as no suitably qualified applicant has been found. Simultaneously the scale and variety of tasks to be managed under the Head of Property Services has become too large to be comfortably sustainable.

A solution is proposed in the proposition that a new head of service role taking responsibility for housing repairs and capital works is created. The job description and personal specification for the new head of service role and the altered job description and personal specification for the Head of Property Services are set out in appendices 1 and 2. The existing head of Property will choose which role he wishes to undertake. The salaries for both posts has been job evaluated at CO2. Appendices 3 and 4 show the top management structure before and after the change proposed. Appendices 5 through to 11 show the structure below both heads of service. All existing posts will remain the same- the acting Housing Repairs and Compliance Manager will remain in his grade 14 role apart from the Senior Maintenance Officer(compliance) role which will be reviewed and reported back to the Committee. The advantages of the proposals are:

- Enable recruitment to a key leadership position within the Council, to strengthen compliance and create a new Asset Management strategy which does not currently exist for housing.
- Bringing together capital works and repairs under one section head will enable easier co-ordination of long term housing modernisation and planned and reactive repairs and greater efficiency. The services currently lie in different sections.
- The Head of Property Services role will be more manageable.
- Management responsibilities will be evened out between Strategic Director and Deputy Chief Executive.
- The Chief Executive will have more time to spend on strategic management issues.
- Within the Strategic Director's department, the functions of the Head of Property have natural affinities: The Crematorium with the burials service; Management of Council offices with cleaning and support services; other property such as depot, open space community buildings and playing fields with the Environment section; car parking with street cleaning and CCTV with Information Management.

3. Financial implications and Union Comments

The financial implications are contained in appendix 12 and Union comments in appendix 13.

**Recommendation**

**The Committee is asked to RESOLVE that the creation of a new head of Asset Management and Development post be approved.**

Background papers: nil

## APPENDIX 1

JOB DESCRIPTION

<b>Directorate</b>	Deputy Chief Executive
<b>Division</b>	Asset Management and Development
<b>Post No &amp; Job Title:</b>	xx – Head of Asset Management and Development
<b>Grade:</b>	Grade C02
<b>Responsible to:</b>	Deputy Chief Executive
<b>Responsible for:</b>	All employees within the Asset Management and Development Division

**Main Duties and Responsibilities:****Strategic**

1. Provide leadership on key asset management and development issues for Members, Chief Officers and managers.
2. Formulate policy for the Asset Management and Development Division including a Council Housing Asset Management Strategy and House Building Delivery Plan. Develop creative and innovative solutions to service delivery, ensuring a process of continuous service improvement.
3. Ensure that asset management and development services are delivered safely and that appropriate assurance frameworks are in place for gas safety; electrical safety; fire safety and legionella safety and a good culture of compliance and continuous improvement exists in relation to all safety matters.
4. Ensure the performance of the Asset Management and Development Division is consistent with the Council's corporate vision, values and objectives.
5. Ensure the structure, systems and procedures within the Division operate effectively and where necessary recommend and implement improvements and modifications.
6. Provide a positive input into the wider management of the Directorate and contribute into the development of policies.
7. Draft, deliver and monitor service delivery plans in accordance with corporate aims, statutory requirements and best practice.

**B. Managerial**

8. Lead the Asset Management and Development Division, ensuring that employees are appraised, developed and well trained and motivated to achieve their full potential and also work together cohesively to deliver the Division's objectives.
9. Overall management responsibility for the Directorate in the absence of the Deputy Chief Executive including attendance at corporate General Management Team.
10. Responsible for the people management issues of employees within the Division for matters including absence, recruitment and retention, disciplinary and grievance and personal development.

**C. Divisional/Operational**

11. Develop improvement programmes to deliver the requirements of the Council Housing Asset Management Strategy by commissioning stock condition surveys to confirm the value and investment requirements for the HRA owned assets.
12. Propose programmes of Council house capital works in accordance with the Council's priorities and available resources and manage the implementation of agreed programmes within agreed budget limits
13. Procure external contracts through frameworks and procurement consortia to achieve value for money.
14. Implement the Housing Delivery Plan of new build Council housing throughout the Borough from inception through to completion both directly and through third party delivery including the development of partnerships with contractors and Registered Social Housing Providers.
15. Ensure the effective management of planned and responsive maintenance to Council housing including in house gas servicing, electrical work and re-let of void properties, utilising external contractors as and when required.
16. Ensure the work of the Division meets the requirements of the Climate Change Reduction Strategy and works towards carbon neutrality.
17. Ensure that the Asset Management and Development Division is compliant with all statutory and regulatory requirements in relation to compliance including; automatic door systems, warden alarm systems, fire safety including fire doors, fire detection and alarm systems, CDM Regulations, glazing, laundry equipment, lifts and hoists, Radon gas and tree safety and has in place an effective policy and performance management framework
18. Ensure the development of health and safety practices within the Asset Management and Development Division and that risks to health are identified, mitigated and managed; systematic training undertaken; safe systems of work identified; and processes and procedures regularly reviewed and improved to protect employees and tenants and leaseholders.
19. Ensure an effective out of hours service is available to tenants and leaseholders.

**D. Financial/Business Development**

20. Ensure the Division's service delivery plan, budget, targets and performance measures are prepared in accordance with corporate objectives. Monitor progress, produce regular reports and take remedial action, where necessary in order to ensure that budget and performance targets are met.
21. Develop and maintain successful internal and external working relationships and partnerships (with professional bodies, other local authorities, contractors, Registered Providers, local authority associations and external agencies) to support the delivery of a high quality, cost effective and customer focussed services.
22. Ensure compliance with standing orders, financial regulations and statutory obligations.
23. Ensure grant received from external bodies is managed in line with any grant requirements.
24. Ensure the effective deployment of ICT systems and support the delivery of a high quality property service, and exploit the use of ICT to continuously improve services. Develop, implement, maintain and evaluate administrative and business systems and procedures to support the effective functioning of the Asset Management and Development Division.
25. Oversee the production and monitoring of a wide range of data, including national and local performance indicators to measure the effectiveness of the Division's activity. Produce management reports and other appropriate information.
26. Promote, monitor and achieve high levels of customer satisfaction in all operational areas.

**E. Other Activities**

27. Be the lead representative for the Council Housing in relation to asset management and compliance issues during an emergency planning operation determining the most appropriate course of action with both internal officers and external agencies and bodies.
28. Represent the Council internally and externally, including attendance at relevant committees, Senior Management Team, working groups and forums locally, regionally and nationally.
29. Ensure that the Council receives a cost effective and efficient service from its contractors.
30. Seek opportunities for the potential of shared arrangements in accordance with the Council's commitment to achieve efficiencies in service delivery.

**F. Other duties/ requirements**

31. Uphold the principles of equality in management and in the conduct of external relationships.
32. Maintain relevant continuing professional development in order to be able to act as the Council's principal property and engineering advisor.
33. Attend evening meetings and undertake work outside normal office hours in accordance with the needs of the service.

34. Undertake such other relevant duties as may be required by the Deputy Chief Executive.

**DESIGNATED CAR USER**

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

**SPECIAL CONDITIONS**

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

**RESTRICTIONS**

This is 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 xx – Head of Asset Management and Development 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:	Ruth Hyde		October 2019
Job description agreed by			___/___/___ —

Date of issue:

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**PERSON SPECIFICATION****H2 - HEAD OF ASSET MANAGEMENT AND DEVELOPMENT****Qualifications**

Relevant degree	Essential	1,4
Management qualification or experience	Essential	1,4
Membership of Institution of Civil Engineers (MICE) or Member of Royal Institution of Chartered Surveyors (MRICS) or equivalent relevant qualification	Essential	1,4
Ability to demonstrate continual professional development	Essential	1,3

**Experience**

Evidence of effective financial management, including prioritising and targeting of resources within approved budgets.	Essential	1,2,3
Well-developed ICT skills and a proven track record of the practical application of ICT systems to support the efficient operation of the business.	Essential	1,3
A sound understanding of the financial, legal and regulatory framework governing property services including new build development.	Essential	1,2,3
A demonstrable track record of effective decision making and policy formulation and project delivery.	Essential	1,2,3
Evidence of successful partnership development and project delivery through partnerships.	Essential	1,2,3
Evidence of success in preparing and delivering clear and concise written reports, presentations and briefings on complex and/or sensitive issues for a range of different audiences.	Essential	1,2,3

**Key Skills**

Ability to provide strategic leadership and motivate others to successfully deliver service initiatives/priorities.	Essential	1,2,3
Ability to advise Members on policy options, determine priorities and to communicate clearly on recommended actions	Essential	1,2,3
Commitment to diversity, in the workplace and in the shaping of service outcomes	Essential	1,2,3
Strong negotiating, influencing and persuasion skills together with evidence of success in building working relationships and working flexibly, across professional and operational boundaries	Essential	1,2,3

Ability to engender trust and confidence, demonstrate probity and integrity in the provision of advice and delivery of a range of services.	Essential	1,2,3
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**Knowledge**

Sound knowledge of asset management and housing development, in particular current trends relating to achieving carbon neutrality.	Essential	1,2,3
Knowledge and understanding of communication techniques to support and enhance the delivery of asset management and development services.	Essential	1,2,3

**Other Requirements**

Flexibility to work outside office hours and attend at evening meetings/various committees.	Essential	1,3
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**Car Allowance**

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. Employees choosing to use their own vehicle for work purposes must be in possession of a full driving licence.

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.

<b>Measure:</b>	<ol style="list-style-type: none"> <li>1. Application form</li> <li>2. Test after shortlisting</li> <li>3. At interview</li> </ol>	<ol style="list-style-type: none"> <li>4. Documentary evidence</li> <li>5. Other [please specify]</li> </ol>
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## APPENDIX 2

## Amended job description of Head of Property services

**BROXTOWE BOROUGH COUNCIL**JOB DESCRIPTION

<b>Directorate</b>	Strategic Director's
<b>Division</b>	Property Services
<b>Post No &amp; Job Title:</b>	T2 – Head of Property Services
<b>Grade:</b>	Grade C02
<b>Responsible to:</b>	Strategic Director
<b>Responsible for:</b>	All employees in the Bereavement Services, Estates, Health and Safety CCTV and Car Parking teams
<b>Main purpose of the job</b>	To manage and improve the council's bereavement services, Estates, Health and Safety , Emergency response , CCTV and Car Parking teams; To lead for the authority on issues connected with energy management relating to the Council's assets ,Highways issues ,flooding mitigation issues, and development of sustainable green transport networks

**Main Duties and Responsibilities:****Strategic**

35. Provide leadership on key property issues, car parking, CCTV, Crematorium services, Highways, sustainable transport (cycle, tram, rail), energy management, flooding mitigation, Health and Safety and Emergency planning for Members, Chief Officers and managers.
36. Formulate policy and the development of a strategic plan for the most effective use of the council's property assets; and appropriate policies for car parking and CCTV, a suite of up to date plans relating to Health and Safety; Civil emergency response; policies and plans for bereavement services and energy management and develop creative and innovative solutions for service delivery relating to the services managed, ensuring a process of continuous service improvement.
37. Ensure the performance of the services under the management of the post holder is consistent with the Council's corporate vision, values and objectives.
38. Ensure the structure, systems and procedures within the Division operate effectively and where necessary recommend and implement improvements and modifications.
39. Provide a positive input into the wider management of the Directorate and the authority as a whole as a member of the senior management team and contribute to the development of policies.
40. Draft, deliver and monitor business plans in accordance with corporate aims, statutory requirements and best practice and achieve agreed performance targets set for the services managed.

**B. Managerial**

41. Lead the people employed within the section led by the post holder, ensuring that employees are developed and motivated to achieve their full potential and also work together cohesively to deliver the Division's various objectives.
42. Overall management responsibility for the Directorate in the absence of the Director to whom the post holder reports including attendance at corporate General Management Team if required.
43. Responsible for the people management issues of employees within the Division for matters including absence, recruitment and retention, disciplinary and grievance and personal development.

**C. Divisional/Operational**

44. Develop, implement and keep under review an Asset management strategy for the Council in order to ensure the proper recording, valuation, maintenance, safety, disposal and development of the council's land and property holdings.

