



Monday, 21 June 2021

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 29 June 2021 in the Council Chamber, Council Offices, Foster Avenue, Beeston NG9 1AB, commencing at 7.00 pm.

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

Yours faithfully

Chief Executive

To Councillors: M Hannah (Chair)
R S Robinson (Vice-Chair)
M Brown
L Fletcher
J C Goold
L A Lally
P Lally

H Land
P J Owen
J M Owen
C M Tideswell
D K Watts
R D Willimott

A G E N D A

1. APOLOGIES

To receive any apologies and notification of substitutes.

2. DECLARATIONS OF INTEREST

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

3. MINUTES

(Pages 7 - 10)

To approve the minutes of the previous meeting held on 23 March 2021.

4. REFERENCES

4.1 Local Joint Consultative Committee

(Pages 11 - 16)

10 June 2021

CLOTHING, APPEARANCE AND IDENTITY CARDS POLICY

It was stated that the amendments were encouraging for the employees' perspective as they were inclusive and supportive of staff. There were some slight amendments to the wording of the policy.

The debate progressed on to the issue of identity cards and how members of staff could prove their identity to service users with visual impairments. It was considered that further research needed to be done into the practicalities of providing staff with identification that was accessible to all members of the public.

RECOMMENDED to the Personnel Committee that the amendments to the Clothing, Appearance and Identity Cards Policy be approved.

4.2 Local Joint Consultative Committee

(Pages 17 - 26)

10 June

LEAVER'S FEEDBACK FORM

The Joint Committee considered the proposed amendments to the Leaver's Questionnaire. It was noted that the current form was rarely completed by leavers meaning that there was a lack of data regarding reasons for leaving the Council's employment.

There was concern about the confidentiality of the data collated. It was noted that information in the completed forms was only disclosed to HR Officers, unless there was a specific grievance or complaint that needed to be investigated.

A number of changes were made to the wording of the form, including the addition of a sentence stating that employees could complete the form with the assistance of the Union, clarification of who was able to access the probations@broxtowe.gov.uk email inbox and a statement regarding confidentiality.

RECOMMENDED to the Personnel Committee that the proposed amendments to the Leaver's Questionnaire be approved.

4.3 Local Joint Consultative Committee

(Pages 27 - 68)

10 June

MARKET SUPPLEMENT POLICY

The Joint Committee considered the implementation of a new Market Supplement Policy, which was intended to replace the Scarcity Rating.

It was noted that the policy gave a degree of flexibility to help the Council attract and retain staff in roles that were difficult to recruit to. The policy meant that the recruitment and retention of staff would be continually monitored. It was requested that the Policy be regularly shared with the Trade Unions.

RECOMMENDED to Personnel Committee that the implementation of a new Market Supplement policy and the amended Evaluation and Re-evaluation of Posts policy be approved.

5. ADDITIONAL PLANNING OFFICER

(Pages 69 - 74)

To request the appointment of an additional Planning Officer to be added to the establishment of the Planning Department. This is to provide urgent ongoing support to the current team with day to day work duties.

6. ENERGY EFFICIENCY BIDDING OFFICER

(Pages 75 - 78)

To request the establishment of an energy efficiency bidding officer, within the structure of the capital works team. This is to provide urgent ongoing support to the current team, so the Council can apply for a range of government energy efficiency and decarbonisation grants for residents, tenants and the Council (eg Local Authority Delivery Grant, Social Housing Decarbonisation Fund and Housing Upgrade Grant)

7. RESTRUCTURE OF ENVIRONMENTAL HEALTH TEAM

(Pages 79 - 90)

To seek approval for the redesignation of a post within the Environmental Health Section from Environmental Health Officer (Food Safety) to Senior Environmental Health Officer (Food Safety).

8. MEMBER DEVELOPMENT PROGRAMME 2021-23 (Pages 91 - 122)

To consider the principles and seek approval for the new Member Development Programme 2021-23.
9. VETERANS INTERVIEW SCHEME UPDATE (Pages 123 - 124)

To update the Committee on progress in respect of the Veteran's Interview Scheme.
10. UPDATE ON THE ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH (Pages 125 - 130)

To update the Committee on progress in respect of the action plan for the wellbeing of staff mental health.
11. REVIEW OF PROCEDURES OF DEALING WITH SUICIDE PREVENTION (Pages 131 - 132)

To advise Committee of the review of the procedure which exists for officers to follow if a person they are dealing with threatens self-harm or suicide.
12. PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN PROGRESS - SUPPORT SERVICE AREAS - HUMAN RESOURCES - OUTTURN REPORT 2020/21 (Pages 133 - 138)

To report progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.
13. WORK PROGRAMME (Pages 139 - 140)

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

14. EXCLUSION OF PUBLIC AND PRESS

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

15. URGENCY DECISIONS

(Pages 141 - 142)

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PERSONNEL COMMITTEE

TUESDAY, 23 MARCH 2021

Present: Councillor R S Robinson, Chair

Councillors: T A Cullen (Substitute)
L Fletcher
J C Goold
L A Lally
P Lally
H Land
M Radulovic MBE
P J Owen
J M Owen
P D Simpson
C M Tideswell
D K Watts
R D Willimott

Apologies for absence were received from Councillors M Hannah

20 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

21 **MINUTES**

The minutes of the meeting held on 1 December 2020 were confirmed as a correct record.

22 **REFERENCES**

22.1 **LOCAL JOINT CONSULTATIVE COMMITTEE**

25 February 2021

Acting Up and Honoraria Policy

The Committee welcomed the Acting Up and Honoraria Policy. They discussed the opportunity for employees to diversify and upgrade their skills and reward employees for undertaking acting up. The amendments, in addition would encourage staff to continue to go the extra mile, knowing that the additional work and responsibility would be recognised in an appropriate financial recompense, and allow Managers more scope to fill skill gaps for the future and support succession planning.

Councillor M Radulovic MBE thanked all staff particularly the staff at the depot and frontline staff. No services within Broxtowe have closed during the Covid-19 pandemic

and made particular reference to the cleansing teams especially at the beginning of lockdown.

An amendment to the motion was proposed by Councillor P J Owen and seconded by Councillor P D Simpson when took to the vote this amendment was carried.

RESOLVED that, the Acting Up and Honoraria Policy be approved with any decisions being made to be reported to the next Personnel Committee.

22.2 LOCAL JOINT CONSULTATIVE COMMITTEE

25 February 2021

Care Leavers Interview Scheme

The Committee noted the scheme that guarantees interviews to Care Leavers who meet the essential criteria of an advertised position's person specification and how the Council could support young people who have been in care by breaking down employment barriers and implementing supportive employment policies.

The Care Leavers Association definition in the policy was commented a better option than The Children Leaving Care) Act 2000 and should be used to apply the scheme.

Councillor D K Watts proposed the amendment to the recommendation and Councillor H Land seconded this. When took to the vote this amendment was carried.

RESOLVED that, the Care Leavers Interview Scheme be approved with the definition from the Care Leaver's Association be adopted within the scheme.

