Broxtowe Borough COUNCIL

23 November 2020

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 1 December 2020 via Microsoft Teams, commencing at 7.00 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the 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	

A G E N D A

1. ## APOLOGIES FOR ABSENCE

   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 29 September 2020.

4. REFERENCES

4.1 Local Joint Consultative Committee (Pages 5 - 28)

5 November 2020
Veterans Interview Scheme

The Committee considered the Veterans Interview Scheme, which guaranteed an interview to any former service personnel if they met the essential criteria. The scheme mirrored the one for disabled applicants and had been enacted as part of the Armed Forces Covenant.

RECOMMENDED to the Personnel Committee that the Veterans Interview Scheme be approved.

5. MINIMISING THE EFFECTS OF COVID -19 ON STAFF MENTAL HEALTH AND WELLBEING (Pages 29 - 36)

To advise Committee of actions being taken to support the mental health and wellbeing of staff during the Covid- 19 pandemic.

6. PERFORMANCE MANAGEMENT - REVIEW OF BUSINESS PLAN PROGRESS - HUMAN RESOURCES (Pages 37 - 42)

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.

7. WORK PROGRAMME (Pages 43 - 44)

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

8. EXCLUSION OF PUBLIC AND PRESS

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

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PERSONNEL COMMITTEE

TUESDAY, 29 SEPTEMBER 2020

Present: Councillor R S Robinson, Vice-Chair in the
                Chair.

Councillors: S J Carr (Substitute)
                J C Goold
                R I Jackson (Ex-Officio)
                H Land
                P J Owen
                J M Owen
                D D Pringle (Substitute)
                M Radulovic MBE (Substitute)
                P D Simpson
                H E Skinner (Substitute)
                C M Tideswell
                D K Watts
                R D Willimott

Apologies for absence were received from Councillors L Fletcher, M Hannah, L A Lally and P Lally

1   DECLARATIONS OF INTEREST

There were no declarations of interest.

2   MINUTES

The minutes of the meeting held on 30 June 2020 were confirmed as a correct record.

3   AVC WISE

The committee received a presentation from Mr Richard Ellis of AVC Wise which detailed how AVC Wise would assist the Council in maximising the savings available whilst also assisting employees throughout the process.

RESOLVED that the implementation of a new Shared Additional Voluntary Contributions pension scheme in partnership with AVC Wise, be approved

4   PENSIONS DISCRETION POLICY

Members discussed the Pension Discretions Policy. A query was raised with regards to the ethics surrounding the investments of the Local Government Pension Scheme.

RESOLVED that the Pensions Discretion Policy be approved.

5   HEAD OF ASSET MANAGEMENT AND DEVELOPMENT

The Committee considered a request to create 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 Directors department.

It was noted that the new post would provide exciting opportunities and provide more senior leadership for functions to attract a wider market.

RESOLVED that the creation of a new Head of Asset Management and Development post be approved.

6   RECRUITING A MARKETS OFFICER

The Committee discussed the appointment of a Markets Officer to organise markets in the Borough and how the post would provide much needed resilience and support to the town centres especially since lockdown. The Markets Officer would look to increase footfall and provide opportunities for start- up retailers and engage with local school and groups to establish more vibrant town centres.

RESOLVED that the recruitment of a Markets Officer, be approved.

7   NOTING REPORTS

The Committed noted the following reports:

- Performance Management – Review of Business Plan Progress – Human Resources.
- Apprenticeship Strategy.
- Coaching and Mentoring.
- Management of Employees with Long Term Sickness Absence.

- Action Plan for the Wellbeing of Staff Mental Health.

The Committee welcomed the Action Plan for the Wellbeing of Staff Mental Health and would like to see more regular updates with regards to the action plan and the effects on staff of Covid-19. Councillor R S Robinson moved the recommendation and proposed the action plan be approved and regular updates be submitted. This was seconded by Councillor H Land.

The recommendation was amended to read:
RESOLVED that the Action Plan be approved and regular updates be submitted to the relevant Committee.

8   EXCLUSION OF PUBLIC AND PRESS

RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of the Act.

9   CLEANING TEAM RESTRUCTURE

RESOLVED that:
1. **The new Cleaning Team Structure, including the posts of Mobile Cleaners, be approved.**
2. **The deletion of the existing vacant post be approved.**

10   WORK PROGRAMME

It was agreed that reports on the Effects on Staff of Covid-19 and Updates on the Mental Health Action Plan be added to the Work Programme.

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

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Report of the Chief Executive

VETERANS INTERVIEW SCHEME

1. Purpose of report

   To consider the introduction of a Veterans Interview Scheme.

2. Detail

   The Council has signed the Armed Forces Community Covenant since 2012 and in November 2018, also were awarded a Bronze certification for the Armed Forces Employer Recognition Scheme. The Council recognises the importance of supporting local veterans and the valuable contribution that they can bring to the community and the introduction of this scheme continues the Council's commitment to the Armed Forces Covenant and Employer Recognition Scheme.

   The scheme guarantees interviews to veterans who meet the essential criteria of an advertised position's person specification.

   This scheme should be read in conjunction with the Council's existing Recruitment and Selection Policy.

3. Statistics

   Of the 2018/19 UK regular service leavers who used a billable Career Transition Partnership service, and reported their employment outcomes six months after leaving service,14% are unemployed or economically inactive.

   In addition, medically discharged service leavers were notably less likely to be employed (72%), but more likely to be unemployed (15%) and economically inactive (15%), than those who were not medically discharged (88%, 5% and 7% respectively).

   Source: Career Transition Partnership Statistics 18/19.

Recommendation
The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee that the Veterans Interview Scheme be approved.

Background papers
Nil.

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Career Transition Partnership Annual Statistics: UK Regular Service Personnel Employment

1 April 2018 to 31 March 2019

Published: 27 February 2020

This statistical bulletin provides summary statistics on employment outcomes, six months after leaving service, for UK regular and Gurkha service personnel who left the UK armed forces and accessed employment support provided by the Career Transition Partnership (CTP).

The CTP supports service leavers in their transition from military to civilian life through a range of career and employment support services including workshops, one-to-one guidance and job finding support. There are three main employment outcomes: employed, unemployed and economically inactive (not in employment, but not actively looking for work).

This Statistical bulletin presents top-level employment outcomes for service leavers in each financial year between 2014/15 and 2018/19, with further detail on employment outcomes by key demographics, employed occupations and reasons for economic inactivity for 2018/19 service leavers.

Key Points

Of the 2018/19 UK regular service leavers who used a billable CTP service, and reported their employment outcomes six months after leaving service:

86% were employed

Significant increase from last year

The most commonly reported occupations were:

- Associate Professional and Technical occupations (22%),
- Skilled Trade occupations (21%),
- Professional occupations (13%).

6% were unemployed

Of all demographic groups, BAME[a] service leavers were notably more likely to be unemployed (20%) than White service leavers (6%).

This finding appears to reflect disparities in employment status between ethnic groups in the wider UK population.

8% were economically inactive

The most common reasons for economic inactivity were:

- Being in education, training or volunteering (40%),
- 'No employment sought' e.g. those on a career break (20%),
- Medical Reasons (12%).

Females were notably more likely to be economically inactive (18%) than males (7%). This was largely driven by females looking after family (28%).

50+ Service leavers aged 50 and over were notably more likely to be economically inactive (17%) than those in younger age groups (e.g. 7% of those aged 45-49). This was largely driven by service leavers in this age group who were retired (40%).

Medically discharged service leavers were notably less likely to be employed (72%), but more likely to be unemployed (15%) and economically inactive (15%), than those who were not medically discharged (88%, 5% and 7% respectively).

a. Black, Asian and Minority Ethnic

Contents

This statistical bulletin, supplementary tables (presented as both Microsoft Excel and Open Data Source files) and accompanying background quality report can be found at:

https://www.gov.uk/government/collections/career-transition-partnership-ex-service-personnel-employment-outcomes-statistics-index

Introduction

This report has been produced to gain a better understanding of the Career Transition Partnership[1] (CTP) resettlement services used by UK armed forces service leavers. The CTP is an agreement between a contractor (Right Management, Limited since 1998) and the MOD, and exists to support service leavers in their transition from military to civilian life/employment.

These statistics are published in response to user demand. Interest has come from Parliament, Government Departments, the third Sector, academics, the media, and the general public. External interest in these statistics became more widespread following the introduction of the Armed Forces Covenant[2], which lays out the Government's commitment to ensure the armed forces community, which includes service leavers, are not disadvantaged in any way, including access to employment at the end of their military career.

All service personnel leaving the UK armed forces are eligible for CTP resettlement support. Personnel who died were excluded from the eligibility criteria for the purpose of this Official Statistic, although in practice, their next of kin are eligible for resettlement support. CTP support is available to eligible personnel two years before leaving the UK armed forces, through to two years after. The level of CTP support offered is dependent on a combination of the length of time served in the UK armed forces and the reason for exit. Further information on programme eligibility can be found in the accompanying Background Quality Report. However in summary;

- The Core Resettlement Programme (CRP) provides support to service leavers with six years' service or longer, and those who have been medically discharged (irrespective of length of service).
- The Employment Support Programme (ESP) provides support to service leavers with four or five years' service.
- The Future Horizons (FH) Programme supports Early service Leavers (ESLs) with less than four years' service, and those discharged for disciplinary reasons (irrespective of length of service).