45. Propose programmes of capital works for the services under the management of the post holder, in accordance with the Council's priorities and available resources and manage the implementation of agreed programmes within agreed budget limits, including the procurement of work through third parties and the management of contracts as well as through in house delivery.
46. Propose, prioritise and implement programmes of maintenance for the Council's premises and properties within agreed budget limits.
47. Ensure the efficient and sustainable management of use of energy consumed by the Council's property and promote environmentally friendly practices and behaviours.
48. Oversee and coordinate council employees and third party contractors to ensure that risks to health including those arising from fire, Legionella and asbestos exposure are properly identified controlled and managed.
49. Assist as required in the development of major projects such as NET phase 2 and Beeston town centre redevelopment where the Council's assets are involved or highways issues require such input.
50. Manage lawful, efficient and cost effective provision of on and off street parking services in the Borough, including arrangements for charging, and enforcement and ensure appropriate engagement with partners such as the County Council and districts on behalf of whom the Council may deliver services.
51. Ensure the development, review and implementation of an emergency response plan and underpinning plans on issues such as fuel management, flood risk response, and flu pandemics for the council in order that the Council is equipped and prepared to respond to civil emergency threats of various kinds.
52. Act as Silver Command officer in the event of an emergency situation. determining the most appropriate course of action with both internal officers and external agencies and bodies.
53. Ensure the development review and implementation of health and safety policies for the Council in order that risks to health are identified, mitigated and managed; systematic training undertaken; safe systems of work identified; and processes and procedures regularly reviewed and improved to protect employees, customers, residents, and users of services provided by the Council.
54. Chair Safety Advisory Groups relating to special events across the Borough.
55. Work in partnership with Erewash Borough Council and manage employees to ensure the delivery of an efficient, cost effective and compassionate service for bereaved people including provision of cremations and burials in the Borough.

**D. Financial/Business Development**

56. Ensure the Division's service delivery plan, budget, targets and performance measures are prepared in accordance with corporate objectives. Monitor progress, produce regular

57. reports and take remedial action, where necessary in order to ensure that budget and performance targets are met.
58. Develop and maintain successful internal and external working relationships and partnerships (with professional bodies, other local authorities, local authority associations and external agencies) to support the delivery of a high quality, cost effective and customer focussed property service.
59. Ensure compliance with standing orders, financial regulations and statutory obligations.
60. Ensure the effective deployment of ICT systems and support the delivery of a high quality property service, and exploit the use of ICT to continuously improve services. Develop, implement, maintain and evaluate administrative and business systems and procedures to support the effective functioning of the Property Division.
61. Oversee the production and monitoring of a wide range of data, including national and local performance indicators to measure the effectiveness of Property activity. Produce management reports and other appropriate information.
62. Promote, monitor and achieve high levels of customer satisfaction in all operational areas.
63. Ensure the services under the post holder's control comply with the statutory requirements relating to procurement, information management and data protection.

**E. Other Activities**

64. Represent the Council internally and externally, including attendance at relevant committees, Senior Management Team, working groups and forums locally, regionally and nationally.
65. Ensure that the Council receives a cost effective and efficient service from its contractors.
66. Seek opportunities for the potential of shared arrangements in accordance with the Council's commitment to achieve efficiencies in service delivery.

**F. Other duties/ requirements**

67. Uphold the principles of equality in management and in the conduct of external relationships.
68. Maintain relevant continuing professional development in order to be able to act as the Council's principal property and engineering advisor.
69. Attend evening meetings and undertake work outside normal office hours in accordance with the needs of the service.
70. Undertake such other relevant duties as may be required by the Director to whom the post holder reports.

**DESIGNATED CAR USER**

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

**SPECIAL CONDITIONS**

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

**RESTRICTIONS**

This is 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 T2 – Head of Property Services 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:	Ruth Hyde		July 2020
Job description agreed by			___/___/___ —

Date of issue: xx.

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<b>PERSON SPECIFICATION</b> <b>H2 - HEAD OF PROPERTY SERVICES</b>
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## Qualifications

4. <u>Relevant degree</u>	Essential	1,4
5. <u>Management qualification or experience</u>	Essential	1,4
6. <u>Membership of Institution of Civil Engineers (MICE) or Member of Royal Institution of Chartered Surveyors (MRICS) or equivalent relevant qualification</u>	Essential	1,4
Ability to demonstrate continual professional development	Essential	1,3

## Experience

Evidence of effective financial management, including prioritising and targeting of resources within approved budgets.	Essential	1,2,3
Well-developed ICT skills and a proven track record of the practical application of ICT systems to support the efficient operation of the business.	Essential	1,3
A sound understanding of the financial, legal and regulatory framework governing property services.	Essential	1,2,3
Understanding knowledge and experience of highways and car parking issues and enforcement issues relating to these services	Essential	1,2,3
Experience of CCTV management and policy and procedure relating to that function	Desirable	1,2,3
The ability to understand and manage the different elements relating to bereavement services ( legal, technical, property, people) empathetically and with good customer focus	Desirable	1,2,3
A demonstrable track record of effective decision making and policy formulation and project delivery.	Essential	1,2,3
Evidence of successful partnership development and project delivery through partnerships.	Essential	1,2,3
Evidence of success in preparing and delivering clear and concise written reports, presentations and briefings on complex and/or	Essential	1,2,3

sensitive issues for a range of different audiences.		
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**Key Skills**

Ability to provide strategic leadership and motivate others to successfully deliver service initiatives/priorities.	Essential	1,2,3
Ability to advise Members on policy options, determine priorities and to communicate clearly on recommended actions	Essential	1,2,3

Commitment to diversity, in the workplace and in the shaping of service outcomes	Essential	1,2,3
Strong negotiating, influencing and persuasion skills together with evidence of success in building working relationships and working flexibly, across professional and operational boundaries	Essential	1,2,3
Ability to engender trust and confidence, demonstrate probity and integrity in the provision of advice and delivery of a range of services.	Essential	1,2,3

**Knowledge**

Sound knowledge of the property services sector, in particular current trends and developments.	Essential	1,2,3
Knowledge of project management, financial management, engineering issues, procurement of capital projects	Essential	1,2,3
Knowledge and understanding of communication techniques to support and enhance the delivery of property services.	Essential	1,2,3
Knowledge of sustainability and information management	Desirable	1,2,3

**Other Requirements**

Flexibility to work outside office hours and attend at evening meetings/various committees.	Essential	1,3
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**Car Allowance**

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. Employees choosing to use their own vehicle for work purposes must be in possession of a full driving licence.

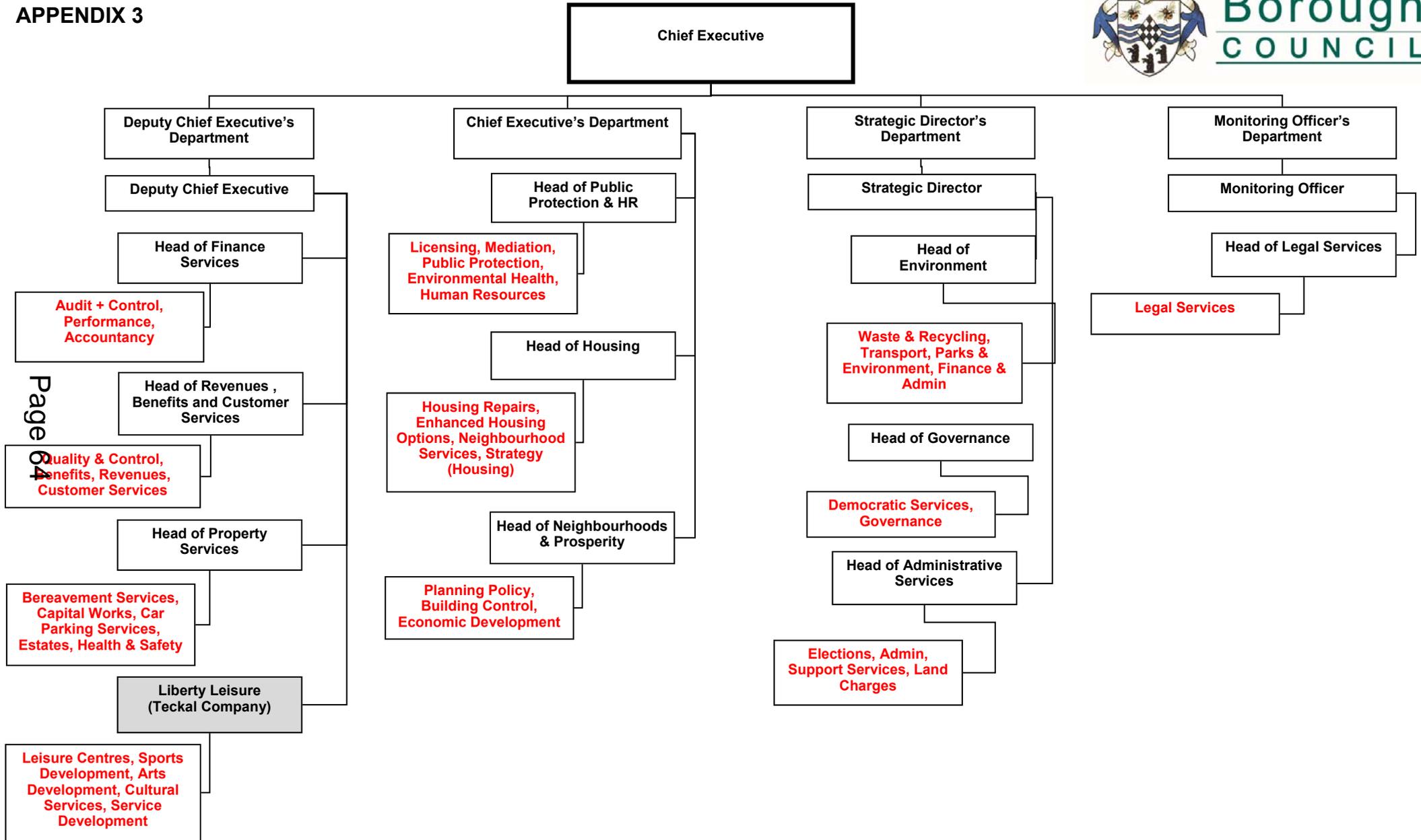
Disabled employees who are unable to drive because of their disability, but who occupy posts with a designated car user status, are allowed to use taxis to carry out their duties where no other forms of transport are appropriate.