22.3 LOCAL JOINT CONSULTATIVE COMMITTEE

25 February 2021

Neurodiversity Policy

The Committee welcomed the new Neurodiversity Policy; the policy formally outlines the approach the Council can support employees that may be considered as neurodiverse. The policy covers (but not limited to): ADHD, Autism, Dyslexia Dyspraxia, Dyscalculia, Dysgraphia and Tourette's.

The Councillors were impressed that Broxtowe are leading the way with the continued commitment to supporting employees with disabilities and neurodivergent conditions.

The report writer was praised by the Committee for such an excellent Policy and after benchmarking other Local Authorities it was recognised that Broxtowe is to be the first Council to have a neurodiversity policy.

RESOLVED that, the Neurodiversity Policy be approved.

23 SALARY SACRIFICE CAR LEASE SCHEME

Councillors were introduced to a new employee salary sacrifice car lease scheme. With the Council's commitment to reducing its carbon footprint, the introduction of a salary sacrifice car lease scheme. Whilst being a benefit to its employees, would also

allow the Council to have some control over its business-related emissions for those taking up the scheme.

Savings to the Council in terms of lower employer's national insurance and superannuation contributions would depend upon the take up of the scheme by employees. There is also the option to buy the car after the lease period. Discussions took place surrounding the benefits of electric cars and charging points across the Borough.

RESOLVED that the introduction of a salary sacrifice car lease scheme as set out in the report be approved.

24 SUCCESSION PLANNING FRAMEWORK

Members were advised of the introduction of a framework to assist in the process of Succession Planning. The framework would ensure Broxtowe has identified its key posts and have considered issues of resilience in support of the delivery of the Corporate Plan 2020-24. The framework detailed the definition of succession planning, the roles and responsibilities of those involved, how to identify successors for vacant post and how to recruit and select successors.

RESOLVED that the Succession Planning Framework and an update on the Framework be reported back to the Personnel Committee within 12 months be approved.

25 NOTING REPORTS

The Committee NOTED the following reports.

- Workforce Profile
- Disability Confident Status
- Mental health Update
- Organisational Development Strategy
- Threats of Suicide

26 WORK PROGRAMME

The Committee considered the work programme.

RESOLVED that the work programme with the additional item to review procedures of dealing with threats of suicide be approved.

27 EXCLUSION OF PUBLIC AND PRESS

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

28 EARLY RETIREMENT

RESOLVED that, the early retirement of the Customer Services Team leader (C72) on 30 April 2021 on a full pension without actuarial reduction be approved.

29 RESTRUCTURE

RESOLVED that the proposals outlined in the detailed report be approved.

30 FINANCE SERVICES - ESTABLISHMENT CHANGE

RESOLVED that, with effect from 1 April 2021, the establishment changes to the Accountancy section within the Finance Services division as set out in the report be approved.

Report of the Chief Executive

CLOTHING, APPEARANCE AND IDENTITY CARDS POLICY

1. Purpose of report

To consider amendments to the Clothing, Appearance and Identity Cards Policy.

2. Detail

The Council recognises that workplace dress codes have progressed significantly over the past few years, particularly in relation to employees covered by the Equality Act and an increasing awareness of diversity and freedom of expression.

The overarching principle of the policy is to take a sensible approach, with employees taking responsibility for their own dress code, taking into consideration their field of work, whether they work with the general public/external third parties and whether their work requires a uniform. Employees required to wear a uniform will still be required to do so, with no exceptions.

The policy has not been reviewed for nearly ten years and the request is being supported by the Trades Unions.

Recommendation

The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee that the amendments to the Clothing, Appearance and Identity Cards Policy be approved.

Background papers

Nil.

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CLOTHING, APPEARANCE AND IDENTITY CARDS

CONTENTS

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REFERENCE

1. Clothing and Appearance

The Council recognises that in a progressive society, its dress code policy should reflect these changes and this policy outlines the Council's expectations for the workplace.

Therefore, the following principles should be followed:

- The overarching principle is a mature, sensible approach should be taken in relation to clothing.
- The Council encourages a non-discriminatory approach to its dress code, taking into consideration the Equality Act 2010 which may include age, disability, gender reassignment, religion or belief, sex, or sexual orientation.
- Where an employee's duties require a uniform or clothing with corporate branding (including PPE), this should be worn at all times.
- Employees in front-line roles, particularly when dealing with the general public, should ensure they wear smart clothing to maintain an acceptable professional image.
- Other employees are able to dress appropriately for their field of work and this can be managed by Line Managers and Heads of Service as they see fit.
- The Council also recognises that many employees have tattoos and piercings and whilst this should not be discouraged, employees should be duly considerate of others when displaying these.
- Male employees are not required to wear suits or ties, however, may choose to do so if they wish. Employees should always take into consideration the portrayal of a professional image when dealing with external parties as and when appropriate.
- Employees who are required to attend committee meetings with elected Members (including the public) must wear formal attire to maintain an acceptable professional image.

Specific examples include employees should not wear jeans, trainers or casual attire for attending meetings, meeting the general public/customers or where they are in a public-facing role. Similarly, employees should not wear revealing clothing, clothing with inappropriate material such as swearing/graphic images) or inappropriate footwear such as plastic/rubber flip-flops.

From time to time, the Council may encourage employees to participate in corporate initiatives such as charity events which may deviate from normal dress code e.g. Christmas jumpers or fancy dress etc

Any inappropriate clothing worn, should be discussed with the Head of Service/Director and HR if appropriate. Disciplinary action may be considered as a result of non-compliance.

2. Identity Cards

Identity cards will be issued to all employees and must be visibly worn wherever practicable whilst on duty at the Council premises. Employees who are required to have access to people's homes, or to public places, Identity cards will be renewed to ensure photographs are accurate and up-to-date.

The employee is responsible for the safe custody of this identity card which remains the property of the Council. The employee will ensure that prior to the last day of full-time service with this Council the identity card is handed in to their Administrative Officer.

Identity cards play a key role in the physical security of the Council's buildings for example, the identity card when visible will help employees, particularly new employees, ensure that they are not tail gated by individuals who do not have authority to enter, employee only parts of Council buildings.

Report of the Chief Executive

LEAVER'S FEEDBACK FORM

1. Purpose of report

To consider amendments to the Leaver's Questionnaire.

2. Detail

The Council has had a non-mandatory Leaver's Questionnaire for over 15 years and is need of review.

The form has been streamlined to collect only the essential data which will be collated via spreadsheet and extracted for relevant reporting.

Upon receiving resignation confirmation, the HR will send the form to the employee to complete as part of the Leaver's process. Data received will enable the Council to identify any patterns e.g. leavers going to other better paid Local Authority or for improved terms and conditions – and use the feedback to inform and review/develop improved terms and conditions for the future.

The form will be available in paper and electronic formats.

A copy of the proposed form is included at appendix 1, alongside a copy of the previous form at appendix 2.

Recommendation

The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee that the proposed amendments to the Leaver's Questionnaire be approved.

Background papers

Nil.