Service leavers are offered a range of 'billable' services (where Right Management invoice the MOD for payment). Further details of the benefits and services available under each programme can be found in the Background Quality Report. Employment outcomes for service leavers who have used non-billable services, such as attending career fairs, are not included within these statistics, and are reported in Figure 1 on page 3 as 'did not use billable CTP services'.

In this report, reference to **UK regular service leavers** includes: Regulars and Gurkhas who have left the UK armed forces to civil life or have an unexplained outflow between 1 April 2018 and 31 March 2019. This excludes Full Time Reserve Service personnel, mobilised reservists and deaths.

There were three self-reported employment outcomes at time of follow up by Right Management, six months after leaving service;

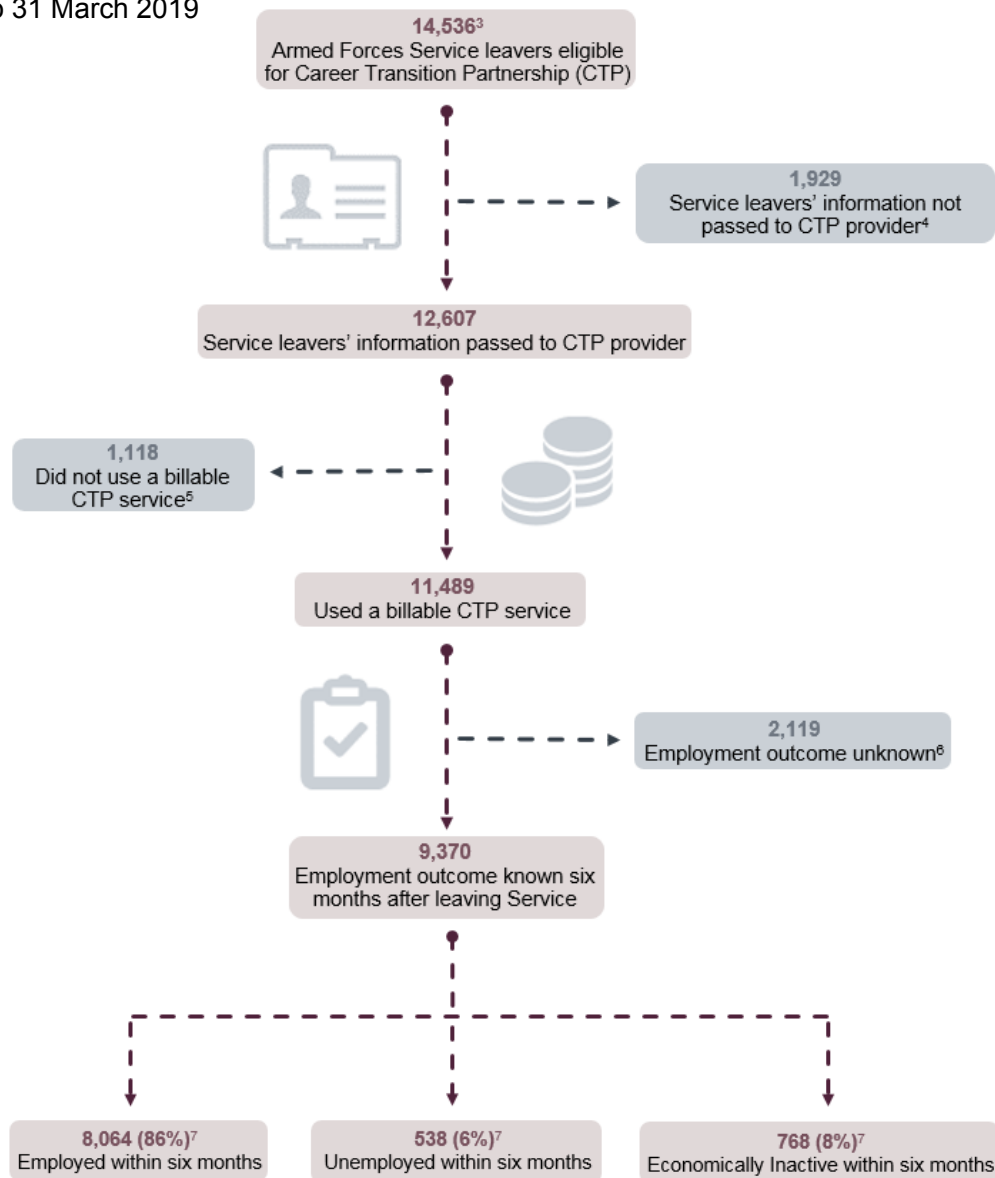**Employed**: Those in full-time or part-time paid employment.

Unemployed: Those not in paid employment, who were actively seeking employment.

Economically Inactive: Those not in paid employment, who were not actively seeking employment.

Results: Top level employment outcomes

This section presents a summary of the self-reported employment outcomes of regular service personnel and Gurkhas who left service in 2018/19 and used a billable CTP service, six months after leaving service. Further analysis includes employment outcomes by service leaver characteristics and reported occupations of employed service leavers, six months after leaving service. All underlying summary data for this report can be found in the accompanying supplementary tables.

Figure 1: Employment outcomes[1] for UK regular service leavers[2] in 2018/19, who used a billable Career Transition Partnership service, numbers

1 April 2018 to 31 March 2019

14,536[3]
Armed Forces Service leavers eligible for Career Transition Partnership (CTP)

1,929
Service leavers' information not passed to CTP provider[4]

12,607
Service leavers' information passed to CTP provider

1,118
Did not use a billable CTP service[5]

11,489
Used a billable CTP service

2,119
Employment outcome unknown[6]

9,370
Employment outcome known six months after leaving Service

8,064 (86%)[7]
Employed within six months

538 (6%)[7]
Unemployed within six months

768 (8%)[7]
Economically Inactive within six months

1. Employment outcome within six months of leaving service.
2. Includes regulars and Gurkhas who have left the UK armed forces to civil life or have an unexplained outflow between 1 April 2018 and 31 March 2019. Excludes Full Time Reserve Service personnel, mobilised reservists and deaths.
3. This figure does not match the figure reported in the UK armed forces Quarterly Service Personnel Statistics, since this report includes Gurkhas and excludes service leavers who have died: https://www.gov.uk/government/statistics/quarterly-service-personnel-statistics-2019 .
4. Eligible personnel whose records were not passed to CTP. This will include those who did not give permission for their information to be passed on to Right Management Ltd.
5. Includes service leavers who used 'non-billable' services, and those who will go on to use a billable service up to two years post discharge. This also includes service leavers who had died after being registered with Right Management Ltd, had re-engaged into military service, or had actively declined to use a billable CTP service.
6. Includes non-responders at the six-month follow-up and responders who did not wish to disclose their employment status.
7. Percentages do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

(Table 1, Supplementary Tables)   *Sources: JPA and Right Management*

Results: Top level employment outcomes (cont.)

The supplementary tables 1 to 6 present all of the findings. When comparing groups which differ in size, this bulletin only reports on the **notable differences** where the difference between two groups was determined to be statistically significant (z-test of proportions with a 95% confidence level), with an effect size of >= 0.2 / -0.2. These have been marked with an '*' in the supplementary tables 7a to 7c.

In 2018/19, 14,536 regular and Gurkha service personnel left the UK armed forces, of which 11,489 (79%) used a billable CTP service. Of those who used a billable CTP service, 9,370 (64% of all 2018/19 service leavers) provided their employment outcome at their six-month follow-up.

This section of the report presents the self-reported employment outcomes of those 9,370 respondents, referred to as '2018/19 service leavers'.

Of the 2018/19 service leavers, 86% were employed, 6% were unemployed and 8% were economically inactive six months after leaving service.

Figure 2: Employment outcomes for UK regular service leavers between 2016/17 and 2018/19, percentages[1]
1 April 2016 to 31 March 2019
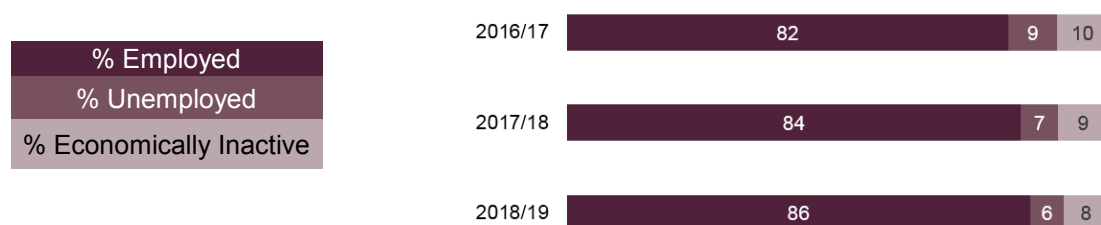
Sources: JPA and Right Management
1. The percentages presented in stacked bar charts do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

The employment rate of 86% and the unemployment rate of 6% among 2018/19 service leavers were higher than the UK population during the same period (76%[3] and 4%[4] respectively). However, caution must be taken when making comparisons. The employment status of service leavers was recorded six months after they left service, whilst the UK population includes those that sought employment for longer than six months. For example, in 2018/19, approximately 26%[4] of the unemployed UK population had been unemployed for more than twelve months.