Measure:	1. Application form 2. Test after shortlisting 3. At interview	4. Documentary evidence 5. Other [please specify]
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# STRUCTURE CHART AT JANUARY 2020



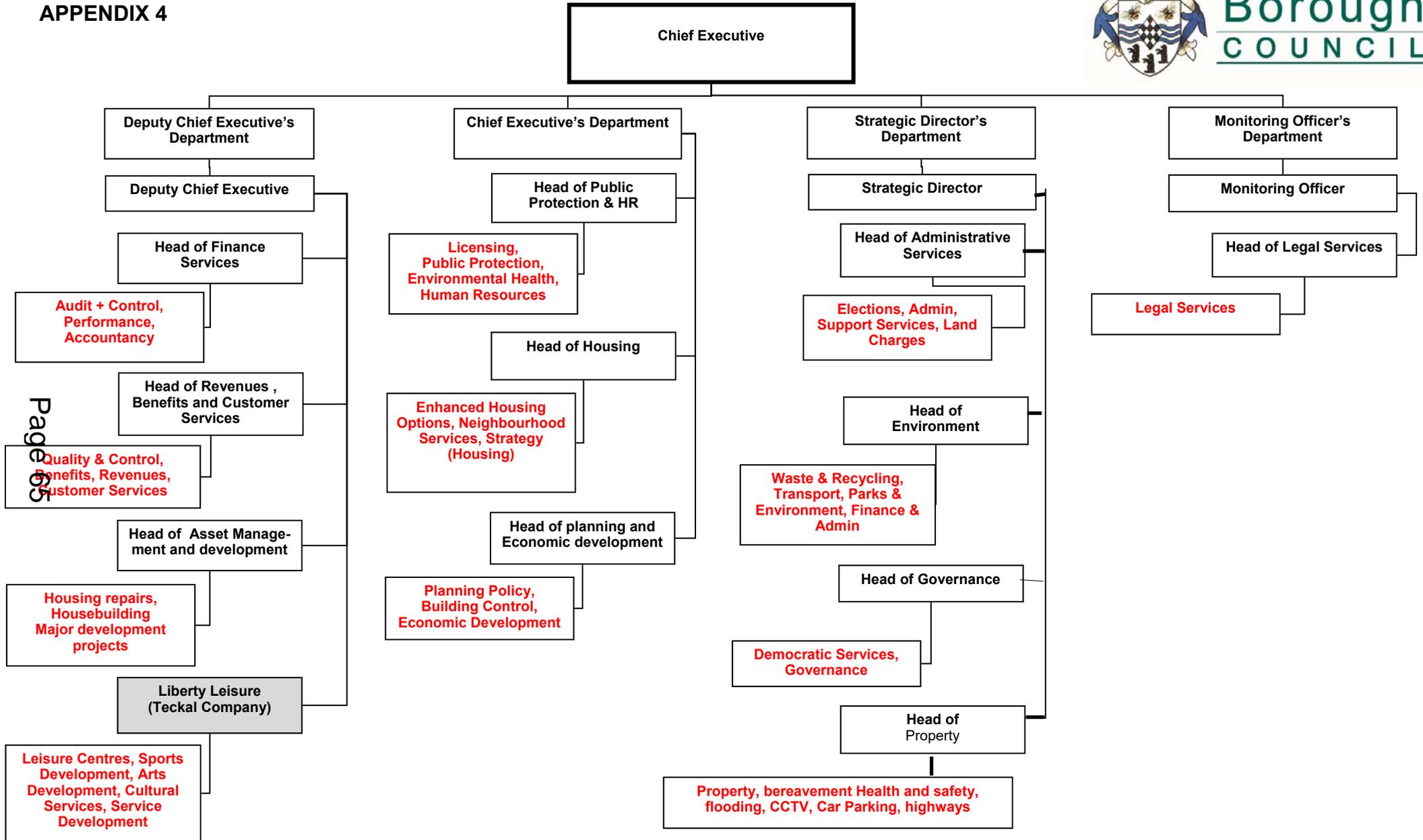
## APPENDIX 3



# STRUCTURE CHART AT SEPTEMBER 2020

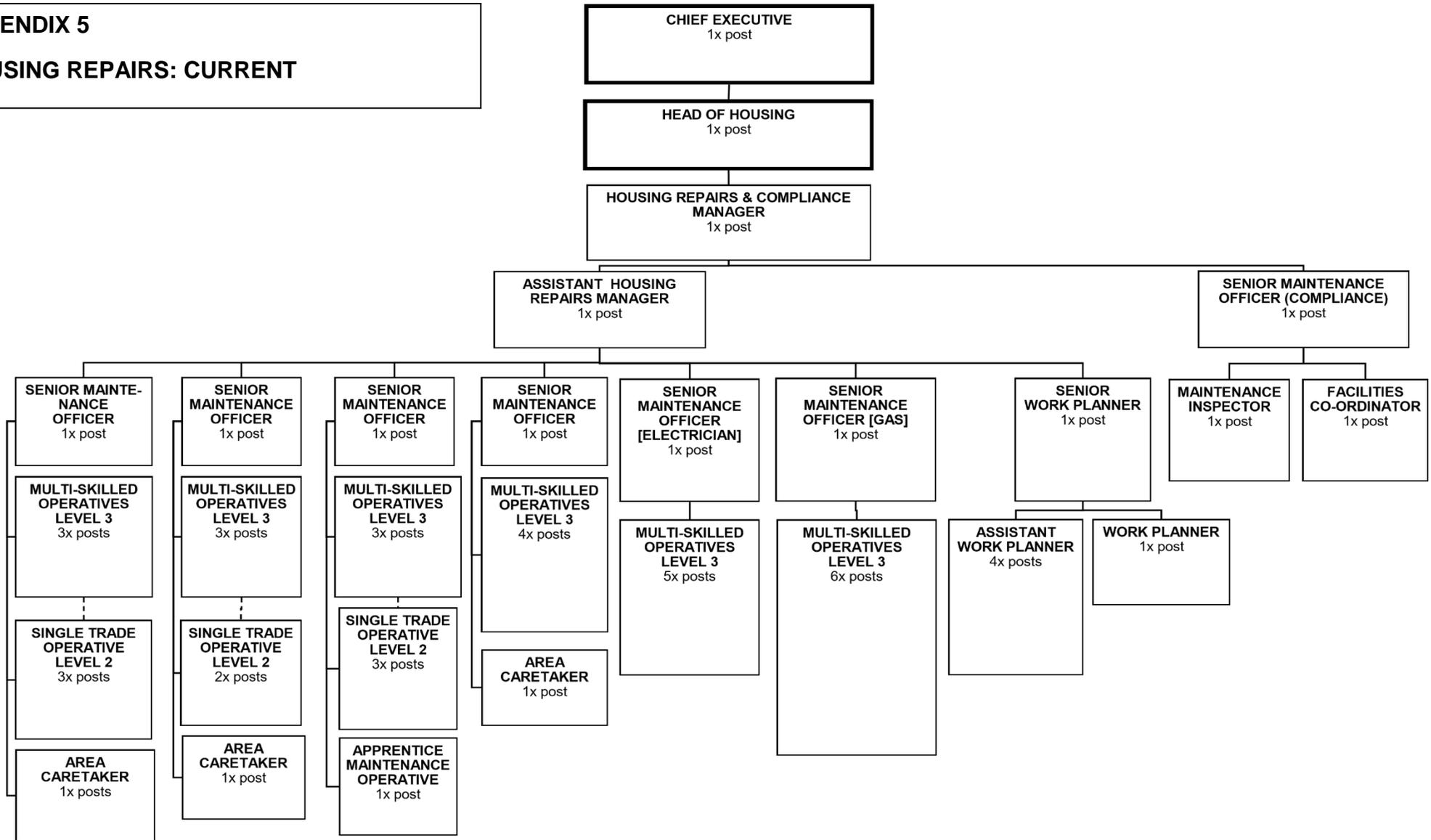


## APPENDIX 4



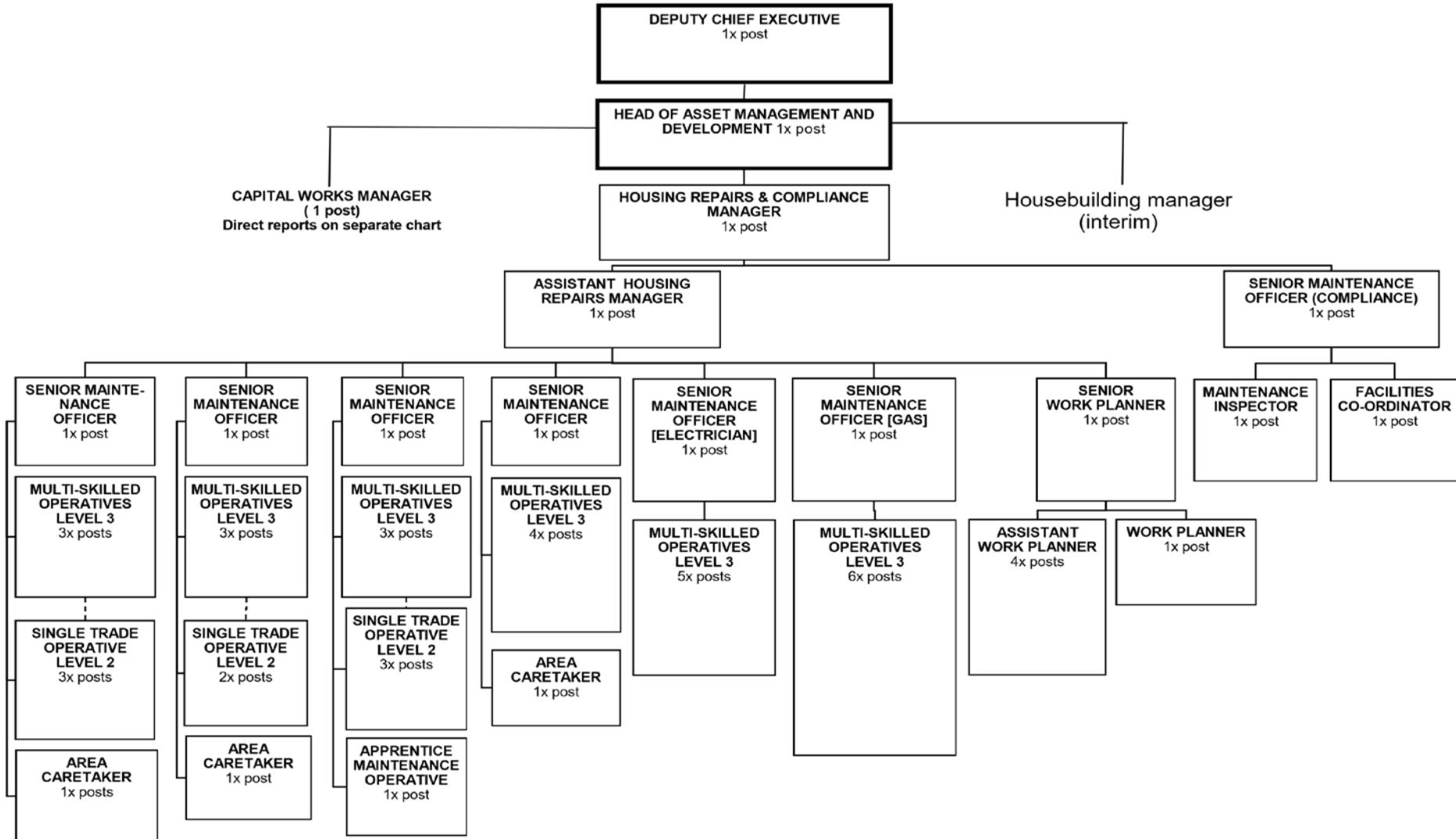
**APPENDIX 5**  
**HOUSING REPAIRS: CURRENT**