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LEAVER'S FEEDBACK FORM

The information you provide will be kept confidential. General information will be recorded onto a database and used only to produce regular monitoring information to help the Council develop its employment practices. This general information will be shared with Chief Officers. Please note that your responses will not influence future references or re-employment with the Council. Employees may wish to complete this questionnaire with assistance from the Trade Union.

1. Personal Details

Employee's Name:	Type to enter text.	Job title:	Type to enter text.
Directorate:	Choose an item.	Section:	
Start Date:		Leaving Date:	
Pay Grade:	Choose an item.	Weekly Hours:	Type to enter text.
Gender:	Choose an item.	Age:	Type to enter text.

Reason for leaving:	Choose an item.
Reason for resignation (Please cross all that apply):	
<input type="checkbox"/> Higher salary	<input type="checkbox"/> Improved terms and conditions
<input type="checkbox"/> Relocating	<input type="checkbox"/> Improved promotion prospects
<input type="checkbox"/> More suitable working hours	<input type="checkbox"/> Poor working relationships with team
<input type="checkbox"/> Change of career	<input type="checkbox"/> Poor working relationships with manager
<input type="checkbox"/> Personal/domestic reason	<input type="checkbox"/> Travelling difficulties
<input type="checkbox"/> Poor communication from management	<input type="checkbox"/> Return to education
<input type="checkbox"/> I didn't resign	<input type="checkbox"/> Other (Please state):
Are you going to another Local Government?	Choose an item.
Do you want to add anything else?	

Signed	
Date	Click to enter a date.

Please note this information is highly confidential and should be sent to the HR Team at: Probations@broxtowe.gov.uk

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**BROXTOWE BOROUGH COUNCIL
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LEAVER'S QUESTIONNAIRE REQUEST

Dear Colleague

We understand that you are leaving the Council. Please find attached a Leaver's Interview Questionnaire that we would like you to complete. The purpose of this questionnaire is to enable the Council to gain a better understanding of the reasons why people leave the organisation and to identify any improvements in employment practice that could be made.

There are three options for the completion of this questionnaire. You may:

- Complete it with your manager as part of a leaver's interview.
- Choose to complete it with the assistance of a member of Human Resources
- Complete it on your own, without the need for an interview

However you decide to complete it, we would appreciate it if you could be as frank as possible with your answers to the questions. Please note that your comments will not influence future references or re-employment with the Council.

Whichever option you choose, please return the completed questionnaire to the Human Resources Division at the Town Hall.

The information you provide will be kept confidential. General information will be recorded onto a database and used only to produce regular monitoring information to help the Council develop its employment practices. This general information will be shared with Chief Officers.

If you have any queries regarding this form in the meantime, please speak to your manager or contact the Human Resources Division on extension 3345.

Human Resources Division

LEAVER'S QUESTIONNAIRE

1. Personal Details

If you choose to complete this questionnaire on your own it would be helpful if you would provide your details below. All responses will be treated as confidential and not attributes to you personally.

Employee's Name:		Job title:	
Directorate:		Leaving Date:	

*Please delete as appropriate

2. Reasons for Leaving

2.1 Please indicate your main reason for leaving

Resignation	*Yes / No	Ill health retirement	*Yes / No
Normal (age) retirement	*Yes / No	End of temporary contract	*Yes / No
Premature (early) retirement	*Yes / No	Did not return from maternity leave	*Yes / No
Other reason please specify:			

2.2 If your main reason for leaving was resignation please choose the option which best describes your reasons for leaving:

Higher salary	*Yes / No	Improved terms and conditions	*Yes / No
Relocating	*Yes / No	Improved promotion prospects	*Yes / No
Improved working hours	*Yes / No	Poor working relationships	*Yes / No
Change of career	*Yes / No	Return to education	*Yes / No
Personal/domestic reason	*Yes / No	Travelling difficulties	*Yes / No
Other reason please specify:			

It would be helpful if you could explain the main reason for leaving indicated above and any other reasons that influenced your decision to leave Broxtowe.

3. Alternative Employment

If you have gained alternative employment it would be helpful if you would answer the following questions. If not, please go to question 4

3.1 What is your new job?	
3.2 Who will be your new employer?	
3.3 How does your new job differ from your existing one?	
3.4 How do the pay and benefits differ from those of your current job?	

4. Broxtowe Borough Council

4.1 Do you think the authority has a good reputation as an employer?	
4.2 Would you recommend the authority as an employer? If no, please state why.	
4.3 Do you feel that Broxtowe Borough Council implements its employment policies fairly and equitably? If not, please state why.	

Questions 5- 15

For the following questions, where relevant please yes or no, or circle your responses to the following from very poor to excellent on a scale of 1 to 5:

- 1 very poor
 2 poor
 3 satisfactory
 4 good
 5 excellent
 N/A not applicable

In addition there is the opportunity to comment on each area. You may continue your comments on a separate sheet if necessary.

5. Induction

if you commenced employment at Broxtowe in the last 2 years, please complete question 5 otherwise go to question 6

How effective do you feel your induction programme was:

a) at a local level	1	2	3	4	5
b) at a central level? e.g. First day induction	1	2	3	4	5
c) and corporate induction programme facilitated by Human Resources	1	2	3	4	5
d) Please explain your answer including any improvements you feel could be introduced:					

6. Corporate Vision and Objectives

a) Were you aware of Broxtowe's Corporate Vision and Objectives?	*Yes / No				
b) How well do you feel Broxtowe communicated these to employees?	1	2	3	4	5

7. Communication at Work

a) How do you rate the quality and effectiveness of communication across the whole organisation?	1	2	3	4	5
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In your view how effective were communications:

a) within your department?	1	2	3	4	5
b) between your department and others?	1	2	3	4	5
c) I can confirm that I received information from the monthly Chief Management Briefing Sessions:	*Yes / No				

d) Do you have any suggestions for improving communications:

8. Overall Training and Development

Did you have a Personal Development Review (PDR) with your line manager?

a) In the last 12 months?	*Yes / No				
b) In the last 24 months?	*Yes / No				
c) How would you rate the overall training & development you received?	1	2	3	4	5

d) Was the training you received sufficient to do your job? What was your opinion of the training you received? How could we improve this? Were your studies and qualifications made good use of?

9. Career Progression					
a) Did you have any expectations about career progression whilst at Broxtowe?					*Yes / No
b) If yes how did you rate your career progression, promotional opportunities etc?					1 2 3 4 5
c) How might these career prospects have been improved?					
10. Supervision / Management					
a) Please rate the quality of supervision/management you received					1 2 3 4 5
b) How might these career prospects have been improved?					
11. Working Relationships					
a) How effective were your working relationships?					1 2 3 4 5
b) Did you feel you were able to build up good working relationships? What other comments do you have about working relationships?					
12. Resources and Working Environment					
a) How well equipped were you in terms of resources and equipment in order to carry out your job?					1 2 3 4 5
b) How was your working environment?					1 2 3 4 5
c) Do you feel you had the right resources to carry out your job effectively? Do you have any other comments re resources and working environment?					
13. Job Satisfaction					
a) How did you rate your job satisfaction?					1 2 3 4 5
b) What areas of your job did you find satisfying/not satisfying? Were you provided with goals and targets to achieve?					