In addition there were demographic differences between the 2018/19 service leavers and the UK population, for example 91% of service leavers were male, compared with 49% of the UK population[5]. Males are more likely to be employed than females (See Employment outcomes by gender on page 6) and therefore, this disparity in gender across the populations may be driving the employment rate of service leavers to be higher than that of the UK population.

(Table 2, Supplementary Tables)   *Sources: JPA and Right Management*

Trends over time

There were several key policy and data processing changes prior to 2016/17 which impacted on the methodology used to calculate employment outcomes. As such, comparisons can only be made be made between the latest three financial years, 2016/17, 2017/18 and 2018/19. Further details on methodology changes over time can be found in the Background Quality Report.

The employment rate of service leavers has significantly increased every year between 2016/17 to 2018/19 (Figure 2). Service leavers in quarter four (January 1 to March 31) of 2018/19 also had the highest employment rate of all quarters for the three recorded years (88%).

(Tables 2, 3, Supplementary Tables)   *Sources: JPA and Right Management*

Results: Top level employment outcomes (cont.)

Most common occupations for employed service leavers

Over half (56%) of the employed 2018/19 service leavers reported that they were employed in one of the following three most common occupations, six months after leaving service:

Associate Professional and Technical occupations (22%)
Includes occupations that provide technical support to Professionals and to Managers, Directors and Senior Officials. Most occupations will have an associated high-level vocational qualification.

Skilled Trade occupations (21%)
Includes occupations that require manual dexterity and other practical skills including agricultural and construction occupations. Most positions require a level of practical training including work-based training and apprenticeships.

Professional occupations (13%)
Includes occupations whose main tasks require a high level of knowledge and experience in fields such as engineering, biological and natural sciences. Most occupations will require a degree or equivalent qualification.

Notable differences in occupation were found between demographic groups, as detailed throughout this bulletin.

Occupations have been grouped in accordance with Office for National Statistics' (ONS) Standardised Occupational Classification (SOC). Major SOC groups are presented within this bulletin. Further information on occupations in all SOC groups can be found on the ONS website[6].

Most common reasons for economic inactivity

Nearly three quarters (72%) of the economically inactive 2018/19 service leavers reported the following reasons for economic inactivity, six months after leaving service:

Education, training or volunteering (40%)

No employment sought (20%)

Medical Reasons (12%)

Notable differences were found between demographic groups with regards to reason for economic inactivity, as detailed throughout this bulletin.

Service leavers not using a billable CTP service

Service personnel are under no obligation to use billable CTP support after leaving service. In 2018/19, 1,118 service leavers had their details passed onto the CTP provider but did not use a billable service up to 6 months after leaving service. Of which, 359 service leavers shared their reasons with the CTP provider:

79% reported being employed or self-employed after leaving service, therefore not requiring CTP support.

**6%** reported emigration to outside of the UK as the reason for declining billable CTP support.

5% reported being in education, training or volunteering as the reason for declining billable CTP support.

Please note, service leavers can access CTP support up to two years before and two years after leaving service. The 1,118 service leavers who had their details passed onto the CTP provider may go on to access billable CTP support at a later date.

Results: Employment outcomes by gender

Key message: There were a number of notable gender differences observed for male and female service leavers in terms of employment status occupation and reasons for economic inactivity. However, any observations generally reflected wider gender employment differences in the UK.

Figure 3: Employment status of UK regular service leavers in 2018/19, by gender, percentages[1]
1 April 2018 to 31 March 2019
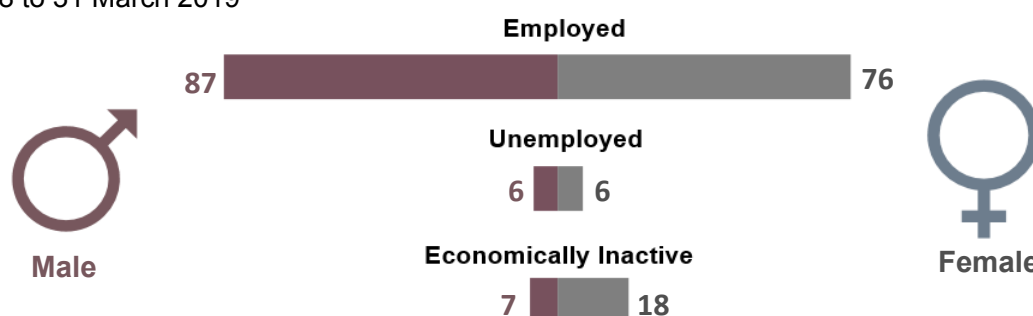
Employed

87 / 76

Male | **Female**

Unemployed

6 | 6

Economically Inactive

7 | 18

Sources: JPA and Right Management
1. Percentages in the stacked bar charts do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

Females were notably less likely to be employed (76%) and more likely to be economically inactive (18%) than male service leavers (87% and 7% respectively). This finding reflects the wider gender differences in employment status within the general UK population, however employment rates for service leavers were higher than the general UK population for both genders[7].

Occupations of employed service leavers:

The three most commonly reported occupations by male and female service leavers do not exactly match those for all service leavers, as detailed on page 5. Males were more likely to report employment as Process, Plant and Machine Operatives (13%) than professional occupations (12%). Females were more likely to report employment in Caring, Leisure and other Service occupations (14%) than Skilled Trade occupations (5%).

The following notable differences were observed between groups:

- Males were more likely to report being in employed in Skilled Trade occupations than females (22% and 5% respectively).

- Males were more likely to be employed as Process, Plant and Machine operatives than females (13% and 2% respectively).

- Females were more likely to be employed in Caring, Leisure and other Service occupations than males (14% and 2% respectively).

- Females were more likely to be employed in Administrative and Secretarial occupations than males (11% and 4% respectively).

The above findings reflect wider UK gender differences within the UK workforce[8].

Reasons for economic inactivity:

The three most commonly reported reasons for economic inactivity by male service leavers were the same as those for all service leavers, as detailed on page 5. However, females were more likely to report 'looking after family' (28%) than medical reasons (8%).

The following notable differences were observed between groups:

- Females were more likely to report 'looking after family' than males (28% and 5% respectively).

- Males were more likely to report retirement than females (9% and 3% respectively).

These reasons for economic inactivity reflect wider UK gender differences, where females where more likely to report looking after family/home and less likely to be retired than males[9].

(Tables 4, 5b, 6b, Supplementary Tables) Page 12 *Sources: JPA and Right Management*

Results: Employment outcomes by ethnicity

Key message: BAME service leavers were notably more likely to be unemployed six months after leaving service than White service leavers. This appears to reflect disparities between ethnic groups in the UK in terms of employment status. However, for those employed, there were no notable differences between groups in term of occupation at the major SOC level.

Figure 4: Employment status of UK regular service leavers in 2018/19, by ethnicity[1], percentages[2]
1 April 2018 to 31 March 2019
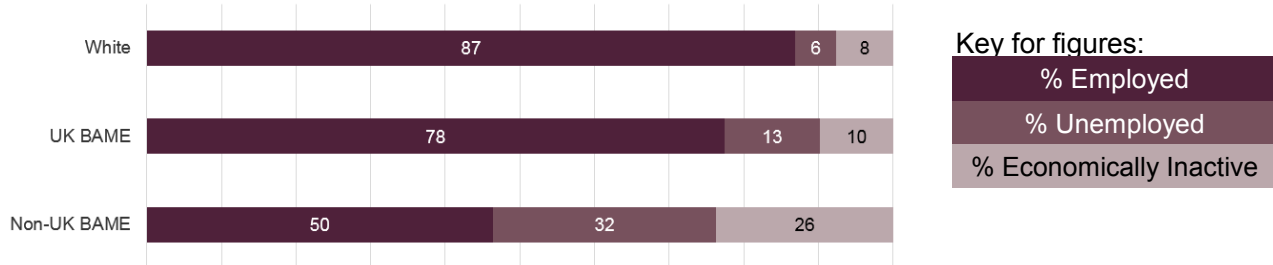
Sources: JPA and Right Management
1. UK BAME refers to Black, Asian and Minority Ethnic service leavers with a nationality of English, Scottish, Welsh or Irish. Please note, that Irish service leavers have all been reported under UK BAME since it was not possible to determine whether they were from Northern Ireland or the Republic of Ireland. Non-UK BAME refer to Black, Asian and Minority Ethnic foreign and Commonwealth service leavers who do not have a nationality of English, Scottish, Welsh or Irish.
2. Percentages in the stacked bar charts do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

White service leavers were notably more likely to be employed than UK Black, Asian and Minority Ethnic (BAME) service leavers (87% and 78% respectively), who were in turn more likely to be employed than non-UK BAME service leavers (50%).