Page 66

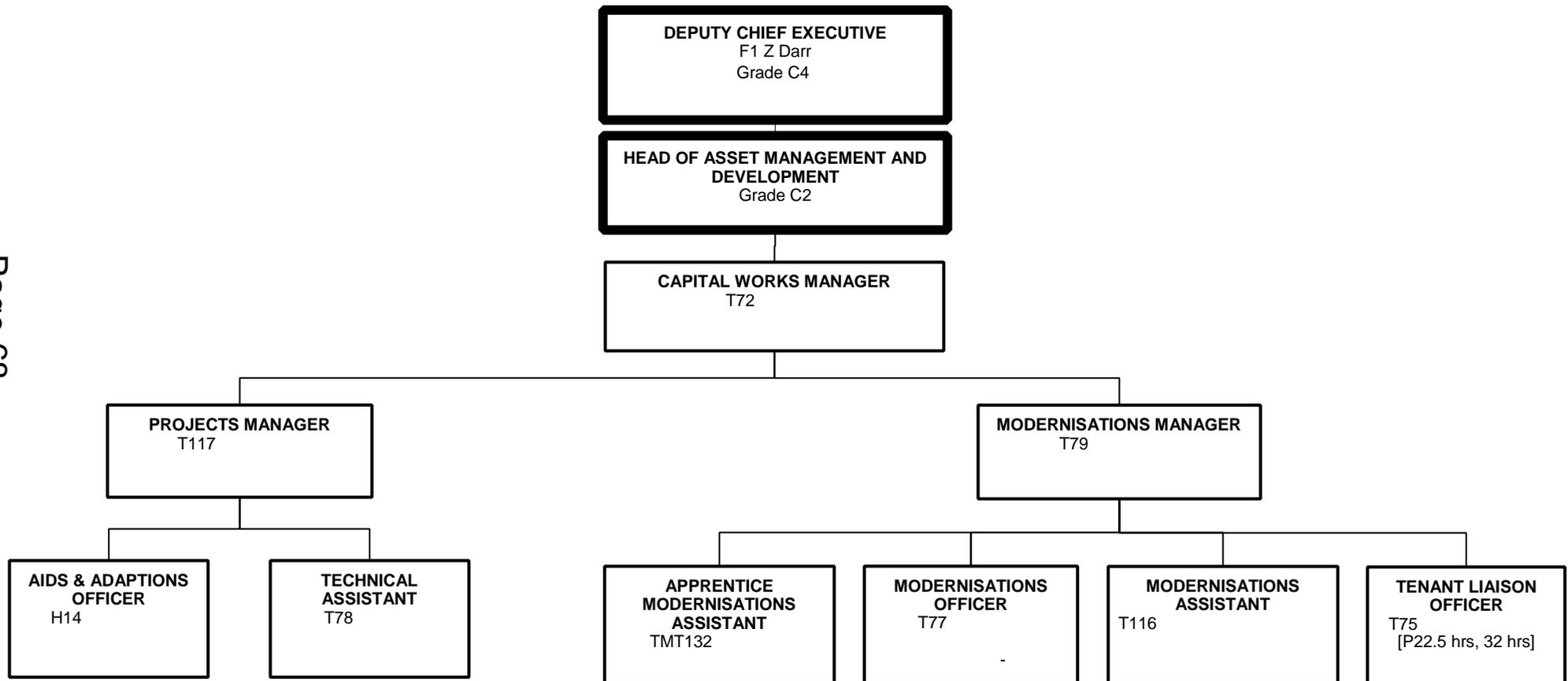


APPENDIX 6

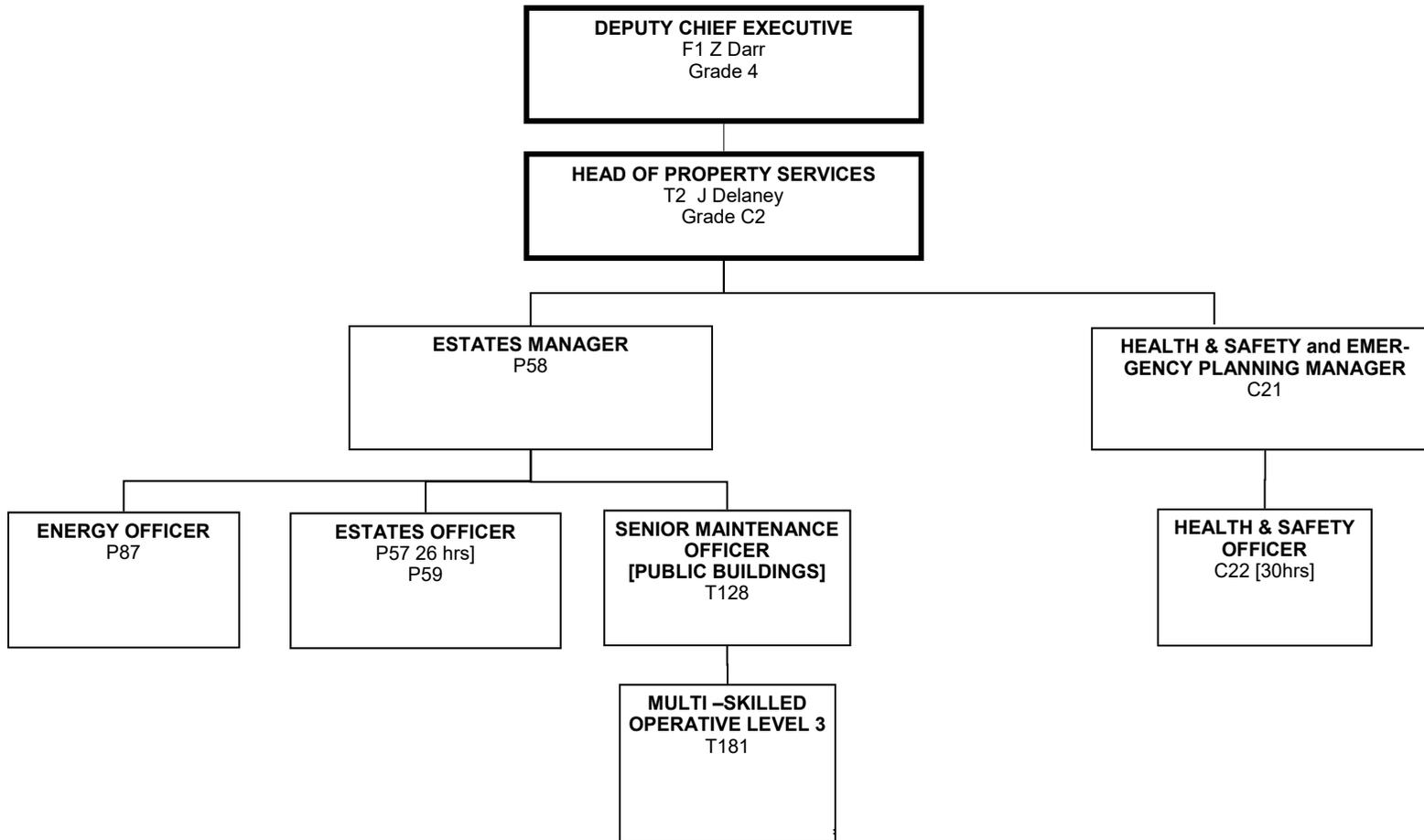
DEPUTY CHIEF EXECUTIVE'S DEPARTMENT: ASSET MANAGEMENT AND DEVELOPMENT: (Housing repairs)  
PROPOSED



**APPENDIX 7 DEPUTY CHIEF EXECUTIVE'S DEPARTMENT proposed  
ASSET MANAGEMENT AND DEVELOPMENT (CAPITAL WORKS)**



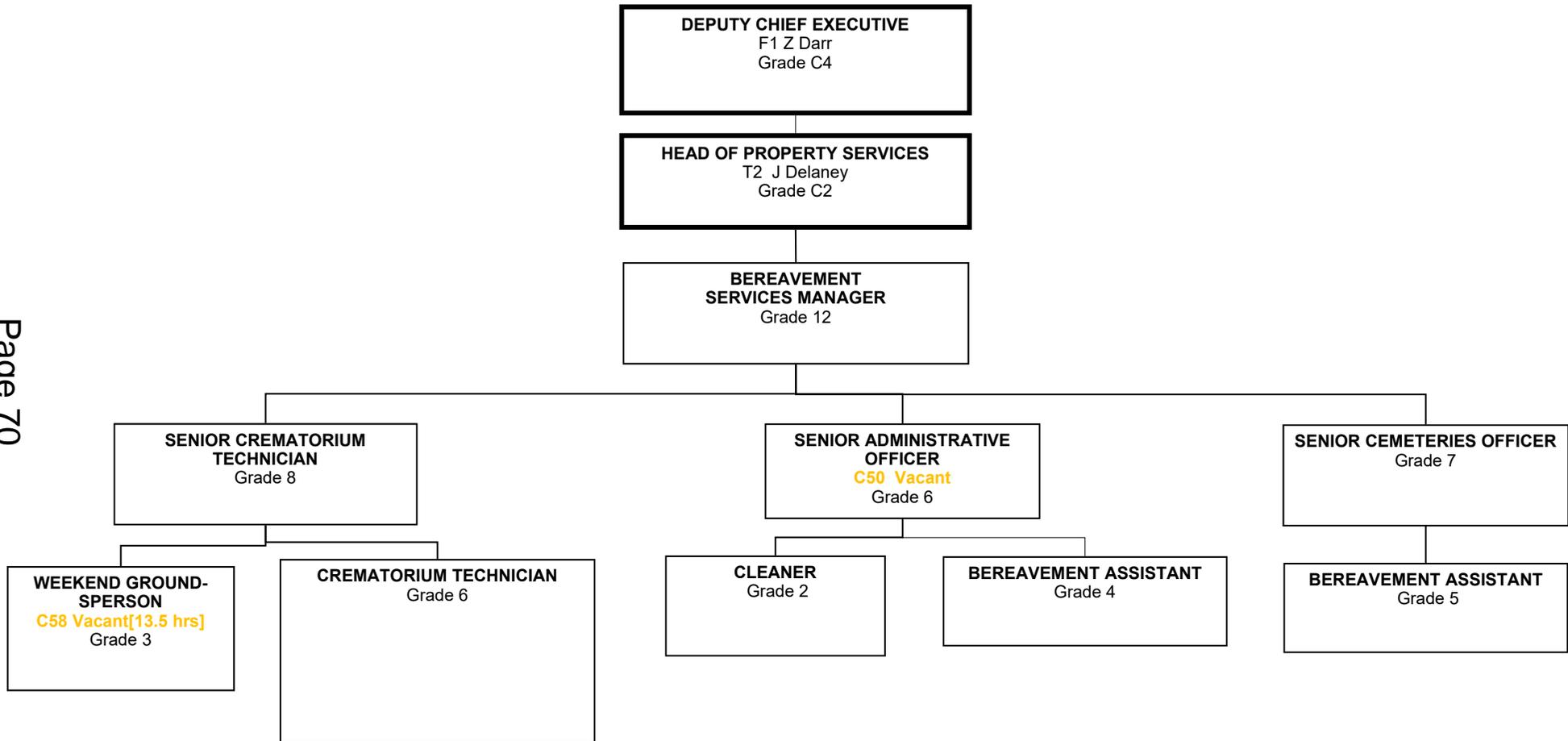
CURRENT: DEPUTY CHIEF EXECUTIVE'S DEPARTMENT  
ESTATES AND HEALTH & SAFETY  
PROPOSED: Structure remains intact but Head of Property transfers  
To Director



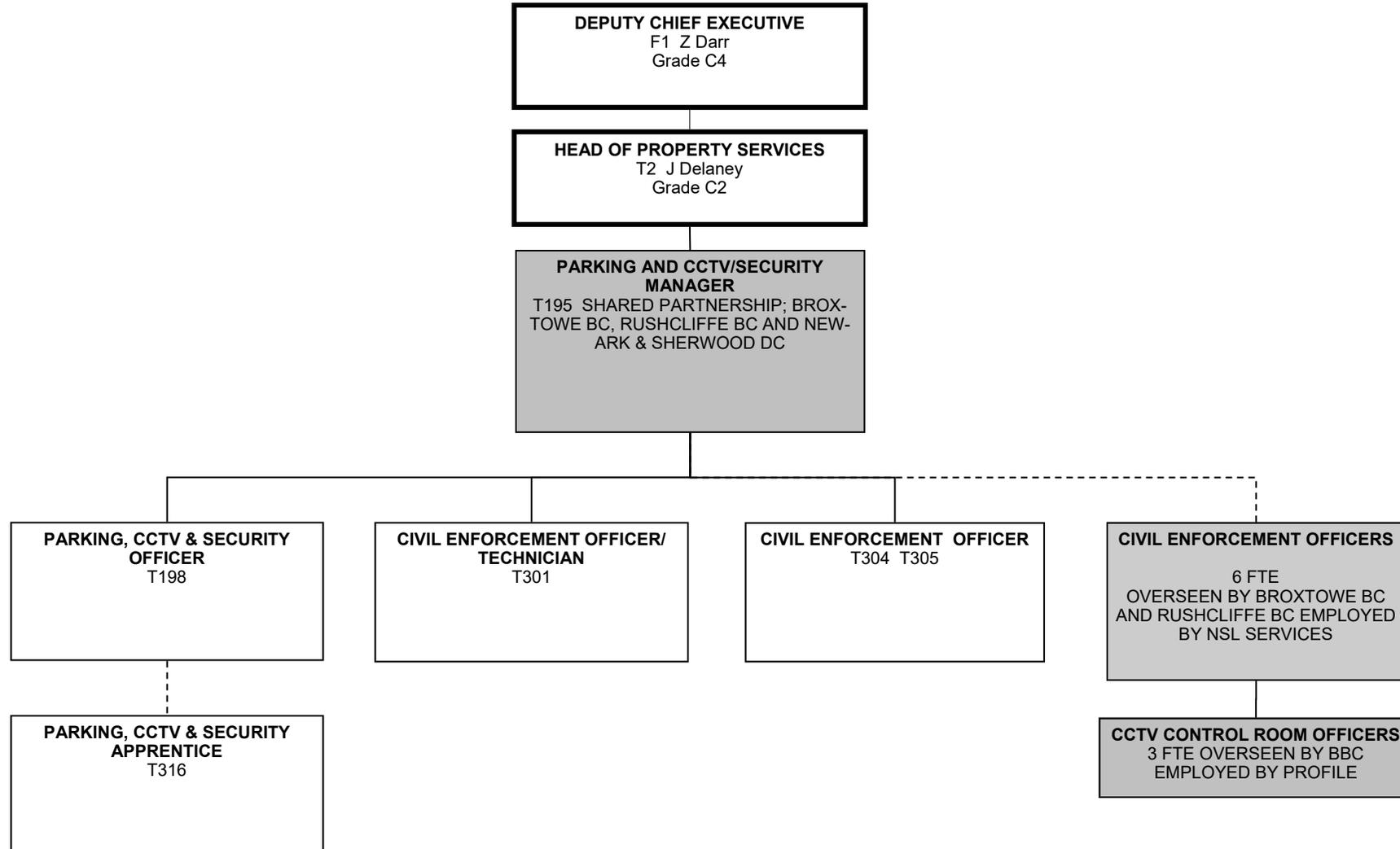
# DEPUTY CHIEF EXECUTIVE'S DEPARTMENT BEREAVEMENT SERVICES



Page 70



**CURRENT:** DEPUTY CHIEF EXECUTIVE'S DEPARTMENT:CCTV/  
PARKING SERVICES: **PROPOSED:** SERVICES REMAIN INTACT BUT HEAD OF  
PROPERTY MOVES UNDER DIRECTOR