14. Feeling Valued					
a) Did you feel valued?					*Yes / No
b) How valued did you feel by:					
The organisation?	1	2	3	4	5
Your department / directorate?	1	2	3	4	5
Your manager?	1	2	3	4	5
Your supervisor? (If appropriate)	1	2	3	4	5
15. Other Feedback					
Do you have any other feedback about working at Broxtowe? Any further comments you wish to make?					
Signed (optional)					
Date					

Thank you. Your feedback is valuable.

Please return this form marked:

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to

Head of Human Resources
Human Resources Division
Chief Executive's Department

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Report of the Executive Director

MARKET SUPPLEMENT POLICY

1. Purpose of report

To seek the Committee's recommendation for the removal of the current Scarcity Rating arrangements from the Evaluation and Re-evaluation of Posts policy to reflect the guidance received following a review of the scarcity rating arrangements by East Midlands Councils and to approve the new Market Supplement policy.

2. Background

A review of the current scarcity rating arrangements contained within the Evaluation and Re-evaluation of Posts policy was commissioned by the Council in November 2019. The scarcity rating arrangement is failing to address the difficulties experienced by the Council in two main areas, namely delay and retention.

- 1) By introducing a delay before a scarcity rating can be applied i.e. a failure to recruit following three advertising campaigns places additional pressure on, in some cases, already stretched resources.
- 2) As the scarcity rating was not designed to assist in the retention of existing experience within the workforce the Council has lost experienced resource.

A report (see appendix 1) was received by the Council 6 December 2019 from East Midlands Councils, highlighting eight areas of the current scarcity rating arrangements that would benefit from revision. The report suggests that an option would be to replace the current scarcity rating arrangement with a new market supplement; the suggested policy is provided at appendix 2; introducing a number of improvements over the existing arrangements including: -

- RETENTION following the provision of appropriate evidence in a business case a market supplement would enable the flexibility to be applied to a post in order to retain skilled resource.
- A REVIEW would be built into any application of a market supplement (for example every two years) to ensure that should the market improve any market supplement could be removed thereby ensuring that equal pay claims can be appropriately defended. It is recommended that employees are given three months notice of removal and six months' pay protection.

If agreed the Evaluation and Re-evaluation of Post policy would be amended to remove reference to the scarcity rating arrangements (see amended policy at appendix 3). While no other changes to the policy are requested at this stage a future report to the Committee will highlight a number of further proposed improvements.

3. Financial implications

A request for the application of a market supplement will be presented to GMT along with a business case containing the appropriate evidence of the current market conditions including previous experience in recruitment for the job role in question.

Recommendation

The Committee is asked to RECOMMEND to Personnel Committee that the implementation of a new Market Supplement policy and the amended Evaluation and Re-evaluation of Posts policy be approved.



Report for Broxtowe Borough Council on a Review of its Policy for Paying Supplements to Support Recruitment and Retention

1. Introduction

East Midlands Councils is the body representing the interests of all local authorities in the region, and is also the Regional Employers' Organisation. As a member of East Midlands Councils, Broxtowe Borough Council is able to access independent advice on employment issues.

From the brief, it appears that the Council is finding it difficult to attract or retain staff in key positions. This situation is echoed in many local authorities and to be competitive within a challenging labour market, organisations need to be able to respond to those pressures whilst maintaining fairness and supporting its equality objectives.

The brief indicated that some staff are leaving to join neighbouring organisations, sometimes for a relatively small increase in pay compared to their salary at Broxtowe. We have been commissioned to help the Council to review its current policy for paying supplements to support recruitment and retention and to put forward options, including the development of a new policy. The aim of the policy would be to help the Council to meet its aims of retaining and attracting key staff and enable the Council to be in a position to support an equal pay defence.

The purpose of this report is to provide outcome of this work.

2. Review of the Current Policy

The Council uses job evaluation to provide an objective way of determining pay for different roles within the organisation. Two schemes are used – the GLPC scheme for most roles, and Hay for senior officer roles. Job evaluation provides the mechanism for fairly comparing roles within an organisation, but does not take into account external factors such as labour market pressures, where there is a particular requirement for specific skills/experience, or market rates of pay.

The Council has a detailed Policy and Procedures for Evaluation and Re-evaluation of Posts. Included within this is a scarcity rating (Paragraph 3.8, page 12). This states:-

"Where it becomes increasing (sic) difficult to find a suitable applicant for a particular post, a scarcity rating will be applicable. The scarcity rating will be a percentage of the posts (sic) current JE score, this amount is then added to the current JE score providing the new JE score with the scarcity rating included. In order to qualify for the scarcity rating the post in question must have been advertised on three consecutive occasions with no successful candidates or where we have been successful after three consecutive attempts but failed to retain a candidate for longer than 12 months. The maximum scarcity percentage to be applied is 10% (This is restricted to 5% for Grade 13). Any scarcity rating applied to a post will be applied to all posts within that job group."

The aspects of the policy that are recommended for revision are set out below:-

- a) How the scarcity provision is set out in the policy – within Section A that relates to GLPC evaluated posts – it would appear that there is no equivalent provision for

managerial roles evaluated on the Hay scheme. It is important that the Council has the ability to address recruitment and retention issues across all roles.

- b) The provision does not address how the Council can retain people who are leaving the organisation – it currently only applies to a very small proportion of roles and appears to apply to the role after the incumbent has left. There appears to be no means of encouraging an employee to remain who has been offered a higher paid role elsewhere.
- c) Having the policy apply to roles where the person has left within 12 months of starting, may be questionable in terms of its rationale. Employees who look for a job within 12 months of starting are more likely to be leaving for reasons unconnected to pay; it is more likely that the role, the organisation, or how the job fits with other aspects of their life have been the relevant factors in deciding to leave.
- d) The criteria to be met before the policy can apply appear to be overly onerous in terms of the impact on time and costs. A number of months would have to be spent trying to recruit before the pay can be adjusted. Each time a role is advertised, there is a cost attached – in some publications this can be around £3,000-£4,000. The authority may have therefore potentially spent £8,000-12,000 before being able to review the salary and re-advertising again.
- e) The approach remains focused on the internal job evaluation system when the scarcity policy is applied. If the market conditions are requiring the pay level to be reviewed, then it is more relevant to base any change in pay on market rates. Applying a percentage of JE points up to a maximum of 10% appears arbitrary and it would be more reasonable and objectively justifiable to pay the rate as required by the prevailing market. The increase in JE points may mean that the Council is paying too little or too much.
- f) The increase in pay appears to be a permanent provision. This can present an equal pay risk for the Council if there is no evidence to objectively justify the additional pay.
- g) It would be helpful to understand more about the reasons for people leaving the organisation. Clearly there are a number of “push” and “pull” factors, but a review of opportunities for employees to grow within the organisation and have opportunities for pay progression and career development may support the Council in retaining staff – particularly within key roles. While these aspects are outside of the scope of this review, the point is made as a relevant factor for consideration by the Council in terms of meeting the overall objective of attracting and retaining talent.

3. Options and Recommendations

The Council may wish to retain its current approach, however, it is recommended that the scarcity rating is revised to take into account the points raised above.