Conversely, non-UK BAME service leavers were notably more likely to be unemployed than UK BAME service leavers (32% and 13% respectively), who were in turn more likely to be unemployed than White service leavers (6%).

Non-UK BAME service leavers (26%) were also notably more likely than White and UK BAME service leavers to be economically inactive (8% and 10% respectively).

The ONS also found that within the UK population, the employment rate was higher for those who reported their ethnicity as White (78%) than those who reported their ethnicity as Mixed, Indian, Pakistani, Bangladeshi, Chinese, Black/African/Caribbean or other (66%)[10].

Occupations of employed service leavers:

The three most commonly reported occupations by White service leavers, were the same as those for all service leavers, as detailed on page 5. However, BAME service leavers were more likely to report employment as Process, Plant and Machine operatives (17%) than Professional occupations (13%).

There were no notable differences between groups.

Reasons for economic inactivity:

The three most commonly reported reasons for economic inactivity by both White and BAME service leavers were the same as those for all service leavers, as detailed on page 5.

The following notable differences were observed between groups:

White service leavers were more likely to report 'no employment sought' than BAME service leavers (22% and 7% respectively).

BAME service leavers were more likely to report 'medical reasons' than White service leavers (26% and 11% respectively).

White service leavers were more likely to report that they were looking after family than BAME service leavers (10% and 4% respectively).

Results: Employment outcomes by service

Key message: There were a number of differences observed in terms of employment outcomes, occupation and reasons for economic inactivity for service leavers from each of the three services, though few differences were notable. The most notable differences were observed amongst those who were economically inactive six months after leaving service.

Figure 5: Employment status of UK regular service leavers in 2018/19, by service, percentages[1]
1 April 2018 to 31 March 2019

Sources: JPA and Right Management
1. Percentages in the stacked bar charts do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.
2. Includes Royal Navy and Royal Marine service leavers.

Army service leavers were less likely to be employed six months after leaving service (85%) than Naval and RAF service leavers (88% and 88% respectively), and were more likely to be unemployed (8%) than Naval and RAF service leavers (4% and 4% respectively). However, these differences were not notable.

Occupations of employed service leavers:

The three most commonly reported occupations by Naval and RAF service leavers, were the same as those for all service leavers, as detailed on page 5. However, Army service leavers were more likely to report employment as Process, Plant and Machine operatives (15%) than Professional occupations (12%).

There was only one notable difference observed between groups within all occupations:

RAF service leavers were more likely to report employment in Associate Professional and Technical occupations than Army service leavers (31% and 19% respectively).

Reasons for economic inactivity:

The three most commonly reported reasons for economic inactivity by Army service leavers were the same as those for all service leavers, as detailed on page 5. However, both Naval and RAF service leavers were more likely to report retirement (14% and 15% respectively) than 'medical reasons' (13% and 9% respectively).

The following notable differences were observed between groups:

RAF service leavers were more likely to report 'no employment sought' (29%) than Army service leavers (17%).

Army service leavers were more likely to report education, training or volunteering (46%) than both Naval (34%) and RAF (27%) service leavers.

Both Naval and RAF service leavers were more likely to report being retired than Army service leavers (14%, 15% and 4% respectively).

Results: Employment outcomes by rank

Key message: There were no notable differences between Officers and Other Ranks in terms of employment status six months after leaving service. However, there were many notable differences in occupation and reason for economic inactivity, which may reflect the age profile of these cohorts. With regards to regular service leavers (excluding Gurkhas), Officers have a mean age at exit of 41 years whilst Other Ranks have a mean age at exit of 29 years[11].

Figure 6: Employment status of UK regular service leavers in 2018/19, by rank, Percentages[1]

1 April 2018 to 31 March 2019
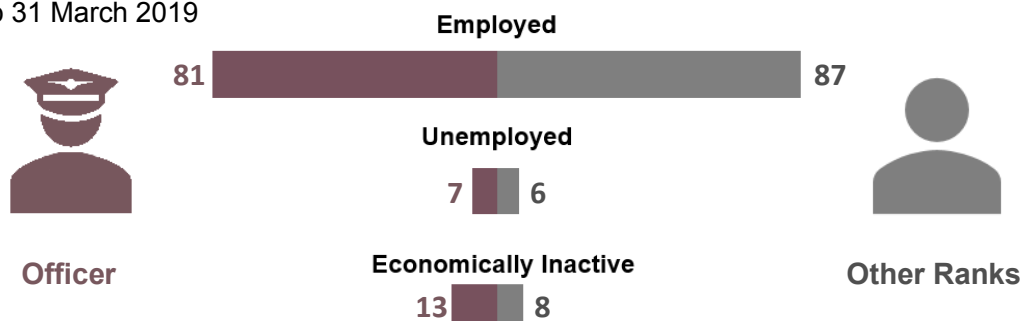
Employed

81   87

Unemployed

7   6

Officer   **Economically Inactive**   **Other Ranks**

13   8

Sources: JPA and Right Management
1. Percentages in the stacked bar charts do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

Other Ranks were more likely to be employed (87%) than Officers (81%). Officers were more likely to be economically inactive (13%) than Other Ranks (8%). However, these differences were not notable.

Occupations of employed service leavers:

The three most commonly reported occupations by Officers and Other Ranks do not exactly match those for all service leavers, as detailed on page 5. Officers were more likely to report employment as Managers, Directors and Senior Officials (21%) than Skilled Trade occupations (3%). Other Ranks were more likely to report employment as Process, Plant and Machine operatives (14%) than Professional occupations (10%).

The following notable differences within all occupations were observed between groups:

Officers were more likely than Other Ranks to report being employed:

- In Associate Professional and Technical occupations (32% and 21% respectively).
- In Professional occupations (31% and 10% respectively).
- As Managers, Directors and Senior Officials (21% and 7% respectively).

Other Ranks were more likely than Officers to report being employed:

- In Skilled Trade occupations (23% and 3% respectively).
- As Process, Plant and Machine operatives (14% and 2% respectively).
- In Elementary occupations[b] (13% and 4% respectively).

Reasons for economic inactivity:

The three most commonly reported reasons for economic inactivity by Other Ranks were the same as those for all service leavers, as detailed on page 5. However, Officers were more likely to report retirement (19%) than 'medical reasons' (8%).

The following notable differences were observed between groups:

- Other Ranks were more likely to report education, training or volunteering than Officers (45% and 23% respectively).
- Officers were more likely to report 'no employment sought' than Other Ranks (31% and 18% respectively).
- Officers were more likely to be retired than Other Ranks (19% and 5% respectively).

(Tables 4, 5c, 6c, Supplementary Tables)   *Sources: JPA and Right Management*

b. 'Elementary Occupations' includes professions such as: bar tenders, labourers, cleaners and factory/warehouse workers.

Results: Employment outcomes by age at exit and length of service

Key message: There was a strong correlation between length of service and age at exit, such that service leavers with shorter lengths of service were generally younger than those with longer lengths of service. As such, this section presents employment outcomes by age at exit only.

There were many notable differences observed between age groups in terms of employment status, occupation and reasons for economic inactivity six months after leaving service. Considering all of the notable differences in this findings section, age at exit appears to have the biggest influence on different employment outcomes, when compared with other demographic groups.

Figure 7: Employment status of UK regular service leavers in 2018/19, by age at exit and length of service, percentages[1]
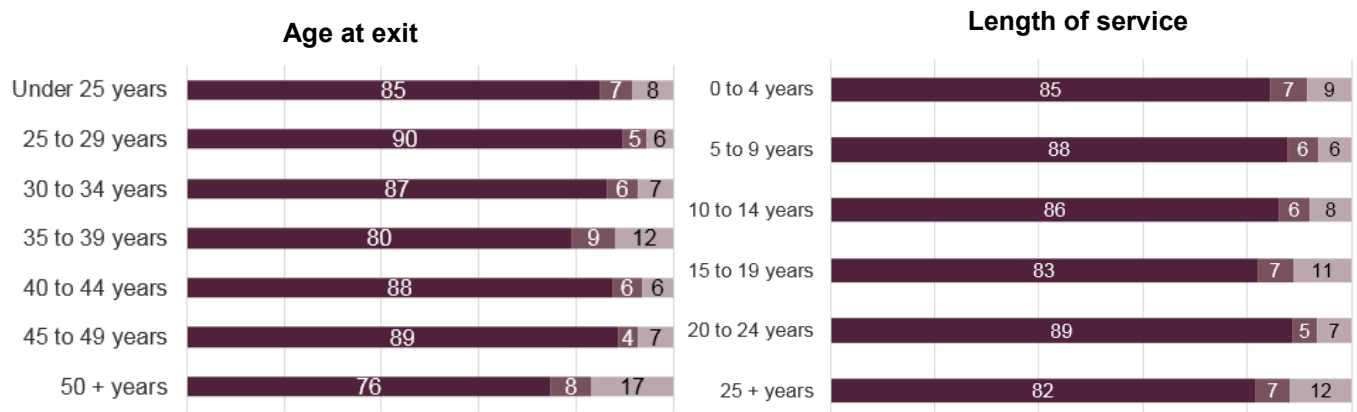
1 April 2018 to 31 March 2019

Sources: JPA and Right Management

1. Percentages in the stacked bar charts do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

% Employed	
% Unemployed	
% Economically Inactive	

Service leavers 25 to 29 years of age at exit had the highest employment rate of all age groups (90%), and were notably more likely to be employed than service leavers aged 35 to 39 (80%) and service leavers aged 50 years or older (76%). Economic inactivity was highest amongst those aged 50 years and older (17%), notably higher than all other age groups except those aged 35 to 39 (12%).