**APPENDIX 12**

**Financial implications**

The creation of a new Head of Service role would cost £50,966 at the bottom of the scale, plus on costs. Deducted from this would be the vacant post of

The funding of this new post will be accommodated within the HRA revenue and capital budgets.

**APPENDIX 2**

Union Comments

Both UNISON and Unite support the proposals on the whole. The amalgamation of Housing Repairs and Capital Works was a recommendation in the recent Housing Repairs Review in which the teams and unions were fully consulted with and involved in.

However, there are concerns around how the creation of the new post of Head of Asset Management and Development and the new department will impact on various posts/teams in the Housing department – namely Housing Strategy and the Head of Housing who will be losing 25% of the service that she is responsible for. Some Housing Repairs Operatives have also raised concerns regarding the use of contractors. We would not want to see the loss of the in-house DLO once the service transfers over to the new team.

It is hoped that the new post holder will work closely with the Head of Housing to ensure that collaboration between the teams would continue successfully going forward as there is a lot of cross-over.

It is assumed that the current Head of Property Services supports this proposal as it will even out the workload for the post. Therefore, we support this change.

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**Report of the Chief Executive**

**RECRUITING A MARKETS OFFICER.**

1. Purpose of report

To propose the appointment of a Markets Officer to organise markets in the borough.

2. Background

Following the recommencement of markets following government advice, the previous operator took the decision to stop managing the weekly (Monday and Wednesday) markets in Beeston and Kimberley. Regular markets were introduced in Beeston to improve footfall on quieter days, allow opportunities for start-up retailers and establish a more vibrant town centre. In Beeston and other areas such as Kimberley at Christmas time an increase in footfall has been evidenced which benefits local businesses. Further to this since the easing of lockdown rules outdoor retail is often the preferred and safer option for visitors.

The recruitment of a market officer will enable the Council to hold regular and seasonal markets across the borough. In addition, the role will allow for place specific promotion alongside the markets, increasing visits, generating additional income and enabling engagement with local groups and schools. Please see additional details in the appendix.

The Jobs and Economy Committee considered the proposition of a permanent Markets Officer role and made a recommendation to the Personnel committee that the business case for doing this be explored.

4. Financial implications

The role has been subject to a job evaluation at Grade 5 (Top of Grade 5 is £27,500 with on costs). This cost will be offset by anticipated income from markets estimated to be between £15k and £20k+VAT per year. Further details of this can be found within the appendix.

**Recommendation:**

**The Committee is asked to RESOLVE that the recruitment of a Markets Officer, be approved.**

Background Papers

Nil

**APPENDIX**

The proposal here is to create a full time Markets Officer post that will initially re – establish the regular Markets in Beeston. The existing Market in Beeston was highly successful and generated increased footfall within the town, and this created a 'multiplier effect' with other Beeston Businesses benefitting. The Beeston Town Centre, is no different to others nationally, having been hit hard by the recent COVID-19 pandemic, therefore it is imperative this is back up and running soon. Furthermore, the regular running of a market will strengthen the Council's position when trying to attract future tenants for the Beeston Phase 2 development. The role outlined needs to be permanent as the Beeston market would stop if no resource were available to run it, and this would cause economic damage to Beeston and the opportunity to explore markets in others towns would be lost. At the moment the running of the market is not a commercial proposition (hence the previous provider ceased to be able to operate the service). Other alternatives were explored including the potential for other commercial providers to take over the running (including providers of the service in other local authorities), and the potential for temporary staffing to undertake the role. Unfortunately, none of these avenues proved to be successful. Furthermore, the making of a permanent appointment will ensure the successful post holder can grow relationships to establish a strong regular income for Broxtowe Borough Council which can grow and expand in future. The role should really not just be assessed in terms of its financial return, but also in terms of the wider benefits increased footfall brings to other businesses within the Town Centre. These benefits are often very hard to quantify.

The previous market generated no net income to the Council, and all income from market stalls went directly to the market operator.

Currently the charge for stalls is £20 per week, with an average of 8 stalls per market thus generating £320 a week (currently two markets Monday and Wednesday markets). Based on a 40-week year (ignoring bank holidays, Christmas and other season breaks/ holidays) we would expect to receive £12,800 annually, if a two-day market with existing occupancy levels was maintained.

A separate strand relates to promotional stalls elsewhere along Beeston High Road. These operators include, Shell, Talk Talk, Virgin, British Telecom etc. These promotional stalls are charged at £400 per week. So with a 40 week booking you could expect to return £16,000 per year. We could maximise this income by using similar public realm in the other town centres (Stapleford and Kimberley), charging approx. £200, taking into account these areas are not as well frequented an estimate of £10,400 income could be generated by leasing the space 26 weeks a year in comparison to 40 in Beeston. Obviously this impact won't be instant but a with a designated focus this area should see strong growth over time.

In terms of legalities and the 'Market Charters' the Business Growth Manager investigated the legalities of market operation when the Beeston markets were

established several years ago. Local market charters only cover the specific days and cross working between authorities has meant there are largely (with

exception of Thursday) no restrictions currently in place when Broxtowe Borough Council can hold markets. Recent updated planning laws may result in Market Charters becoming obsolete in the future, though this needs to be clarified.

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## Report of the Chief Executive and Assistant Chief Executive

**PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – HUMAN RESOURCES**1. Purpose of Report

To report progress against outcome targets identified in the Resources Business Plan, 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 2020-2024 was approved by Council on 4 March 2020. 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.

3. Performance Management

As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against their respective 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 Human Resources. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 and the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI). This summary is detailed in the appendix.

*The content of this report is based upon data required to demonstrate progress with the Business Plan. The Council is currently reviewing its corporate performance reporting arrangements, including the content of regular reports to Committees. Members are invited to comment upon the format, level and content of data provided for future reports.*

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the Personnel Key Tasks and Actions in the Resources Business Plan 2020/23 for Human Resources, in addition to performance in relation to the current CSI and KPI for 2020/21.**

Background papers - Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2020-2024 was approved by Cabinet on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "A Greener, Safer and Healthier Broxtowe where everyone prospers." 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 were approved by the Full Council on 4 March 2020, following recommendations from the respective Committees in January and February 2020.

The Council's priorities for 2020-2024 are:

- Housing – A good quality home for everyone
- Business Growth – Invest in our towns and our people
- Community Safety – A safe place for everyone
- Health – Support people to live well
- Environment – Protect the environment for the future

The Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period and are 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 parts of the Resources Business Plan relating to Human Resources. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Critical Success Indicators (CSI) and 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	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed

Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

## Human Resources Key Tasks and Priorities for Improvement 2020/21

Status	Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	HR1720 _01a	Introduce six new online Broxtowe Learning opportunities	Expand the range of opportunities to develop employee skills	<b>25%</b>	Mar-2021	One new mandatory learning opportunity added - DSE & Home Working in June and 3 other required learning courses updated
Green 	HR2023 _01	Produce Organisational Development Strategy	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.	<b>100%</b>	Dec-2020	Organisational Development Strategy was published in July 2020 after approval by Personnel Committee on 30 June 2020. Actions within strategy are being developed.
Overdue 	HR2023 _02	Introduce adequate data capture methods to allow production of new performance information from the People Strategy	Up to date reliable data is available to inform the themes within the People Strategy	<b>75%</b>	Jun-2020	Performance Indicators have been set up in the performance management system and data collection methods are being confirmed. Data will be available by the end of 2020.
In Progress 	HR1922 _01	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme	Become a champion within local/business communities in terms of appointing, keeping, and developing disabled employees	<b>52%</b>	Mar-2021	Current Level 2 accreditation has been further extended for 12 months until September 2021. Meetings with DWP have taken place. Portfolio of evidence being prepared for submission for Level 3.
In Progress 	BG2023 _01	Implement Apprenticeship Strategy	Work with various education providers and businesses	<b>30%</b>	Mar-2023	The Apprenticeship Strategy is being implemented. A report will be presented to Personnel Committee on 29 September 2020.

### Human Resources Critical Success Indicators 2020/21

Status	Code / Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q1	2020/21 Target	Notes
Green 	BV12 Working Days Lost Due to Sickness Absence (Rolling Annual Figure)	Monthly	8.69	10.88	6.48	7.50	With the current pandemic, it is important to note that only employees who have had symptoms of COVID 19 are recorded as sick. Any employee who is shielding, or self-isolating due to involvement with someone who has since tested positive, are not recorded as sickness.
Green 	HRLocal_17 Working Days lost for short term absence	Monthly	3.22	3.34	1.52	2.50	Working from home may have had an impact on this figure.
Green 	HRLocal_18 Working Days lost due to longer term absence	Monthly	5.47	7.54	4.96	5.00	Currently achieving target.

The national absence level (based on the data available) for 2018/19 was 9.9 days. In Nottinghamshire the figure was higher at 11.4 days. Broxtowe Borough Council was therefore above the national level, but lower than the local area for 2018/19.

### Human Resources Key Performance Indicators 2020/21

Status	Code / Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q1	2020/21 Target	Notes
Red 	BV16a Percentage of Employees with a Disability	Quarterly	6.9%	6.3%	6.7%	10%	Q1 of 2020/21 shows a small improvement on the previous year. The most recent work force profile (2018/19) states that employees with disabilities had an average service length of 14.3 years compared with 11.1 years for employees without disabilities.

Status	Code / Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q1	2020/21 Target	Notes
Red 	BV17a Ethnic Minority representation in the workforce - employees	Quarterly	6.4%	7.2%	7.4%	8%	Although slightly below the target, the figure of 7.4% aligns closely with the ethnic minority population within the borough which is 7.3% (The People of Nottinghamshire. McCormick et al. 2017).
Green 	HRLocal_06 Percentage of annual employee turnover	Quarterly	14.0%	10.3%	1.5%	12%	
Amber 	HRLocal_07 Percentage of employees qualified to NVQ Level 2 and above	Quarterly	85%	87%	87%	90%	Overall skills levels have remained the same. Nearly all new starters now come with level 2 or above.

## Report of the Chief Executive

**ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH**1. Purpose of report

To advise Committee of an action plan for the wellbeing of staff mental health.

2. Detail

During the Covid-19 pandemic, employee mental health has been an important consideration for the Council, and the following action plan has been devised to outline how the Council has supported its employees and will support going forward. Immediately prior to the pandemic, Broxtowe introduced a new employee assistance programme – Care First. The new provider was chosen as it offered more support for employees, a wider range of services and better value for money/return on investment.