A further option is for the Council to replace the scarcity rating and introduce a market supplement policy to enable the Council to more quickly and more effectively address the challenges of attracting and retaining to key roles where pay levels are relevant. Such a policy should be developed in consultation with key stakeholders, eg managers and trade unions. An example of a policy can be provided.

The policy should focus on market rates of pay to inform and justify any supplements to pay levels, rather than link to JE points. This will make sure that any supplements are at an appropriate and effective level and can be justified in support of potential equal pay issues. Pay benchmarking is an effective mechanism for providing relevant pay information, enabling the Council to establish how its current pay levels compare to those of relevant organisations.

Any recruitment/retention supplement should be time-limited and reviewed to ensure that objective justification remains for the additional pay. Offering a supplement that is reviewable after 2 or 3 years is a common approach, or a review after 2 years and then protection for a certain time period if subsequent benchmarking no longer justifies the continuation of the payment.

In terms of retention, the Council should look at how it can provide pay and career progression within the organisation. Information from exit interviews and staff surveys may help to inform the Council's approach to retaining and developing employees. Providing clarity on the value of the overall rewards package available to employees may also be helpful in terms of both recruitment and retention.

Sam Maher
Director HR & Cllr Development
6th December 2019



MARKET SUPPLEMENT POLICY

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1.0 Scope

This policy applies to all posts, of Broxtowe Borough Council.

2.0 Purpose

Broxtowe Borough Council uses a job evaluation scheme to establish relative pay levels within the organisation. This helps to ensure that salary levels are fair and set based on objective criteria. While the scheme ensures internal fairness, the Council also need to take account of market pressures that impact on its ability to attract and retain skilled people in key roles. Therefore, the Market Supplement policy provides a pay supplement in circumstances where the Council have reasonable grounds and evidence that an enhancement to the salary of a role is required.

3.0 Policy

3.1 Circumstances where a Market Supplement may be appropriate

A market supplement may be considered appropriate in the following situations: -

- Where a vacancy has been advertised and has not been successful recruiting suitable candidates, and the lack of response is not due to reasons of timing (for example peak holiday period, or a very short application window);

Or

- Where, through pay benchmarking similar roles, there is evidence that the salary being offered elsewhere is higher than that offered by Broxtowe Borough Council and this is adversely affecting retention of technical and profession skills in high demand.

3.2 Authority to Apply a Market Supplement

Authorisation of a market supplement will be made by GMT (through the application of the Chief Executive's delegated powers) following the receipt of a suitable business case from a member of the Senior Management Team (this policy does not apply to employee led re-evaluations which are covered by the Evaluation and Re-evaluation of Posts policy), the business case should include any HR advice.

3.3 The Level of Market Supplement

The amount to pay as a market supplement should be based on pay benchmarking information, so that a supplement enables the Council to pay at a level in line with comparable roles, for example close to the median level, or upper quartile where there is a particular market pressure. The supplement will be applied on a pro-rata basis to part-time roles.

3.4 Duration of a Market Supplement

The supplement will be paid as a clear addition to the base salary and will be paid on a temporary basis, for no more than 2 years before it is reviewed. Pay benchmarking will be carried out on comparable roles to inform the review to establish whether there is evidence and grounds to continue paying the supplement. Continuation or removal of a market supplement will be authorised by GMT, based on the information provided by the line manager of the role and on HR advice. The review will establish whether a supplement should continue, and the appropriate level of any supplement.

3.5 Extending a Market Supplement to Existing Employees in the Same Role

To support retention and positive morale, where it has been decided that there are grounds to authorise a market supplement to assist with recruitment, the supplement will be applied to existing employees in the same job, including to part-timers on a pro-rata basis.

3.6 Discontinuation of a Market Supplement

Where there are no longer grounds to support continuing the payment of a market supplement, the supplement will be removed after giving the postholder(s) 3 months' notice. Pay protection will remain in place for 6 months.

4.0 Equality and Diversity

An equality impact assessment of this policy has been undertaken.

5.0 Related Policies, Procedures and Guidelines

This policy should be read in conjunction with the:

- Evaluation and Revaluation of Posts Policy

6.0 Review

This policy will be reviewed every three years.

7.0 Document History and Approval

Date	Version	Committee Name
29/06/2021	1.0	Personnel

Equality Impact Assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Executive Director	Lead officer responsible for EIA	Kevin Powell
Name of the policy or function to be assessed:		Market Supplement Policy	
Names of the officers undertaking the assessment:		Kevin Powell	
Is this a new or an existing policy or function?		New	
<p>1. What are the aims and objectives of the policy or function?</p> <p>This policy sets out the Council's approach to the application of a Market Supplement; where market pressures are such that this is considered advantageous to recruitment and / or retention.</p>			
<p>2. What outcomes do you want to achieve from the policy or function?</p> <p>To provide the Council with greater flexibility when encountering difficulties with market pressure on such as recruitment and / or retention.</p>			
<p>3. Who is intended to benefit from the policy or function?</p> <p>Directly: Broxtowe Borough Council and Broxtowe Borough Council employees. In directly: residents, visitors, customers</p>			
<p>4. Who are the main stakeholders in relation to the policy or function?</p> <p>Employees</p>			
<p>5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?</p> <p>The Scarcity rating was applied to 15 employees covering 10 separate job roles in total. The scarcity rating arrangements will be replaced by the Market Supplement Policy.</p>			
<p>6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?</p> <p>No specific data is available</p>			
<p>7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p> <p>Unions have been consulted and the policy has been taken through the Local Joint Consultative Committee prior to being presented to Personnel Committee.</p>			
<p>8. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways? In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:</p> <ul style="list-style-type: none"> • Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified? <p>No specific groups will be excluded. Application of the policy will depend on market conditions.</p>			

<ul style="list-style-type: none"> Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?
Yes
<ul style="list-style-type: none"> Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?
No
<ul style="list-style-type: none"> Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?
No
<ul style="list-style-type: none"> What further evidence is needed to understand the impact on equality?
None

9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?
Age: No further action required
Disability: No further action required
Gender: No further action required
Gender Reassignment: No further action required
Marriage and Civil Partnership: No further action required
Pregnancy and Maternity: No further action required
Race: No further action required
Religion and Belief: No further action required
Sexual Orientation: No further action required

<p>Executive Director: I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.</p>
<p>Signature of Executive Director:  15 June 2021</p>

APPENDIX 3

Revised Evaluation and Re-evaluation of Posts Policy

Policy Section	Suggested Change	Reason for Change
Section 3.8 Scarcity Rating	Remove the Scarcity Rating section in its entirety	To be replaced by the new and separate Market Supplement policy

Other than the removal of section 3.8 Scarcity Rating the policy remains the same. No other changes to the policy are requested at this stage. However, a future report to the Personnel Committee will highlight a number of further proposed improvements.