The rate of economic inactivity for service leavers aged 35 to 39 (12%) was considerably higher than for all other age groups under 50. However, there does not appear to be a single driver for this finding, service leavers in this age group were simply more likely to report all reasons for economic inactivity than service leavers on other age groups. Further information on reasons for economic inactivity is presented on page 11.

Occupations of employed service leavers:

The three most commonly reported occupations by service leavers aged 30-39 at exit were the same as those for all service leavers, as detailed on page 5. However, service leavers aged under 30 were more likely to report employment in Elementary occupations (17%) than Professional occupations (7%). Service leavers aged over 40 were more likely to report employment as Managers, Directors and Senior Officials (14%) than Skilled Trade occupations (12%).

Results: Employment outcomes by age at exit and length of service continued

Occupations of employed service leavers continued:

The following notable differences within all occupations were observed between groups:

Service leavers aged under 30 were more likely to report being employed in Elementary occupations than service leavers aged 30 and over (17% of those aged under 30, 8% of those aged 30 to 39, 5% of those aged 40 and over).

Service leavers aged under 30 were more likely to report employment as Process, Plant and Machine operatives than those aged 40 and over (14% and 8% respectively).

Service leavers aged 30 and over were more likely to report being employed as Managers, Directors and Senior Officials than service leavers aged under 30 (4% of those aged under 30, 10% of those aged 30 to 39, 16% of those aged 40 and over).

Service leavers aged 30 and over were more likely to report being employed in Professional occupations than service leavers aged under 30 (7% of those aged under 30, 17% of those aged 30 to 39, 19% of those aged 40 and over).

Service leavers aged under 40 were more likely to report being employed in Skilled Trade occupations than service leavers aged 40 and over (26% of those aged under 30, 23% of those aged 30 to 39, 12% of those aged 40 and over).

Reasons for economic inactivity:

The three most commonly reported reasons for economic inactivity varied greatly by age at exit, with a high number of notable differences observed between different age groups.

The most notable differences observed between groups were:

Education, training or volunteering was the most common reason for economic inactivity reported by service leavers in all age groups under 45, with percentages broadly decreasing with age. Specifically, those aged under 25 were notablyly more likely to report this reason for economic inactivity than service leavers in all age groups over 30 (for example, 65% of those aged under 25 compared with 42% of those aged 30 to 34).

Service leavers aged 45 and over were more likely to report 'not seeking employment' than service leavers aged under 35 (for example, 37% of those aged 45 to 49 compared with 9% of those aged 30 to 34).

Service leavers aged 50 and over were more likely to report being retired (40%) than service leavers in all younger age groups apart from those aged 45 to 49 (15%). There are no comparison percentages for the younger age groups due to suppression. See Further Information section.

Service leavers aged 30 to 34 and 40 to 44 were most likely to report looking after family as a reason for economic inactivity (18% and 18% respectively). Service leavers in both age groups were notably more likely to report this reason than service leavers aged under 25 (3%) and those aged 50 and over (5%).

Service leavers aged 35 to 39 were more likely to report medical reasons for economic inactivity (26%) than service leavers in all other age groups, and were notably more likely to report these reasons than those aged under 25 (9%) and those aged 50 and over (5%).

Figure 8: Employment status of for UK service leavers in 2018/19, by medical discharge status, percentages[1]

1 April 2018 to 31 March 2019
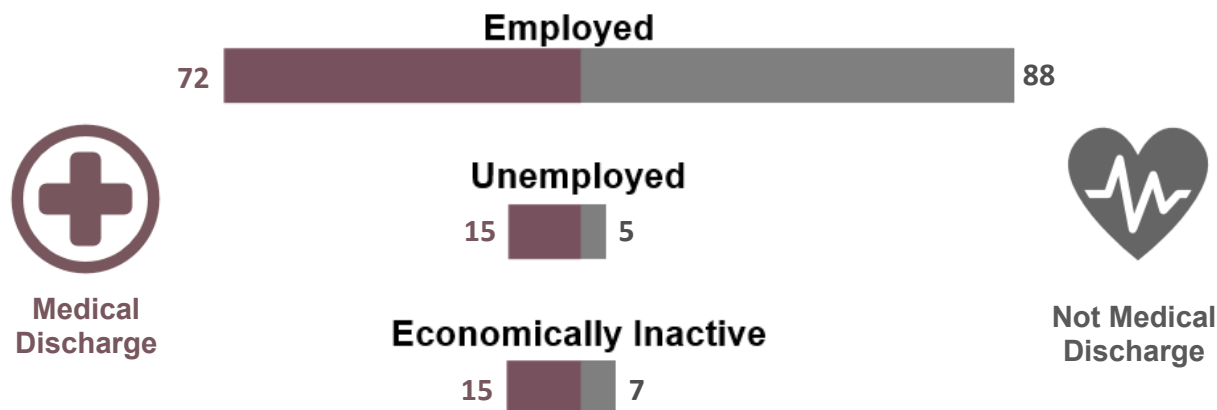
Sources: JPA and Right Management
1. Percentages do not sum to 100% and are weighted to account for non-response bias. See 'Data, definitions and methods' section for further detail.

Service leavers who were medically discharged were notably less likely to be employed (72%), but more likely to be unemployed (15%) and economically inactive (15%) than service leavers who were not medically discharged (88%, 5% and 7% respectively).

For service leavers who were medically discharged, gaining employment within six months may not have been a short-term goal. These service leavers will have been entitled to enhanced career support from the CTP-assist team[12]. This support aims to assist individuals to find a future outcome that works for them.

Depending on their individual circumstances, the MOD may grant some medically discharged service leavers deferred CTP support for up to two years[c]. This means those who have a long term goal of gaining employment could be accessing CTP support up to four years post discharge.

(Table 4, Supplementary Tables)   *Sources: JPA and Right Management*

c. Access to CTP support beyond 2 years post discharge would need to be authorised by the MOD and is linked to exceptional circumstances.

Data, definitions and methods

This section provides a brief summary of the data sources and methodology; more detailed information is available in the accompanying Background Quality Report.

Data sources
The Joint Personnel Administration (JPA) system was used to identify regular and Gurkha service personnel who left the UK armed forces each financial year between 2014/15 and 2018/19. Demographic information (such as gender, service, rank and ethnicity) were also extracted from the JPA system.

The MOD's authoritative databases on in-service deaths and medical discharges were used to identify and remove those who died from the service leavers cohort, and to identify those medically discharged from service.

Right Management's ADAPT system was used to identify service personnel who have had their details passed on to Right Management, and of those, the service personnel who have used a billable CTP service. Employment outcomes were also extracted from the ADAPT system.

Data coverage
These statistics present employment outcomes for UK regular and Gurkha service leavers who have used a billable CTP service. This report does not include Full Time Reserve Service personnel or mobilised reservists.

The CTP eligibility criteria changed from 1 October 2013 to include regular and Gurkha service leavers with less than four year's service (ESLs), and service leavers discharged for disciplinary reasons or deemed unsuitable for service (irrespective of length of service). However, Defence Statistics only began reporting on this cohort from 1 October 2015. Since 1 October 2015 **all** regular and Gurkha service personnel have been included.

Prior to 1 October 2015, employment outcomes were estimated based on a 20% sample of service leavers who had used a billable CTP service. Since 1 October 2015, Right Management have attempted to contact all users of a billable CTP service, and the 2016/17, 2017/18 and 2018/19 employment outcomes were calculated based on improved coverage data, with response rates of 81%, 82% and 82% respectively.

CTP Employment outcomes are only sought from those who used billable CTP services. Service leavers who accessed only non-billable services such as career fairs were excluded. These statistics also exclude service leavers who did not use a billable service six months post-discharge but who may have gone on to use a billable CTP service up to two years post-discharge.

Calculation of employment rates
The employment rates were calculated in line with the Office for National Statistic's definition:

- The **employment rate** and the **economically inactive rate** were calculated as the ratio of those personnel with the respective employment outcomes, relative to the total number of personnel employed, unemployed and economically inactive. These rates have then been applied to the total number of personnel who used a billable CTP service to estimate the number of personnel employed and economically inactive.

- The **unemployment rate** has been calculated as the ratio of unemployed personnel, relative to the total number of personnel employed and unemployed. This rate has then been applied to the total number of personnel who used a billable CTP service, less the estimated proportion who were economically inactive, to estimate the number of personnel unemployed.