Rick Harrington, a mental health specialist working for Forces in the Community based in Beeston, regularly supports the Council with mental health cases, offering advice, additional counselling and he was also commissioned to provide the Council with some bespoke mental health advice for our employees as a result of the pandemic. The information has been made available via our intranet, to Managers to provide to non-PC employees and also on the Council's bespoke Learning Zone (BLZ). This document is in appendix 1.

The Employee Mental Health Champions Group has been able to meet remotely during the lockdown and have been able to discuss general mental health concerns as well as to receive a tutorial and trial the new Employee Assistance Programme prior to the launch.

Thanks to new technology implemented by ICT prior to the pandemic, HR have been able to meet with a number of employees via Microsoft Teams to support them with mental health. These have been in the form of long, informal but structured conversations, giving the employee the opportunity and time to discuss their concerns and how the Council can support them.

Whilst all employees who were required to shield were given Occupational Health appointments prior to their return to work, the Council also included those employees with mental health issues/concerns around their health and safety, workplace environment. Additional mental health support, advice and guidance was regularly distributed to employees via the all staff email.

**Recommendation**

**The Committee is asked to NOTE the action plan.**

Background papers

Nil

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## ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH

Completed

In progress/On-going

Not started

Tasks	Responsibility	Timescales	Notes	Status
Implement new EAP and launch across the authority	HR Manager	N/A	Contract until May 2021	
Following Employee Assistance Programme (EAP) implementation, service to be reviewed with Sodexo (provider)	HR Manager	Quarterly		
Commission Forces in the Community to develop employee information on mental health resilience in the light of Covid-19	HR Manager/Forces in the Community	N/A	Available on intranet and BLZ	
Raise the profile of the EAP with staff communications e.g. youtube videos, email tutorials	HR Manager/Sodexo	September 2020		
Arrange face to face training with Rick Harrington in relation to employees returning to the workplace.	Sarah with GMT	December 2020		
Employee Mental Health Champions Group to continue to meet bi-monthly	HR	November 2020	Group to provide feedback	

Roll out BLZ mental health awareness training to all new Managers	Learning and Development Team	By end 2020		
Ensure ALL Managers have refresher training on mental health awareness	Learning and Development Team	By October 2021	Previous training valid for 3 years	
Renew Level 2 Disability Confident Employer status and complete Level 3	HR Manager	October 2020	Scheme extended due to Covid-19	



Broxtowe  
Borough  
COUNCIL

# WELLBEING

THE IMPACT OF COVID-19  
ON MENTAL HEALTH

## THE IMPACT OF COVID-19 ON MENTAL HEALTH

The COVID-19 pandemic poses a major risk to our mental health, as well as the more obvious threat to our physical health. We all began lockdown from uneven starting places. Many key workers needed to travel on public transport to work and often live in more cramped housing conditions, increasing the risk of infection. People with mortgages had the option of a mortgage holiday whereas those renting did not. Some of those receiving 80% of their salary under the Government's furlough scheme struggled to buy food.

Social distancing, legitimate concerns about the virus, fear of unemployment, domestic abuse, existing mental health conditions could all contribute to increased anxiety, depression, trauma or other mental health issues.

As a direct consequence of lockdown social distancing has caused social isolation for some people.

## ISOLATION

Anyone can become isolated. Isolation is a feeling of being separated, real or perceived, from others and could occur due to distance, difficulties in using transport or a sense of not belonging.

Social isolation is described as having a lack of social relationships, an often deeply damaging experience. It can occur within groups of people, including in the workplace. Social isolation can also occur in solitude which may be healthy or unhealthy, chosen or forced. Some people are very happy in solitude.

An isolated person may experience low self-esteem, depression, anxiety, other mental health issues or loneliness, lacking but craving social contact.

## POSSIBLE WARNING SIGNS

- Avoidance of social interaction
- Extended periods of time alone
- Have limited or superficial human contact
- Experience social anxiety at the mention of social interaction

- Lack meaningful social or professional relationships
- Develop distress and loneliness

Social media may be a factor in loneliness when it replaces in-person connections. When it increases access to meaningful relationships, it may reduce isolation.

## TIPS FOR REDUCING ISOLATION

- Contact loved ones more frequently
- Plan to meet up with friends or work colleagues
- Even an hour of "me time" each week can help ward off loneliness. If children at home makes finding time for yourself difficult, ask a partner, friend or family member for help with childcare
- Share how you feel with people you trust
- Contact the Council's Employee Assistance Programme, Care First on **0808 168 2143**

## PREPARING TO RETURN TO WORK

Returning to work may feel overwhelming after many weeks at home. You may be worried about what has changed, how you can maintain social distancing or what may cause you to be unable to cope.

There are some practical things you can do to make returning to work easier:

- Try to ensure a regular sleep pattern and enough sleep. Typically 7-8 hours for an adult.
- Sharing your experiences with others going through the same thing can help you feel less alone.
- Start to increase your contact with colleagues. Using social media can be a good way of communicating.

## SLEEP

During the pandemic some people will have been struggling to sleep and getting less whilst others will have been getting more.

According to Mathew Walker, a leading sleep scientist, data he has been collating about sleep patterns during this pandemic is showing people are starting to sleep more in harmony with their chronotype – a morning person, an evening person or someone in-between. Our chronotype is “largely genetically determined, so it’s hard wired.” Therefore some people are more productive in the morning and others in the afternoon.

More sleep does equal more productivity and those people who sleep more will use fewer healthcare resources. There is also a very close link between your immune health and your sleep health. In one study researchers found insufficient sleep in the week prior to a flu jab the body produced less than 50% of the normal antibody response. The vaccination was less effective.

Researchers found that if you are not getting sufficient sleep in the week before you get your flu jab, you produce less than 50% of the normal antibody response ie the vaccination is far less effective.

## HEALTH BENEFITS OF RETURNING TO WORK

People usually find going back to work after a period of isolation a positive experience. Our physical and mental health is mostly improved through work. People recover from sickness more quickly and are at less risk of long-term.

### Work can provide:

- a structure and an environment for personal development
- develop new friendships, support pathways and more social events
- greater financial stability and the money to engage with our interests
- feeling you are contributing to society
- greater life expectancy
- a sense of identity
- a sense of belonging

## BELONGING

The opposite of isolation is belonging. During childhood, belonging to family is the primal and most important of all our social groups and as we grow we seek other groups to belong to. It is important for our wellbeing to feel we belong in our place of work. Healthy relationships, good communication and effective management all contribute to a sense of belonging.

*“Belonging is the innate human desire to be part of something larger than us. Because this yearning is so primal, we often try to acquire it by fitting in and by seeking approval, which are not only hollow substitutes for belonging, but often barriers to it. Because true belonging only happens when we present our authentic, imperfect selves to the world, our sense of belonging can never be greater than our level of self-acceptance.”*

B Brown, 2010

## **SUPPORT FOR PEOPLE WITH DISABILITIES OR EXPERIENCING POOR MENTAL HEALTH**

By law, employers must make "reasonable adjustments" for workers with disabilities or long-term physical or mental conditions.

If extra help is needed beyond reasonable adjustments, Access to Work can provide a grant to pay for practical support so you can carry on doing your job.

Further information is available from HR.

## **KINDNESS**

Kindness toward colleagues can benefit people experiencing poor mental health. A small act of kindness can be enough to encourage people experiencing anxiety, depression, and other difficulties to reach out for help. Asking how someone is, making more effort to speak to someone who is largely ignored or opening a door are all relatively little things that can mean a lot to someone who is struggling.

A 2019 study published in the Journal of Social Psychology looked at how acts of kindness made us feel, and if our responses differed depending on who we were kind to.

*“It found that all kindness led to increased wellbeing, whether with strangers, or even just being kind to ourselves. And the more our acts of kindness, the better we will feel.”*

## SELF CARE

Self-care is something we do for ourselves in order to take care of our mental, emotional, and physical health. Self-care is important to maintain a healthy relationship with yourself as it produces positive feelings and boosts your confidence and self-esteem. Effective self-care is central to improved mood, better relationships, with oneself and others, and helps to reduce anxiety.

Important areas for self care:

- Sleep – Think about your nightly routine. Make sure the bedroom is cool, avoid caffeine and sugar in the hours before you sleep as both make going to sleep more

difficult and if you feel stress speak to your manager if its work related.

- **Nutrition** - The types of foods you eat crucially impact the bacteria that live in your stomach. An unhappy gut can lead to an unhappy person, and vice-versa. Some excellent self-care foods include fatty fish, blueberries, nuts, green leafy veggies, and brassicas, like broccoli.
- **Exercise** - Daily exercise, such as walking, yoga or going to the gym, can help both physically and mentally, improving mood and reducing stress.
- **Boundaries** - If you are feeling stressed or overworked, saying yes to loved ones or colleagues can lead to burnout, anxiety, and irritability. Learning how to politely say no, you'll start to feel more empowered, and you'll have more time for your self-care.
- **Spending time outside** can help reduce stress, lower blood pressure, and help to improve sleep.

Pets can improve mood and can be hugely beneficial for our self-care. Dogs especially can help reduce stress and feelings of anxiety and can even help to lower blood pressure.

A healthy work-life balance. Overwork, and the accompanying stress and exhaustion can cause you to be less productive, more disorganised and feeling emotionally drained. Professional self-care habits like taking allowed breaks (for lunch, calling a friend or family member, or going for a walk), setting professional boundaries, avoiding overcommitting, etc. ensures that you stay focused, motivated and healthy.

## USEFUL ORGANISATIONS

There are many organisations both locally and nationally who provide support to people seeking help. These are some of the better known organisations.

### Mind

**0300 123 3393** (Monday to Friday, 9am to 6pm)

Promotes the views and needs of people with mental health problems.

[www.mind.org.uk](http://www.mind.org.uk)

## PAPYRUS

**HOPELINEUK 0800 068 4141** (Monday to Friday, 10am to 10pm, and 2pm to 10pm on weekends and bank holidays)

Young suicide prevention society.

[www.papyrus-uk.org](http://www.papyrus-uk.org)

## Rethink Mental Illness

**0300 5000 927** (Monday to Friday, 9.30am to 4pm)

Support and advice for people living with mental illness.

[www.rethink.org](http://www.rethink.org)

## Samaritans

**116 123** (free 24-hour helpline)

Confidential support for people experiencing feelings of distress or despair.

[www.samaritans.org.uk](http://www.samaritans.org.uk)

## SANE

**SANEline: 0300 304 7000** (daily, 4.30pm to 10.30pm)

Emotional support, information and guidance for people affected by mental illness, their families and carers.

Peer support forum: [www.sane.org.uk/supportforum](http://www.sane.org.uk/supportforum)  
[www.sane.org.uk/supportforum](http://www.sane.org.uk/supportforum)

## YoungMinds

Parents' helpline **0808 802 5544** (Monday to Friday, 9.30am to 4pm)

Information on child and adolescent mental health. Services for parents and professionals.

[www.youngminds.org.uk](http://www.youngminds.org.uk)

## Childline

**0800 1111** for Childline for children (24-hour helpline)

**0808 800 5000** for adults concerned about a child (24-hour helpline)

Children's charity dedicated to ending child abuse and child cruelty.

[www.nspcc.org.uk](http://www.nspcc.org.uk)

## Refuge

0808 2000 247 (24-hour helpline)

Advice on dealing with domestic violence.

[www.refuge.org.uk](http://www.refuge.org.uk)

## Alcoholics Anonymous

**0800 917 7650** (24-hour helpline)

[www.alcoholics-anonymous.org.uk](http://www.alcoholics-anonymous.org.uk)

## National Gambling Helpline

**0808 8020 133** (daily, 8am to midnight)

[www.begambleaware.org](http://www.begambleaware.org)

## Alzheimer's Society

**0333 150 3456** (Monday to Friday, 9am to 5pm and 10am to 4pm on weekends)

Provides information on dementia, including factsheets and helplines.