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Broxtowe
Borough
COUNCIL

POLICY AND PROCEDURES FOR EVALUATION AND RE-EVALUATION OF POSTS

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POLICY AND PROCEDURES FOR EVALUATION AND RE-EVALUATION OF POSTS

1. Introduction

The pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated codes of practice. In order to meet these objectives, Broxtowe Borough Council uses the Greater London Provincial Council (GLPC) Job Evaluation Scheme for all posts up-to Head of Service level and the Hay Scheme for Heads of Service and above.

In 2008, Cabinet approved the Hay Job Evaluation scheme for senior officers as the GLPC scheme was not sufficiently refined enough to differentiate between the responsibilities that existed within Heads of Service posts and thereby potentially leading to inequalities.

Both JE systems continue to be used in conjunction with the job description and person specification to provide a standardised and methodical process of measuring the relative value of posts in order to assign each post to the Council's Broxtowe Local Pay Scale (BLPS).

This document outlines the procedures to be adopted for both GLPC and Hay evaluated posts when amendments are required to job descriptions or person specifications; creating a new or temporary post and where a re-evaluation of posts is required. It also links to other associated procedures relating to pay (e.g. Honorarium/Acting Up Payments policy).

The Council's recognised trade unions have been consulted on this document and support the procedures contained within it.

SECTION A - GLPC EVALUATED POSTS – POSTS UP TO BUT NOT INCLUDING HEADS OF SERVICE

2. General Principles

Whilst a relatively consistent approach is used to evaluate all posts across the Council, there are some differences between GLPC evaluated posts and Hay evaluated posts. This section is focussed on GLPC posts with a later section dedicated to Hay posts.

2.1 Job Descriptions and Person Specifications

The job description and person specification provide a clear outline of the main duties of a role and the requisite knowledge and skills required in order to carry out the duties effectively. Within the JE process, these documents are used to clarify employer expectations and measure job outcomes.

2.2 Maintenance of Job Documents

Job descriptions and person specifications should be reviewed annually as part of the formal personal development review process. The HR Division holds all of the Council's job descriptions and person specifications and these cannot be amended by senior managers/Heads of Service (HoS) without consultation with HR and the relevant Chief Officer first.

Any changes to a role should be identified and discussed at the earliest opportunity between the employee(s) and their manager. It is the manager's responsibility to confirm whether the changes are a temporary or permanent feature of the job and they should not allow employees to take on additional responsibilities over a period of time without taking into consideration the effect this may have on the grading of a post.

Managers should be clear with employees where additional temporary duties are provided as development opportunities (see 2.5). Where employees raise a concern in such circumstances, managers should re-iterate to the employee the nature of this type of agreement. Alternatively, managers may need to give consideration to reappportioning these additional duties or higher-level responsibilities to other more suitably graded employees.

Where permanent changes to the job role have been identified and agreed, the amendments will be classified as either a minor or major change.

2.3 Minor Job Changes

A minor change to job documents is very common and variations in duties will undoubtedly occur from time to time.

A minor change can be defined as the addition, deletion or amendment of a duty that requires the same level of knowledge, skills or experience as the other listed duties e.g. the amendments do not change the general character of the post, duties or the level of responsibilities entailed.

Examples of minor changes could include:

- additional knowledge requirements e.g. implementing a new piece of legislation where the post holder already implements legislation;
- developing plans or solutions with the same time scales;
- new contractual negotiations where this duty is undertaken already on other contracts;
- using a replacement IT system which requires the same use of dextrous skills;
- developing additional service policies;
- the requirement to carry a new piece of equipment of a similar value;

- similar additional administration processes;
- additional supervisor responsibilities that still fall within the range detailed in the JE conventions.

This list is not exhaustive.

A minor change will not require the post to go through the full re-evaluation process. The job description and person specification will be updated as identified, agreed by the post holder and Senior Manager through HR, and assessed to confirm that the JE score is un-affected. The final document will be issued to the post holder(s) and line manager to be authorised with an amended effective date.

2.4 Major Job Changes

Jobs within the Council could undergo a major change as a result of the requirement to provide additional services, an internal restructure, the transfer of services to/or from an external contractor or from operational changes.

Major job changes should normally arise from an action by the Council or a HoS /Chief Officer and should be addressed as part of the Service Delivery Plan process whereby all workforce implications including change management issues are considered. The financial implications of any major job changes would also then be reflected in reports to Policy and Performance Committee, which are Chief Officer driven.

Major changes can be defined as changes to the nature of the job which require an increased or decreased level of knowledge, experience, skills or physical effort in order to fully undertake the revised duties.

Examples of major changes could include:

- addition of supervisory/managerial responsibilities where there are currently none, or where the number exceeds the existing GLPC range, or the removal of supervisory/managerial responsibilities;
- additional or removal of equipment/ data systems/ stock/ plant handling responsibilities;
- requirement to develop new policies where not previously undertaken;
- deletion of training or advocacy duties;
- increased level of decisions/problem solving required;
- loss of posts due to voluntary or compulsory redundancy which then impacts on posts within the same area/section.

This list is not exhaustive.

Major changes to a post will follow the Management Review process (see section 4).

Note: Major changes to a post could affect other posts within the section or other sections of the Council, which will then require re-evaluations of those posts. This process would then be led by the relevant Head of Service.

2.5 Development Opportunities

It is often common practice for managers to offer employees some temporary additional duties and/or responsibilities to support their personal and career development. Where this happens managers must ensure that they make it clear from the beginning that it is not intended that these duties will be incorporated into the substantive duties of the post and that, unless it qualifies for an honoraria payment (refer to the Council's Honoraria and Acting Up Policy), these additional duties will not attract an additional financial payment (or be supported through a re-evaluation application) and would be undertaken on an entirely voluntary basis.

Development opportunities should only be offered for a specific time frame, be for a specific project or piece of work to be undertaken in addition to the employee's normal duties and should not last any longer normally than a period of 6 months, unless in exceptional circumstances. Managers must ensure that the requirements and expectations for employees undertaking development opportunities are provided at the outset, with a copy provided to HR for the employee's personal file.

Managers must undertake a review of the development opportunity no later than 3 months from its commencement to ensure that all parties are satisfied to continue with the opportunity and that the employee is receiving genuine development. Confirmation from this review discussion must be sent to HR.

These development opportunities will not be incorporated into job descriptions as they do not form the basis of a substantive post and do not represent a permanent change to the duties of the post.

3. Evaluation Procedures – GLPC

3.1 Employee Initiated Evaluation - General Principles

Where an employee believes that their post has developed over time and has resulted in significant changes to the duties and responsibilities of the post, he/she can initiate a request for a review of the post.

Employees requesting a re-evaluation of their post must have been in post for at least twelve months and their post must not have been evaluated within the previous twelve months. The post holder must be able to demonstrate that there have been changes to their duties and responsibilities since the post was last evaluated which are significant enough to potentially justify a higher factor level

(it may not increase the grade).

Forthcoming or anticipated changes to duties will not be considered when assessing an application for re-evaluation as these changes might not actually materialise.

An increase in duties/tasks, i.e. 'more of the same', is not grounds for a re-evaluation of a post unless the increase is of such a level that the post becomes significantly and materially different (see 2.4 Major Job Changes).