As the unemployment rate was calculated using a different population to the employment rate and the economically inactive rate, the employment, unemployment and economically inactive rates will not sum to 100%. Therefore, percentages presented throughout the bulletin in stacked bar charts do not sum to 100%.

Non-responder bias
Despite a high response rate (82%), investigations were conducted to determine any non-responder bias as response rates were lower for Army service leavers, service leavers who were of non-Officer Ranks and service leavers aged under thirty.

This means that the characteristics of responders did not reflect the distribution of characteristics among all 2018/19 service leavers. Therefore, responses were weighted by service, rank and age group in order to correct for any bias caused by over or under-representation. Numbers are presented as unweighted counts and percentages have been weighted. For further details on how the weights were calculated and applied to the data, please see the Background Quality Report

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Data, definitions and methods (cont.)

Determining occupations and reasons for economic inactivity

Free-text occupation information for all users of a billable CTP service who reported as being employed six months post-discharge was coded and presented in line with ONS' 'major' Standard Occupational Classification (SOC) 2010 groupings. Since 2017/18, this publication has presented the lower level occupation that service leavers reported being in, six months post service. This more detailed occupation information was added following interest from the armed forces Pay Review Body (See Supplementary Tables, Table 5h). Right Management supplied categorised information for all users of a billable CTP service who reported as being economically inactive six months post-discharge.

Significance test

Percentages enabled comparisons to be made between various demographic characteristics. The z test difference between two proportions was used to identify if there were significant differences between percentages from the various responses. The significance test provided confidence to state that an observed difference between the percentages was a real difference, and did not occur due to chance. Upper and lower confidence intervals were also calculated from the z test.

A significance level of 0.05 has been used throughout this report, however, where appropriate, a Bonferroni correction has been applied to allow for multiple testing (when more than two groups are being compared). A Bonferroni correction helps to reduce the likelihood of a difference being classed as significant when it is not (a false positive). To do this the level of significance (0.05) was divided by the number of tests being carried out. Statistical significance was then only assumed when the *p*-value was less than the corrected significance level.

Measure of effect

The measure of effect was calculated to quantify the difference between two groups where statistically significant differences were found. Only significant differences with an effect size equal to or greater than 0.2 or –0.2 (indicating a small to large effect size) were reported as notably different within this Statistical Bulletin. Any comparisons between two groups which were not significantly different or were significantly different but with an effect size of <0.2 were not reported on in this bulletin.

Please see the Background Quality Report for further information on the statistical procedures applied.

Pearson product moment correlation coefficient

Correlation is a measure of the linear relationship between two variables. A Pearson correlation coefficient value of 0.913 between age at exit and length of service suggests that there is a strong positive correlation between the two variables. This means that as the value of one variable increases, the value of the other variables also increases. Further information can be found in the Background Quality Report.

Glossary

ADAPT	Right Management's Administration System.
BAME	Black, Asian and Minority Ethnic service leavers.
Core Resettlement Programme (CRP)	A programme provided by CTP to provide support to service leavers who have served at least six years.
Career Transition Partnership (CTP)	The CTP provides resettlement services, for example transition back into employment, for those leaving the Royal Navy, Royal Marines, Army and Royal Air Force. Regardless of time served, all members of the armed forces can benefit from CTP support when leaving service.
CTP Future Horizons (FH)	A programme provided by CTP to provide employment support to service leavers who had served less than four years or who had left for disciplinary reasons irrespective of the number of years served.
Early service leavers (ESL)	Early service leavers refer to personnel who served less than four years in the armed forces.
Economically inactive	People not in full-time or part-time paid employment, but not actively looking for work, such as students, carers, retired, travelling, looking after family, unwell, medically unfit for work and those awaiting visas/citizenship.
Effect size	Effect size illustrates the magnitude of the difference between two populations.
Employed	People in full-time or part-time paid employment.
Employment Support Programme (ESP)	A programme provided by CTP to provide support to service leavers who have served four or five years.
Gurkha	Recruited and employed in the British and Indian Armies under the terms of the 1947 Tri-Partite Agreement (TPA) on a broadly comparable basis. They remain Nepalese citizens but in all other respects are full members of HM Forces. Since 2008, Gurkhas are entitled to join the UK Regular Forces after 5 years of service and apply for British citizenship.
Joint Personnel Administration (JPA) System	Armed forces personnel data from April 2007 is held on the Joint Personnel Administration (JPA) System. It replaced the separate payment and administration teams from each of the single services.
Ministry of Defence (MOD)	The Ministry of Defence (MOD) is the United Kingdom government department responsible for the development and implementation of government Defence policy and is the headquarters of the British armed forces. The principle objective of the MOD is to defend the United Kingdom and its interests. The MOD also manages day to day running of the armed forces, contingency planning and Defence procurement.

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Medically discharged personnel	Service personnel suffering from a medical condition or fitness issue that affects their ability to perform their duties may be discharged from service on medical grounds.
Non-UK BAME	Non-UK BAME refer to Black, Asian and Minority Ethnic foreign and commonwealth service leavers who do not have a nationality of English, Scottish, Welsh or Irish.
Officer	An officer is a member of the armed forces holding the Queen's Commission to lead and command elements of the forces. Officers form the middle and senior management of the armed forces. This includes ranks from Sub-Lt/2nd Lt/Pilot Officer up to Admiral of the Fleet/Field Marshal/Marshal of the Royal Air Force, but excludes Non-Commissioned Officers.
Other Ranks	Other ranks are members of the Royal Navy, Royal Marines, Army and Royal Air Force who are not officers. Other ranks include Non-Commissioned Officers.
Service leavers	Service leavers are former UK armed forces personnel who exited the services during the financial year 2018/19.
Statistically significant	Refers to a result of a statistical test in which there is evidence of a change in proportions between groups.
Statistical tests	Refers to those tests which are carried out to see if any evidence exists for a proportional difference in response between groups.
UK BAME	UK BAME refers to Black, Asian and Minority Ethnic service leavers with a nationality of English, Scottish, Welsh or Irish. Please note, that Irish service leavers have all been reported under 'UK BAME' since it was not possible to determine whether they were from Northern Ireland or the Republic of Ireland.
UK Regulars	Full time service personnel, including Nursing Services, but excluding FTRS personnel, Gurkhas, Naval activated Reservists, mobilised Reservists, Military Provost Guarding Service (MPGS) and Non Regular Permanent Service (NRPS). Unless otherwise stated, includes trained and untrained personnel.
Unemployed	People not in full-time or part-time paid employment, but actively seeking employment.
z-test	Statistical test based on a standardised distribution which allows comparison between populations/groups of different sizes.

References

1. Career Transition Partnership: https://www.ctp.org.uk/

2. Armed Forces Covenant: https://www.gov.uk/defence-and-armed-forces/armed-forces-covenant

3. Office for National Statistics time series of UK population employment rate: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/timeseries/lf24

4. Office for National Statistics time series of UK population unemployment rate: https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/datasets/unemploymentbyageanddurationseasonallyadjustedunem01sa

5. Office for National Statistics population estimates for the UK, England and Wales, Scotland and Northern Ireland, mid-2018 dataset: https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

6. Office for National Statistics Standard Occupational Classification (SOC) Hierarchy: https://onsdigital.github.io/dp-classification-tools/standard-occupational-classification/ONS_SOC_hierarchy_view.html

7. Office for National Statistics Labour Market Statistics: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes

8. Office for National Statistics workers by gender: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/adhocs/009745workersbysexindetailedoccupationgroupings2000to2018

9. Office for National Statistics Labour Market reasons for economic inactivity by gender: https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/economicinactivity/datasets/economicinactivitybyreasonseasonallyadjustedinac01sa

10. Office for National Statistics Labour Market Status by ethnicity: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/labourmarketstatusbyethnicgroupa09

11. UK armed forces biannual diversity statistics: https://www.gov.uk/government/collections/uk-armed-forces-biannual-diversity-statistics-index

12. Career Transition Partnership Assist: https://ctpassist.ctp.org.uk/

Further information

Symbols

~   Figure has been suppressed in line with JSP 200.
r   Revised.

Disclosure Control

Figures are presented unrounded. In line with JSP 200 (October 2017), the suppression methodology has been applied to ensure individuals are not inadvertently identified dependent on the risk of disclosure. Numbers fewer than three have been suppressed and presented as '~'. Where there was only one cell in a row or column that was fewer than three, the next smallest number has also been suppressed so that numbers cannot simply be derived from totals.

Revisions

There are no planned revisions of this bulletin. Amendments to figures may be identified in future analysis. To ensure continuity and consistency, figures will only be adjusted during the year where it is likely to substantially affect interpretation and use of the figures, otherwise required corrections will be released in future bulletins along with reasons for the corrections.

i.   Where the number of figures updated in a table is small, figures will be updated and those which have been revised will be identified with the symbol "r". An explanation for the revision will be given in the footnotes to the table.

ii. Where the number of figures updated in a table is substantial, revisions to the table, together with the reason for the revisions will be identified in the commentary at the beginning of the relevant chapter / section, and in the commentary above the affected tables. Revisions will not be identified by the symbol "r" as this may mate the table more difficult to read in cases there are a large number of revisions.