[www.alzheimers.org.uk](http://www.alzheimers.org.uk)

## Cruse Bereavement Care

**0808 808 1677** (Monday to Friday, 9am to 5pm)

[www.cruse.org.uk](http://www.cruse.org.uk)

## Rape Crisis

To find your local services phone: **0808 802 9999**  
(daily, 12pm to 2.30pm and 7pm to 9.30pm)

[www.rapecrisis.org.uk](http://www.rapecrisis.org.uk)

## Victim Support

**0808 168 9111** (24-hour helpline)

<http://www.victimsupport.org>

## Beat

**0808 801 0677** (adults) or **0808 801 0711** (for under-18s)

## Eating disorders

<http://www.b-eat.co.uk>

## Relate

**0300 0030396**

The UK's largest provider of relationship support.

<http://www.relate.org.uk>

## FRANK

**0300 1236600**

A support service offering information about drugs

<https://www.talktofrank.com/>

## Report of the Chief Executive

**APPRENTICESHIP STRATEGY**1. Purpose of report

To advise Committee of progress to date with the Apprenticeship Strategy.

2. Detail

At its meeting on 12 December 2018, Policy and Performance Committee approved an Apprenticeship Strategy for the authority.

This was on the back of the government has introducing, in respect of companies with an annual pay bill of over £3 million, an Apprenticeship Levy in order to fund new apprenticeships.

Details of progress against the strategy are contained in the appendix.

**Recommendation**

**The Committee is asked to NOTE the progress made on the Apprenticeship Strategy.**

Background papers

Nil

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## APPENDIX

In terms of measuring progress, the following updates are shown under the headings of the objectives and how they will be achieved.

**Objectives**

**Achieve the target of 11 apprentices in training with Broxtowe Borough Council over the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2021.**

*The number will be different at different times in this time period as individuals start and finish. We had two employees in 2017 who were called apprentices but who didn't actually follow formal apprenticeship courses. Another 1 was following an apprenticeship course but this paid for out of departmental funds as he started this before the levy scheme came into being. We currently have 11 apprentices - 6 directly recruited and 5 are existing staff. 2 other employees resigned before they completed their apprenticeships. 6 will be finishing their apprenticeship by end 2020 and 2 by February 2021. We are in the process of recruiting for 3 apprenticeship posts.*

**Maximise use of the training courses available via the Levy for existing members of staff where development needs are identified, and where possible, provide apprenticeship opportunities.**

*Constant discussions are held between officers of Human Resources and Heads of Service and senior managers about offering their staff apprenticeship training. There is more often than not a mismatch between the apprenticeship training on offer and what is needed. In some cases, (eg Housing, Finance, Planning) the training offered by their professional bodies is cheaper, quicker and more relevant to the department's business needs. There are relatively few employees per department who have the time and who are willing to undertake apprenticeship studies.*

**Minimise the costs of training and assessment, where possible, by working with other local authorities when purchasing apprenticeship provision from training providers.**

*Unfortunately, negotiation on price is not an option. The government allowed apprenticeship providers to charge up to a maximum fee and they all charge the maximum. Similarly, the End Point Assessment fees aren't negotiable.*

**Actively promote apprenticeships within the Council as valuable recruitment, retention and progression opportunities and develop a pro- apprenticeship culture amongst managers and staff.**

*It is fair to say that there has been a considerable shift in the thinking of senior managers towards appointing apprentices. It was once seen as something of an “afterthought” but now tends to be the first option considered in most case, leading to the creation of a “pro-apprenticeship culture”. Unfortunately, however, this is often thwarted by the practicalities.*

**Increase the range of vocational areas that apprenticeships are offered in.**

*There are 739 apprenticeship courses to choose from – a considerable number are not relevant to local government. However, apprenticeships have been created in areas where this hasn’t been the case previously, such as human resources. We will soon be recruiting for a Horticulture and Landscape Apprentice, a Heavy Vehicle Maintenance Fitter, and a Legal Apprentice.*

**Offer apprenticeships at a wider range of levels with a particular focus on growth at level 3 and higher apprenticeship levels and where a skills shortage has been identified.**

*There is apprenticeship training from level 2 (GCSE) to level 7 (Masters’ degree). The apprenticeship level an employee can follow depends on the nature of their job role and the pre-requisite entry requirements for the training. The assignments and End Point Assessment require the apprentice to be able to apply what they have learned to their current job and also to provide examples of what they have done in their current job. For example, an employee can’t follow Team/Leader Supervisor training unless they are already in this role.*

**Identify skill-gaps and scarce skill subject areas and consider whether they can be met with an appropriate apprenticeship qualification to ensure succession planning for the future.**

*This is something which managers are now starting to undertake. However, sometimes the constraints of the system, along with a need to have a qualified person in place straight away, means the opportunities for this can be limited.*

**How the objectives will be achieved:**

**Work with training providers and other local authorities and partner organisations in order to provide opportunities through the Levy.**

*Human Resources officers liaise with other local authorities about general apprenticeship issues mostly via the D2N2 Compact Group, as well as working with several different training providers to arrange relevant courses.*

**Engage senior managers to ensure that aims in relation to apprenticeships are positively communicated.**

*See comments above.*

**Challenge managers to consider offering up vacant posts as possible apprenticeships via General Management Team.**

*As stated above, this is promoted all the time. However, again as stated, managers want someone in post who are going to be immediately and fully effective.*

**Promote externally available apprenticeships via social media in order to communicate to a wider audience and demographic.**

*All apprenticeships which are available for external candidates are advertised in a variety of locations via the Communications Team.*

**Continue to provide work experience opportunities for young people to provide an insight into careers in Local Government and show that there is a clear path from work experience and apprenticeships to further, higher, managerial roles within the Council.**

*We continue to provide work experience for school and college students and disabled people under the Disability Confident Scheme. Our Human Resources apprentice is a Young Apprentice Ambassador and she has received training in this respect. She is an example of progression through the system in that she was recently appointed to a permanent post, subject to satisfactory completion of her apprenticeship course. She will be going out on behalf of the Young Apprentice Ambassador Network when she can.*

**How success will be measured:**

**Meeting the Government's proposed target of 2.3% of our workforce to be apprentices over the period 1 April 2017–31 March 2021**

*This figure will vary across the time period. Currently achieved (415.06 FTE x 2.3% = 9.54). We have 11 apprentices. Since 2018 we have had 13 (2 resigned).*

**Number of apprenticeships created**

*See above.*

**Number of apprenticeships successfully completed**

*None as yet.*

**Number of apprentices who gain further employment with the Council upon course/qualification completion**

*One – subject to satisfactory completion of course*

**Number of apprentices who gain further employment with an organisation other than the Council upon course/qualification completion**

*None. The two who resigned without completing their apprenticeship went on to other higher paid jobs.*

**% of Levy funds are 'drawn down' and utilised fully to develop opportunities and develop the workforce.**

Figure varies. Current funds are at £92,006 with £34,865 spent since August 2019. Estimated total funding for the next 12 months is £44,141 with £19,952 currently planned expenditure. One new apprentices' fees will commence shortly and another apprenticeship role will be enrolling in due course.

**Number of work experience opportunities offered**

*31 in the period 1/1/17 to 31/12/19*

In addition, as a result of the Covid-19 pandemic, the Government has developed a number of initiatives which may be able to be explored.

**Kickstart Scheme** – The government will introduce a new Kickstart Scheme in Great Britain, a £2 billion fund to create hundreds of thousands of high quality 6-month work placements aimed at those aged 16-24 who are on Universal Credit and are deemed to be at risk of long-term unemployment. Funding available for each job will cover 100% of the relevant National Minimum Wage for 25 hours a week, plus the associated employer National Insurance contributions and employer minimum automatic enrolment contributions.

High quality traineeships for young people – The government will provide an additional £111 million this year for traineeships in England, to fund high quality work placements and training for 16-24 year olds. This funding is enough to triple participation in traineeships. For the first time ever, the government will fund employers who provide trainees with work experience, at a rate of £1,000 per trainee. The government will improve provision and expand eligibility for traineeships to those with Level 3 qualifications and below, to ensure that more young people have access to high quality training.

Payments for employers who hire new apprentices – The government will introduce a new payment of £2,000 to employers in England for each new apprentice they hire aged under 25, and a £1,500 payment for each new apprentice they hire aged 25 and over, from 1st August 2020 to 31st January 2021. These payments will be in addition to the existing £1,000 payment the government already provides for new 16-18 year-old apprentices, and those aged under 25 with an Education, Health and Care Plan – where that applies.

**Transfer of Excess Levy Funds**

According to the 2020-2021 Apprenticeship Levy rules, Levy-paying employers can transfer a percentage of their levy funds, which were declared for the previous tax year, to other employers, including apprenticeship training agencies (ATAs). The transfer allowance percentage is currently set at 25%. The transfer allowance will be calculated from the total amount of levy declared during the previous tax year, with the English percentage applied, plus the 10% government top-up payment. This allowance is recalculated every tax year and any unused allowance will not be carried forward.

Employers receiving transferred funds will only be able to use them to pay for training and assessment for apprenticeship standards, for new apprenticeship starts. A transfer must be agreed and put in place before an apprentice (being funded by the transfer) starts their apprenticeship. The only exception to this is where the apprentice is changing employer and an agreement to continue their apprenticeship with their new employer is via a transfer of levy funds. - this must be agreed by the point the apprentice starts with their new employer. Rules for sending employers.

A sending employer is a levy-paying employer who wishes to transfer levy funds in their apprenticeship service account to another employer to support their delivery of an apprenticeship standard. These funds can only be used for the cost of apprenticeship training and assessment.

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## Report of the Chief Executive

**COACHING AND MENTORING**1. Purpose of report

To outline the actions relating to coaching and mentoring as agreed in the Organisational Development Strategy implemented in June 2020.

2. Detail

The Organisational Development Strategy outlined “Building Leadership and Management Capacity” as one of the key objectives. Within this objective, coaching and mentoring was identified as a potential route to develop our managers and employees.

Appendix 1 to this report outlines the background, terminology and proposed actions that the Council will take in order to implement the strategy.

Appendix 2 provides the Union comments.

**Recommendation**

**The Committee is asked to NOTE the report on Coaching and Mentoring in accordance with the Organisational Development Strategy.**

Background papers

Nil

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## APPENDIX 1

In June 2020, the Council introduced an Organisational Development Strategy outlining a planned and systematic approach to increasing the effectiveness of our workforce for the future and ensuring that the Council has the right employees with the right skills at the right time.

As part of this strategic approach, a focus on coaching and mentoring will be needed to develop our managers in building leadership and management capacity.

The strategy outlines the following:

### **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:**

- Developing our approach to coaching and mentoring
- Develop leadership skills, knowledge and behaviours, enhancing leadership capacity using developmental approaches as appropriate, such as 360 degree assessments, executive coaching, and others

### **Coaching and Mentoring**

The Chartered Institute of Personnel & Development (CIPD) defines coaching and mentoring as follows:

“Coaching and mentoring are development approaches based on the use of one-to-one conversations to enhance an individual’s skills, knowledge or work performance.

It’s possible to draw distinctions between coaching and mentoring although in practice the two terms are often used interchangeably. While the focus of this factsheet is on coaching, much of it also applies to mentoring.

### **What is coaching?**

Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals, although it may also have an impact on an individual’s personal attributes such as social interaction or confidence. The process typically lasts for a defined period of time or forms the basis of an on-going management style.

Although there's a lack of agreement among coaching professionals about precise definitions, there are some generally agreed characteristics of coaching in organisations:

- It's essentially a non-directive form of development.
- It focuses on improving performance and developing an individual.
- Personal factors may be included but the emphasis is on performance at work.
- Coaching activities have both organisational and individual goals.
- It provides people with the opportunity to better assess their strengths as well as their development areas.
- It's a skilled activity, which should be delivered by people who are trained to do so. This can be line managers and others trained in coaching skills.

### **What is mentoring?**

Mentoring in the workplace tends to describe a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced member of staff. It calls on the skills of questioning, listening, clarifying and reframing that are also associated with coaching.

One key distinction is that mentoring relationships tend to be longer term than coaching arrangements. In a succession planning scenario, for example, a regional finance director might be mentored by a group level counterpart over a lengthy period to develop a sound approach to dealing with the board, presenting to analysts and challenging departmental budgets.

Mentoring relationships work best when they move beyond the directive approach of a senior colleague 'telling it how it is', to one where they both learn from each other. An effective mentoring relationship is a learning opportunity for both parties, encouraging sharing and learning across generations and/or between roles."