When a post is re-evaluated, all the factors and scores will be reviewed in order to maintain the integrity of the pay and grading structure. Applications for re-evaluation could then result in jobs being downgraded as well as upgraded.

Copies of all relevant correspondence relating to the re-evaluation application will be held on the JE section of the HR system in-line with corporate guidelines for data retention.

3.2 Employee Initiated Evaluation - Informal Stage

The request should be submitted in writing to the employee's senior manager using the "Application for Evaluation Form – GLPC Posts". This form requires the post holder to clarify the current duties and responsibilities in accordance with the GLPC factors. The form also requires the post holder to submit a proposed revised draft job description/person specification, or provide a list of additional duties or job changes for discussion. The senior manager/HoS must then hold a meeting with the employee at the earliest opportunity to discuss the application. The employee may be accompanied at the meeting by their union representative or a work colleague.

The purpose of the meeting is to review the information provided by the post holder, to clarify the full details of the submission and to verify the duties contained in the revised job description.

The outcomes of this discussion are to:

- try to reach agreement about the content of the job;
- establish whether any changes are intended to be permanent;
- identify whether any changes are temporary and/or were provided as development opportunities.

Where the manager confirms that any changes identified are permanent, the manager and employee should then seek to agree an appropriate revision to the job description.

The manager should also confirm whether they consider the changes to be minor changes or major changes.

Where the manager identifies that any changes that have occurred are not to

be a permanent responsibility of the post, the manager (in conjunction with the HoS/Chief Officer) may investigate the possibility of an honoraria payment for the period where the duties have been undertaken and reduce the overall balance of work of the post back to a level appropriate to the substantive grade. (Refer to the Council's Honoraria/Acting Up Payments Policy).

The employee must also be able to provide evidence that the new or changed duties are being undertaken and the date that the role/duties changed. An employee cannot use comparisons with other jobs inside or outside of the organisation as part of their evidence.

The HoS may supply any additional information to support the evaluation request. The form must be signed by the post holder(s), senior manager and Head of Service prior to submission to HR and the relevant Chief Officer must also be informed.

In the event that agreement cannot be reached over changes to the role and/or job description, the senior manager/HoS must seek guidance from HR with the aim of achieving an agreement. Where this still cannot be achieved, the HoS/Chief Officer should meet with all parties to seek an agreement wherever possible.

If agreement still cannot be reached, then the post holder will be advised in writing by the HoS that the post cannot be supported by management for re-evaluation and the reasons why. The HoS will also need to confirm this on the employee's 'Application for Re-evaluation Form'. These reasons could include:

- the manager believes that no permanent change has occurred to the job;
- the manager agrees that changes have occurred to the job but these changes represent only a minor job change (see section 2.3).

A copy of the letter and the Application Form should be sent to HR to be retained on the employee's personal file and the JE file for the job. The employee, however, may still seek to move to the formal stage of the process (see below).

3.3 Employee Initiated Application – Formal Stage

Following the informal stage, a post holder may pursue a re-evaluation by formally submitting their Application for Re-evaluation Form to HR, even where their initial submission has not been fully supported by their senior manager/HoS.

If there is more than one person in a post, only one re-evaluation form should be submitted but this must be signed by all the post holders who wish to pursue the re-evaluation.

Where an employee's post is one of several in a discrete job group, the senior manager/HoS will be required to confirm whether the changes described apply to all jobs in the group or just to an employee's individual post. Where it

applies only to an individual post, this post will become a new discrete job and will be subject to a new and separate evaluation.

Where a post holder has submitted a re-evaluation form, and the outcome of the application could affect other post holders who are not involved in the submission but fall within the same job group, HR will notify and advise them of the re-evaluation application and the potential outcomes that could arise.

Once a formal application for re-evaluation has been received by HR, the JE Analyst will review all of the paperwork within twenty working days (in exceptional circumstances this stage may take longer in which case the JE Analyst will advise all parties and confirm the reasons why and also a date when they will expect to have completed their review) of receipt and may arrange a meeting with the post holder(s) and manager/HoS to clarify the details within the application in accordance with the GLPC factors.

3.4 Attendance at the JE Panel

All required parties will be given a minimum of five working days' notice in advance of the time and date of the meeting. The JE panel will consist of two Heads of Service and a fully trained panel member or three Heads of Service. Fully trained panel members include HR Officers and senior Broxtowe Borough Council employees. Members of the panel cannot review applications from within their own service areas and must maintain their training on the GLPC scheme.

The relevant senior manager/HoS will be required to attend the meeting to provide any further information required by the panel or to clarify any points.

Post holders will be given the opportunity to attend. They will be advised of their right to be accompanied by a trade union representative or work colleague. The representative's role will be to support the employee but not to answer questions on their behalf.

Where there is a joint re-evaluation submission, a maximum of two of the post holders within the group, together with up to two union representatives (one from each recognised trade union, if applicable) may attend the meeting.

A trade union representative will be invited to attend the meeting of the panel as an observer, but will not be present when the panel deliberates its decision. (Note: The observer role is separate to the role of the trade union representative who supports the employee during the meeting).

3.5 The JE Panel Process

An evaluation panel will be required to review the information presented to them by the JE Analyst. Where there are one or two applications, the JE Analyst may arrange for the posts to be reviewed at the next regular JE panel meeting. Where there are several posts to be evaluated, the JE Analyst will organise a specific JE panel.

Further information or clarification may also be sought from the relevant senior manager/HoS regarding their reasons for supporting/not supporting the employee's re-evaluation submission at the informal stage. They will also be invited to the meeting and asked to provide any further information required by the panel or to clarify any points.

Where there are a number of posts to be evaluated, the panel will look at appropriately grouped posts and will evaluate them hierarchically, starting with the most senior post and cascading down the organisation structure.

The panel chair, after introduction, will set out the purpose and the process to be followed. The meeting will be recorded to enable accurate notes to be taken.

The employee will be given the opportunity to present their case in support of their re-evaluation submission. Members of the JE panel may ask questions in order to gain further clarity.

The panel chair will sum up before the panel deliberates the case in private. In order for a factor score to be amended, there must be unanimous agreement or a majority decision. Additional information or clarification of evidence can be requested by the panel until agreement can be achieved.

The employee (and representative) and manager may be re-called if there are any points that need to be clarified.

The outcome of the re-evaluation meeting will be confirmed in writing to the employee(s) and manager by HR within five working days of the date of the decision.

The outcome of the re-evaluation meeting will be one of the following:

- no changes are agreed to the existing evaluation
- individual factors within the evaluation change, but this does not result in a change to the grade of the post or the salary
- individual factors change to an extent where the grade of the post is affected. This could mean an increase or decrease in the factor scores and subsequent effect upon the salary. (See section 4)

3.6 Appeals

An employee will have the right to appeal against the decision of the panel following an Employee Initiated Evaluation and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information.

The employee must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the written outcome letter from the JE panel. The employee will be required to state the reasons

for the appeal and why they believe the JE panel did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts will not be acceptable.

3.7 The JE Appeals Panel

Where the conditions of appeal from the first JE panel are met by an employee, a JE appeals panel will then be convened at the earliest opportunity.