Contact Us

Defence Statistics (Health) welcome feedback on our statistical products. If you have any comments or questions about this publication or about our statistics in general, you can contact us as follows:

Telephone: 030 6798 4424

Email: DefStrat-Stat-Health-PQ-FOI@mod.gov.uk

Postal Address: Ministry of Defence, Abbey Wood (North)

#6028 Oak 0 West

Bristol

BS34 8JH

For general MOD enquiries, please call: 020 7218 9000
For Press Office, please call: 020 721 87907

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Other contact points within Defence Statistics

Defence Expenditure Analysis	030 6793 4531	DefStrat-Econ-ESES-PQFOI@mod.gov.uk
Price Indices	030 6793 2100	DefStrat-Econ-ESES-PI-Contracts@mod.gov.uk
Naval Service Manpower	023 9254 7426	DefStrat-Stat-Navy@mod.gov.uk
Army Manpower	01264 886021	DefStrat-Stat-Army-Enquiries@mod.gov.uk
RAF Manpower	01494 496822	DefStrat-Stat-Air@mod.gov.uk
Tri-Service Manpower	020 7807 8896	DefStrat-Stat-Tri-Enquiries@mod.gov.uk
Civilian Manpower	020 7218 1359	DefStrat-Stat-CivEnquiries@mod.gov.uk

Broxtowe
Borough
C O U N C I L

INTERVIEWS FOR ARMED FORCES VETERANS

Human Resources

CONTENTS

INTERVIEWS FOR ARMED FORCES VETERANS

1. Introduction and Background

A Community Covenant was signed in January 2012 between Broxtowe Borough Council, Partner organisations, the civilian community of the borough and the Armed Forces community within Broxtowe. The Community Covenant is a voluntary statement of mutual support.

The Armed Forces Covenant sets out the relationship between the nation, the government and the armed forces. It recognises that the whole nation has a moral obligation to current and former members of the armed forces and their families, and it sets out how they should expect to be treated.

One of the key measures of the Armed Forces Covenant was the launch of a Community Covenant Scheme whose aims include:

- to encourage local communities to support the Armed Forces Community in their areas, and vice-versa
- to promote understanding and awareness amongst the public of issues affecting the Armed Forces Community
- to recognise and remember the sacrifices made by the Armed Forces Community
- to encourage activities which help to integrate the Armed Forces Community into local life.

In November 2018, Broxtowe Borough Council were awarded Bronze certification for the Armed Forces Employer Recognition Scheme (ERS). The award is in recognition of an organisation's statement of intent to support defence personnel. The ERS recognises commitment and support from UK employers for defence personnel and as a supporter of the Armed Forces Covenant, the Council is proud to further its commitment to those in the Armed Forces or are veterans.

This scheme is designed to continue the Council's support to the Armed Forces Community in the Borough.

According to the Career Transition Partnership Annual Statistics 2018/19 (based on UK Regular Service Personnel gaining employment within six months of leaving the Armed Forces) – up to 14% are either unemployed or economically inactive. This scheme is designed to support those struggling to gain employment with a guaranteed interview should they meet the minimum essential criteria of a job role at Broxtowe Borough Council.

2. <u>How does the scheme work?</u>

When a veteran applies for a job, they will be able to indicate on the application form their veteran status. A guaranteed interview will be offered to veterans, provided that the veteran:

- is currently serving in the armed forces and is within 12 weeks of their discharge date
- meets the essential criteria of the Person Specification for an advertised role.

Or alternately:

- the armed forces were the veteran's last long-term employer
- no more than 3 years has elapsed since the veteran left the armed forces
- the veteran meets the essential criteria of the Person Specification for an advertised role.

These criteria will be applied so as to create a longer shortlist of candidates than might otherwise arise. No candidate will be displaced from a shortlist by the application of the scheme.

The scheme is **not** a guaranteed job for veterans. Selection procedures will still ensure the best candidate for the job is appointed, based on objective criteria in the role profile.

This scheme should be read in conjunction with the Council's Recruitment and Selection Criteria Policy.

Report of the Chief Executive

> ## MINIMISING THE EFFECTS OF COVID 19 ON STAFF MENTAL HEALTH AND WELLBEING

1. Purpose of report

   To advise Committee of actions being taken to support the mental health and wellbeing of staff during the Covid 19

2. Detail

   The coronavirus pandemic has caused exceptionally challenging and worrying times for everyone. The percentage of adults in Great Britain that said their well-being was being affected by the coronavirus (COVID-19) outbreak was 53% between 28 October and 1 November 2020, according to ONS data. The effects of social distancing, lockdown, as well as concerns about contracting the illness, and sadly in some cases, bereavement, are putting a strain on our mental health and wellbeing; and will continue to have lasting effects long after lockdown is over.

   We do not yet know exactly what the mental health impacts of COVID-19 will be. There are many factors to consider. In terms of the workforce, information from the Chartered Institute of Personnel and Development (CIPD) confirms that some employees will be fearful about contracting the virus, others will be anxious about family and friends. There will also be fears about job security, returning to the workplace (including using public transport for commuting) and financial concerns. Some employees are working longer or more irregular hours and many are combining work with family responsibilities, leading to a poor work-life balance. For some, there are also potential mental health implications of furlough leave or the job support scheme. Employees have also reported to the CIPD feelings of reduced motivation, loss of purpose, anxiety and isolation.

   At Broxtowe Borough Council, a number of changes have had to be made to the way staff undertake their duties, not least of which is the homeworking which is now the norm for many officers. It is recognised that these changes can also contribute to concerns. Substantial efforts have been made, therefore, by management, the Human Resources Team, and the Communications Team, to ensure that measures are in place to help staff cope with the impacts of Covid-19 as well as changes in working practices, and address any concerns they may have. A summary of these measures is given in appendix 1. Insights are being gained all the time – latterly from the equality working group whose input is also included in appendix 2

   Anecdotal feedback would suggest that the measures are working and are providing a sound basis for the protection of mental health and wellbeing among our workforce.

> **Recommendation:**
> **The Committee is asked to NOTE the actions being taken to support the mental health and wellbeing of staff during the Covid -19 pandemic.**
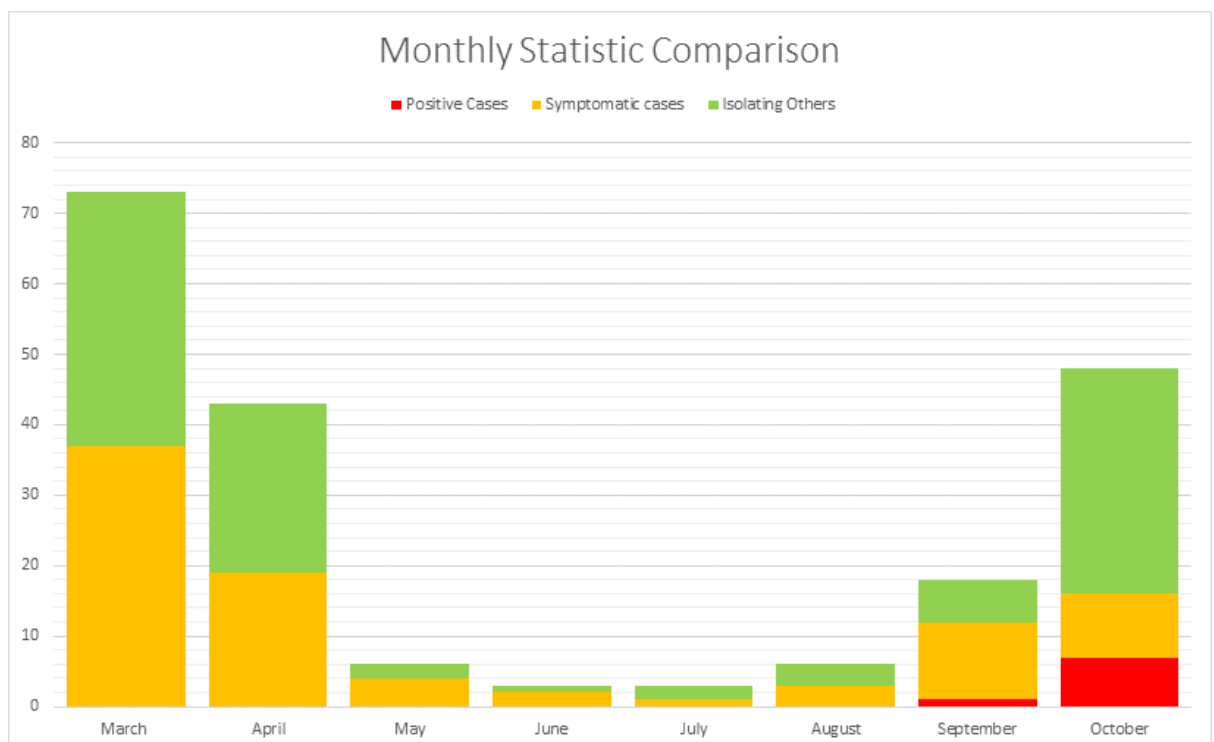
Background papers: Nil

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Covid 19- related staff absence

October

Department	Self-Isolating Self: Positive Result	Self-Isolating Self: Negative Result	Self-Isolating Others (Child/Spouse /Track & Trace/etc)	Total Isolating per department	Worked from home during isolation	Unable to work from home during Isolation	Department
CEO	3	2	10	15	13	2	CEO
DCE	0	4	5	9	4	5	DCE
SD	2	1	11	14	2	12	SD
MO	0	1	0	1	1	0	MO
LL	2	1	6	9	0	0	LL
Grand Totals	7	9	32	48	20	19	Grand Totals

Note that the council didn't have significant access to testing until August, so there are more symptomatic cases at the start of the year and the council does not have the data for how many of the earlier symptomatic were positive or not. The red is confirmed

positive cases, the yellow is symptomatic cases, with either a negative result or no access to a result. Green is everyone else who isolated for other reasons (Test and Trace, House member with symptoms, etc) but not including shielders. The stacked graph therefore shows the total number of isolators for each month.