### **Coaching Culture**

By developing a coaching culture, the organisation's development will be driven by the employees themselves and work towards building on the organisation's corporate aims and objectives. By building an 'in-house' development programme, issues such as future skills gaps will become more easily identifiable through one-to-one coaching intervention, opening up a regular dialogue between coach (line manager) and coachee (employee).

Examples of situations where coaching is a suitable development tool include:

- Helping competent technical experts develop better interpersonal skills.
- Supporting an individual's potential and providing career support.
- Developing a more strategic perspective after a promotion to a more senior role.
- Handling conflict situations so that they are resolved effectively.
- Dealing with the impact of change on an individual's role.

## **Reverse Mentoring**

Another element of coaching and mentoring is 'reverse mentoring'. Reverse Mentoring is where the typical 'senior coach, junior coachee' relationship is flipped and the junior employee becomes the coach. This tool can be useful in many different ways. Bridget Miller, Editor of HR Advisor Publication outlines the following potential benefits of this method:

- It empowers newer employees and makes them feel trusted.
- The young mentors can gain important leadership skills if they're able to navigate the situation well.
- It can allow experienced employees to stay up-to-date longer on newer technology without the need for more formal training. They can adapt to changing workplace technologies and trends like social media, phone messaging apps, crowdsourcing, or other new software.
- It can provide insights. This time can be used to train more experienced employees on what the younger generation values and needs from the employer.
- Both sides can learn more about the viewpoint of the other person, who may be of a different generation.
- The mentoring relationship can easily be customized to focus on the needs of the individual participants.
- Both sides can gain self-confidence.
- Mentoring relationships can foster better communication and collaboration in everyday interactions.

It will be essential to explore whether reverse mentoring is suitable in all cases and that it is not a tool to replace traditional coaching and mentoring, but one element that can complement a wider coaching programme.

## **Who undertakes the Coaching?**

Typically, organisations apply coaching as a day-to-day management activity, embedded into one-to-one meetings and performance conversations. An issue that is often raised is how effectively managers can coach their own staff, given the power relationship and the need for some distance and impartiality in the coaching relationship. Therefore, Coaching can be a challenging activity for the coach. Those involved in coaching need structured opportunities to reflect on their practice, either in one-to-one or group sessions. Such opportunities can provide support and help coaches continuously to develop their skills, while they can also act as an important quality assurance activity for organisations and a source of organisational learning about issues addressed in coaching sessions.

It's also important to establish guidelines on confidentiality and information flow in the implementation phase to develop trust between the individual and coach as well as other stakeholders (for example, managers and/or the HR function).

## **Roles and Responsibilities**

HR and L&D teams have a central role to play in designing and managing coaching and mentoring within an organisation. The quality of coaching and the results it delivers depend on identifying appropriate performance gaps, choosing appropriate coaches and mentors, managing relationships and evaluating success.

Managers will be a key role in rolling the programme out to the wider authority and their buy-in will be essential to its success.

Employees will need to be willing to explore this development tool and understand its role as part of the wider organisation's desire to promote learning and development.

## **Actions**

The HR/Learning & Development Team will explore options and suitable programmes to implement this part of the strategy. Third party engagement may be required in order to set up an appropriate programme to meet Broxtowe's corporate and organisation needs and East Midlands Councils may be the most appropriate starting point.

In addition, the HR Manager is currently undertaking the Institute of Leadership and Management Level 7 in Coaching and Mentoring and will be able to share relevant information, tools, techniques and methods from the course. The coursework requires the HR Manager to choose six senior managers (e.g. managers of managers) to develop a coach/coachee relationship and those managers may be able to develop their own coaching skills to then in turn coach some of their employees.

**APPENDIX 2**

Union Comments

Unite

Unite the Union welcome this report as it supports the Organisational Development Strategy.

Unison

Unions welcome this report as it supports the Organisational Development Strategy.

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## Report of the Chief Executive

**MANAGEMENT OF EMPLOYEES WITH LONG TERM SICKNESS  
ABSENCE**1. Purpose of report

To update Members on the process of managing employees with long term sickness absence.

2. Detail

One of the Council's Values is "Valuing employees and enabling the active involvement of everyone". This is demonstrated in the commitment the Council makes in providing help and support to officers who have long-term health conditions.

The appendix to this report outlines the process and measures that the Council takes in order to manage employees with long term absence.

**Recommendation**

**The Committee is asked to NOTE the process the Council uses to manage long term absences of employees.**

Background papers

Nil

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**APPENDIX**

The Council uses its Attendance Management Policy and Procedures for supporting employees with long term sickness absence. Currently the Council operates its Attendance Management using “trigger points”. The current trigger points are as follows:

When an employee has had:

- 4 or more occasions of absence in a rolling year
- absences totalling 10 or more working days (separate or continuous) in a rolling year
- any pattern of absence causing concern

they will be placed within the formal Attendance Management Procedure.

This method ensures that shorter, frequent absences are managed in a consistent framework and encourages employees and Managers to maintain ownership of their own/department’s absences.

By definition, long term absences are classed as anything more than 4 weeks (28 days).

Naturally, longer term absences can be much more complex for Managers, dependent on the nature of the absence.

Each long term case is managed on a “case by case” basis, considering the nature of the absence and their potential to return to work.

Employees can be supported with the following:

- Welfare meetings
- Care First (Counselling Support)
- Referral to Occupational Health
- Referral to third party support e.g. Access to Work
- Phased returns
- Alternative duties
- Redeployment

On Thursday 20<sup>th</sup> February 2020, the Council signed the Trade Union Congress Dying to Work Charter. Signing the charter will provide further protection for its 482 employees, as they pledge to protect and support employees who are diagnosed with a terminal illness. Some people, at some point throughout their working life will be diagnosed with a terminal illness, and so the Charter works to protect these employees to make what is already a stressful time more manageable. Employees can sometimes find that they can potentially face reduced income and loss of financial security, loss of stimulation and dignity and loss of Death in Service benefits, but Dying To Work helps support an employee if they wish to stay in employment whilst they are receiving treatment or making end of life plans, and allow them to live as normal working life as they wish.

Currently, the Council has thirteen employees on Long Term absence, eleven of which are physical injuries (fractures/operations/lymphoma) and two are stress/bereavement related. The average age of these employees is 54.2 years old and ten of the thirteen employees' roles would be considered frontline/manual roles, with the remaining three classed as office-based.

For 19/20 the split between short and long terms absences was as follows:

	Cumulative Sickness Days	Annual Sickness Days
<b>Short Term (Less than 4 weeks)</b>	1952	3.29
<b>Long Term (More than 4 weeks)</b>	4310.50	7.49

The total average annual sick days per employees totalled 10.88 based on 494.24 full time equivalent employees. Please note this includes employees of Liberty Leisure.

In the majority of cases, a return to work can be achieved successfully with minor adjustments undertaken to support their return. Those employee's absences are then continued to be managed under the attendance management policy referencing the trigger levels reached. Any further absences within the rolling year may result in moving to the next stage of Attendance Management.

Over the past five financial years eight employees (including Liberty Leisure) have been dismissed on the grounds of capability due to their long term absence. This route is used when all possible options have been explored in attempting to retain the person in employment and no further progress is possible. Ill health retirement is often explored with assistance from our Occupational Health provider, David Barber, however, these days the bar for this is set extremely high and employees are rarely granted this as there has to be no chance of them achieving gainful employment in the future.

In addition, four long terms absences have been successfully resolving using settlement agreements to gain an outcome that was best for both the Council and the employee – particularly where there was no likely outcome of a return to work/an/or an unwillingness to co-operate with Attendance Management processes.

Finally, sadly five employees who were absent as a result of long term conditions passed away in service.

In terms of formal Attendance Management processes undertaken in 19/20:

- 42 Stage 1 meetings
- 4 Stage 2 meetings
- 1 Stage 3 meeting organised (not completed due to settlement agreement)

One employee was redeployed to another role to assist their long term absence and this has been a success.

The policy states the following:

*13. Management of Long Term Sickness If an absence exceeds 4 weeks, the employee must be invited in writing to an informal welfare meeting with their manager. The meeting is to consider the period of absence under review; the nature of the employee's illness; and the potential implications of this for their return to work (ie the potential length of the absence and any longer-term impact of their condition); whether an Occupational Health referral is appropriate, what mechanisms are in place to support the employee during their absence, and any support that will help them prepare for their return. Automatic referral Occupational Health of all long term sickness cases is not necessary (eg where an employee is absent for a specified period of time due to a broken limb). Consideration needs to be given to the cause of absence, the timing of the referral, and whether a response from the Occupational Health Service will be useful in determining future action. Further welfare meetings should take place as deemed necessary given the circumstances of each case, but consideration should be given to meeting every 30 days.*

*13.1 Likelihood of recovery Where the information considered suggests that there is a likelihood of recovery and return to work within a reasonable timeframe, then the outcomes of this long-term sickness absence meeting may include: A provisional date for return to 'normal working' A provisional date for a phased return to normal duties A provisional date for returning on alternative duties A provisional date for return to their previous role, but with temporary or permanent adjustments in working arrangements, in recognition of the individual's health condition. Such adjustments will be made in order to ensure compliance with the Equality Act 2010 as well as the Council's wider commitments to equality and diversity; Consideration of permanent redeployment to another post which may be at a different grade or different terms and conditions of employment;*

*13.2 No likelihood of recovery The underlying principle when managing long term absence cases is to balance the Council's needs against the circumstances of the employee concerned. There is no requirement for manager to wait indefinitely for an employee who is on long-term sick leave to return to work or to be placed on a particularly Attendance Management Stage before considering particular action. At a certain point, managers in consultation with HR are entitled to decide that they are no longer able to accommodate the consequences of an employee's long term sickness absence and that it is not reasonable to wait any longer the employee to return to work. Where the information considered does suggests that there is no likelihood of the employee recovering and returning to work within a reasonable timeframe, advice should be sought from Occupational Health. If the employee is in the pension scheme Occupational Health should be asking for an opinion about whether the employee would qualify for ill health retirement Enquiring about ill health retirement does not imply that the relevant pension scheme will accept an application for the employee to*

*receive a pension on health grounds. A formal meeting should be then arranged to consider whether dismissal on the grounds of capability is appropriate. The Council has signed a Dying To Work Charter, preserving employment for any employee who has been diagnosed with a terminal illness. All employment benefits such as Death in Service will maintained for the duration of their employment. No employee who has been diagnosed with a terminal illness will be dismissed because of their condition.*

*13.3 Dismissal on Grounds of Capability Any decision to dismiss on grounds of incapacity due to sickness/ill-health is separate from any application or decision to award an ill-health pension and Broxtowe Borough Council LJCC 12 September 2019 Personnel Committee 16 September 2019 19 there is no requirement to delay proceeding with a capability dismissal until a decision is made about ill health retirement. Termination of employment on the grounds of capability will be considered as last resort, if the following criteria are satisfied: contact and assistance, or attempted contact, has been made and provided throughout the employee's absence; where the employee has failed to make contact despite attempts by managers, a decision to dismiss will be based on all available information; adequate medical evidence is available which indicates a return to work is unlikely within a reasonable time frame; the employee has been fully consulted and given an opportunity to respond at each stage; consideration for suitable alternative employment has been exhausted; any feasible modifications to the working area and/or role have been exhausted; ill health retirement has been considered The procedure to be followed will be as described in the Capability Policy.*

**Report of the Strategic Director**

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

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

2. Background

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

1 December 2020	<ul style="list-style-type: none"> <li>• Performance Management –Review of Business Plan Progress</li> <li>• Succession Planning</li> <li>• Appraisal System Review</li> <li>• Market Premium Policy</li> </ul>
23 March 2021	<ul style="list-style-type: none"> <li>• Performance Plans and Financial Estimates 2021/22-2023/24</li> <li>• Organisational Development Strategy Progress</li> <li>• Management Development Training</li> <li>• Talent Recruitment</li> <li>• Disability Confident Employer Status</li> </ul>

<b><u>Recommendation</u></b>
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<b>The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.</b>
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Background papers

Nil

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