Employee Mental Health Champions Group

The Employee Mental Health Champions Group is continuing to take an active role in the support of mental health for our employees. As well as being led by the HR Team, representatives of both Trade Unions and a cross-section of employees across the workforce take an active role within the group. Recently, the Group promoted World Mental Health Day in October 2020, encouraging teams to meet remotely to 'take time out' and focus on their own wellbeing. Also, teams which met were encouraged to wear green in support of the Mental Health Foundation colours and this was promoted via the weekly Employee Briefing. The HR Apprentice also utilised her sewing skills and made bespoke Mental Health green ribbon pins for our employees at the depot.
The group will continue to explore initiatives to support our employees throughout lockdown, particularly as the nights draw in and the Christmas season approaches.
One initiative that we have implemented is the launch of a new Mental Health Newsletter for our employees which will focus on non-work matters such as personal wellbeing, recipes, exercises, good news stories, pets and competitions for prizes. This will be produced monthly and the first edition came out at the beginning of November.

Support from Forces in the Community

The HR Team is continuing to work with this organisation. They have provided bespoke counselling for a number of employees and seek advice on specific mental health cases in order to support our employees who need it the most. This organisation has been an asset to the Council and their expertise has enabled us to continue to support and make reasonable adjustments for our employees.

Action Plan for the Wellbeing of Staff Mental Health

This has been updated to reflect recent developments and progress achieved, and is shown at Appendix 2.

Employee Assistance Programme (EAP)

Care First continues to deliver our EAP and has already delivered (and is continuing to deliver) counselling sessions for our employees who have self-referred or been referred by HR. They are delivering up to 8 sessions per employee and this is still free for our employees to access and use. Regular promotion of the service takes place via Staff Briefings etc.

One to One HR Meetings

The HR team continue to be available and regularly meet with a number of employees and many managers to offer support via our structured policies and procedures as well as informal chats when employees are experiencing difficulties either at home, with their health or lockdown. These are being done via Microsoft Teams, email and via telephone and are on a daily/weekly basis.

Occupational Health

The HR Team continues to utilise Occupational Health support via the Council's provider and this has enabled us to refer and arrange appoints very quickly without excessive waiting times. The Council and its managers are provided with clear guidance which helps us to support many employees with both physical and mental health issues – particularly during the Covid pandemic and the lockdowns.

Depot Attendance

In order to provide further support for our frontline workers at Kimberley Depot, the HR Manager has been attending on a weekly basis (every Wednesday), working the early 6 a.m.- 2 p.m. shift to provide advice, support and give the employees the opportunity to speak to HR face to face about any issues they may have. This has included mental health advice, queries on Covid and shielding, paternity matters, the Employee Assistance Programme, and many other employment matters. This has worked particularly well so far and will continue for the foreseeable future.

Return to Work Group

At the regular Return to Work Group meetings, discussions have taken place with both Trade Unions about encouraging a consistent approach from managers to regularly check in with their employees and teams in order to support them during the pandemic. A consistent approach has been promoted and managers have been encouraged and reminded to do this.

Employee News Briefing

A weekly Employee News Briefing is produced and made available to staff. This has a number of "regular" items including an article by the Chief Executive, updates on new starters and the work of General Management Team, general health tips, etc.

Equality Working group

A meeting of the equality working group took place on 9 November during which the mental health of the workforce (and local community) was discussed. The following insights were gained

- Members of the group have observed that people with autism are experiencing particular challenges both from the point of view of the increased levels of

domestic noise (due to increased working from home) and increased use of screens which is even more taxing for people with autism to cope with.

- The EWG suggests another staff survey would be useful to track changes in people's perceptions over time
- Staff living on their own experience higher levels of feelings of isolation and anxiety than those living with families
- Employees should be reminded to have eyesight tests (one member reported a deterioration of eyesight and headaches due to increased screen usage)
- Managers should be alert for changes in employees' behaviour – such changes might not always be noticeable to the person themselves.
- Employees are experiencing greater levels of concern about older members of the family who are visibly suffering through reduced amounts of exercise and increased isolation
- There should be strong discouragement in holding of meetings over lunch time periods to make it easier for people to have a lunch break (currently lunch breaks are widely disregarded)
- Suggestion of an Lleisure exercise video to be promoted corporately and people encouraged to participate during the working day.
- The use of the MIND wellness action plan should be encouraged https://www.mind.org.uk/media-a/6020/22078_work-from-home-wap.pdf

ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH

	Completed		In progress/On-going		Not started

Tasks	Responsibility	Timescales	Notes	Status
Implement new Employee Assistance Programme 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 Broxtowe Learning Zone (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 Forces in the Community in relation to employees returning to the workplace.	HR Manager	December 2020		
Employee Mental Health Champions Group to continue to meet bi-monthly	HR Manager	November 2020	Group to provide feedback	

Tasks	Responsibility	Timescales	Notes	Status
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	🟥
Promote World Mental Health Awareness Day (October)	HR/Champions Group	October 2020		🟩
Renew Level 2 Disability Confident Employer status	HR Manager	September 2020	Renewed until 09/23	🟩
Apply for Level 3 Disability Confident Leader status https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-3-disability-confident-leader	HR Manager	March 2021		🟧
Implement monthly Mental Health Newsletter for employees	HR/Champions Group	November 2020		🟩

Report of the Chief Executive and Assistant Chief Executive

> # PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN PROGRESS – HUMAN RESOURCES

1.   <u>Purpose of Report</u>

   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.   <u>Background</u>

   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.   <u>Performance Management</u>

   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.

> **<u>Recommendation</u>**
>
> **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.**

<u>Background papers</u>
Nil

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 sae 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	50%	Mar-2021	Two new courses launched in quarter 2. A further five mandatory courses have been updated with new legislation.
Complete	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.	100%	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	75%	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	52%	Sept-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	30%	Mar-2023	The Apprenticeship Strategy is being implemented. Currently 11 apprentices in post. Achieving the Government Target of 2.3% of the workforce to be apprenticeship posts between 1 April 2017 and 31 March 2021.

Human Resources Critical Success Indicators 2020/21

Status	Code / Name	Frequency	2018/19 Achieved	2019/20 Achieved	2020/21 Q2	2020/21 Target	Notes
Green	BV12 Working Days Lost Due to Sickness Absence (Rolling Annual Figure)	Monthly	8.69	10.88	7.04	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 due to the virus. 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	1.68	2.50	Working from home may have had an impact on this figure.
Red	HRLocal_18 Working Days lost due to longer term absence	Monthly	5.47	7.54	5.36	5.00	Although long term sickness has increased, work continues to try and reduce this figure to under the total absence target of 7.50 days per employee. The total absence target is currently being achieved.

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 Q2	2020/21 Target	Notes
Red 🔴	BV16a Percentage of Employees with a Disability	Quarterly	6.9%	6.3%	6.9%	10%	Q2 of 2020/21 shows 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.
Amber ⚠️	BV17a Ethnic Minority representation in the workforce - employees	Quarterly	6.4%	7.2%	7.8%	8%	Although slightly below the target, the figure of 7.8% 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%	3.66%	12%	COVID-19 pandemic is having a major impact.
Amber ⚠️	HRLocal_07 Percentage of employees qualified to NVQ Level 2 and above	Quarterly	85%	87%	86%	90%	The number of leavers in quarter 2 was a third higher than the number of new starters and all but one of the leavers were at skill level 2 or higher, this has resulted in the overall skill level dropping by 1%.

Agenda Item 7.

Report of the Strategic Director

WORK PROGRAMME

1. <u>Purpose of report</u>

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

2. <u>Background</u>

   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.

23 March 2021	• Organisational Development Strategy progress • Management Development Training • Talent Recruitment • Disability Confident Employer Status • Updates Mental Health Action Plan • Succession Planning • Appraisal System Review • Market Premium Policy

<u>Recommendation</u>

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

<u>Background papers</u>
Nil

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