The appeals panel should consist of a minimum of two Heads of Service/ Chief Officers that were not previously involved in the earlier panel. The panel cannot review applications from within their own service areas and must maintain their training in the GLPC scheme.

The same procedure for presenting and hearing the evaluation submission will be followed by the JE appeal panel as at the original panel. The employee and their representative (trade union or work colleague) will be entitled to attend and present their evidence. The relevant senior manager/HoS will also be required to attend. New or additional evidence of changes to a job will not be considered at the appeal stage.

For a decision to be reached there must be unanimous agreement or a majority decision. Additional information or clarification of evidence can be requested until an agreement is achieved. This decision may be different from the original JE panel. The decision of the JE appeals panel will be final.

The outcome of the appeal meeting will be confirmed in writing to the employee(s) within five working days of the date of the decision.

Once the evaluation process is completed, an employee will not be entitled to submit another re-evaluation application for a minimum period of twelve months from the date of the last panel decision. This does not however preclude a subsequent management instigated review of the post being undertaken.

4. Management Reviews

4.1 Management Review – General Principles

It is the on-going responsibility of management to identify the business case for any *significant* changes in job roles that may justify a re-evaluation of a post.

Where changes are being made to an existing post or posts, and where an existing employee or employees will be required to undertake the proposed revised duties in future, the HoS at the earliest opportunity must consult with HR and the employee(s) affected with the proposed amendments to the job description and person specification. The trade unions must also be fully consulted on any proposals.

All management reviews, including those where new posts are being created, must in the first instance, be presented in a report to the Council's General Management Team (GMT) (which may be a draft Policy and Performance Committee report) to outline their proposals and requirement, as there may be wider implications of the proposed changes on other areas across the council.

Following GMT approval, the HoS/Chief Officer must prepare revised job description(s), person specification(s) and organisational structure amendments and discuss the proposed changes with HR to enable an initial evaluation to be undertaken by a JE Analyst.

The HoS/Chief Officer will be required to attend a JE panel to answer specific questions relating to the GLPC factors. Where there are employees in post, they may also attend the panel meeting if they wish. The unions will also be notified and may attend to observe the process or to support the employee if they are a union member.

The evaluated job documents, JE score and grade will be confirmed either in a report to Policy and Performance Committee, or to the Chief Executive under delegated powers.

4.2 Temporary Posts

A post that is required for a fixed-term or temporary period of up to two years can be reviewed initially by a JE Analyst. The senior manager/HoS should produce the draft job description, person specification and job advert and discuss with the JE Analyst for evaluation. The temporary post will be moderated and signed off at the next available JE panel where the senior manager/HoS would be required to attend to answer any specific questions.

Where a post has been created and approved by Policy and Performance Committee, and then subsequently filled, it may require a further review after the post holder has been in place for several months to further substantiate some or all of the JE factor scores.

4.3 Management Review Appeal

An employee will have the right to appeal against the decision of the panel following a Management Led Re-evaluation and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information.

The employee must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the written outcome letter from the JE panel. The employee will be required to state the reasons for the appeal and why they believe the JE panel did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts will not be acceptable.

Senior Managers or Heads of Service are not eligible to appeal the outcome of a post that is currently vacant, although there is the option for review 6 months after somebody has in post.

5. Effective Date of Score Change/ Re-Grade

5.1 Score Change within the Same Grade

Following a full evaluation, factor levels may be changed as a better reflection of the job however the grade remains the same. The changes and any recommendations as applicable will be recorded on the JE systems and amended job documents will be confirmed, effective from the date of the JE panel meeting.

5.2 New Grade and Pay Progression

The effective date for posts that have been re-graded will be as follows:

- the date HR received the completed Application for Re-evaluation Form at the Formal Stage for Employee Applications
- the date of the Policy and Performance Committee report, or an alternative date where specified within the report, or date of Chief Executive's signature under delegated powers will be the effective date of any increased grade for Management Reviews

Where a post has been re-graded to a higher grade, the post holder(s) will be assimilated into the new grade at the bottom spinal column point.

The normal pay progression rules will then apply, with further increments effective from 1 April (see note below) of the respective year subject to

satisfactory performance and the completion of the annual Personal Development Review (PDR). If no PDR is held, an employee will not be automatically entitled to receive an increment (if applicable).

*Note: Where a post has been re-evaluated to a higher grade and the post holder has received an increment during October-March, they will then receive their next increment six months from the date of increment, and not on 1 April. All future increments (if available) will then be paid on 1 April each year thereafter.

Any grade changes that are not reported through Policy and Performance Committee will be confirmed by HR to the Chief Accountant so that employee budgets can be adjusted accordingly.

5.3 Pay Protection and Downgrading

Where a post is downgraded as a result of a re-evaluation, the post holder will be eligible for salary protection for a period of one year from the effective date of the change (the first or second JE panel meeting or Policy and Performance Committee report as applicable). During this period no annual pay awards will be payable and the salary will be frozen at the grade and spinal column point applicable at the time of the decision. If during the one year pay protection, the top spinal column point of the new grade is equal to or exceeds the protected salary grade, the protection will cease and the higher salary will be payable from that date.

6. Apprentice and Trainee Posts

In order to assist with recruitment and workforce succession planning within the Council, managers may wish to consider the development of an apprentice or trainee job.

Where an apprentice job is created, it should be shown as a new post on the establishment list on a fixed term basis and should be explicitly linked to the Council's formal apprenticeship programme. As with all new jobs, apprentice jobs will be considered as a new discrete role and will be paid according to the JE grade within the Broxtowe Local Pay Scale rather than any of the national Local Government apprenticeship rates. The new apprentice post will be evaluated by the JE Analyst and moderated at the next available JE panel meeting. Further advice on suitable apprenticeships can be obtained from HR.

A trainee job could be created on the basis of a temporary reduction in, for example, the level of responsibilities, decision-making and/or professional knowledge required of the postholder in a particular job. Therefore, a specific development programme should be prepared for the trainee in order to provide the employee with the necessary skills, knowledge and experience in order to undertake the duties of the substantive job at the end of the trainee period (if the substantive post is available). Trainees will only be able to transfer to the substantive job (if available), and requisite job description and grade, when these requirements have been satisfied. The substantive job will have a

separate job description and JE grade to the trainee post.

Assimilation into the apprentice or trainee position will normally be at the bottom of the grade.

The trainee period should not be any longer than two years from appointment unless exceptional circumstances exist and the specific requirements for progressing from the trainee post to the substantive post must be explicit at the time of appointment. For example, this could be linked to either the attainment of a professional qualification or relevant training or practical experience.

SECTION B – HAY EVALUATED POSTS (HEAD OF SERVICE AND ABOVE)

7. General Principles

The Hay Scheme is used to evaluate posts at Head of Service level and above.

7.1 Job Descriptions and Person Specifications

The job description and person specification provide a clear outline of the main duties of a role and the requisite knowledge and skills required in order to carry out the duties effectively. Within the JE process, these documents are used to clarify employer expectations and measure job outcomes.

7.2 Maintenance of Job Documents

Job descriptions and person specifications should be reviewed annually as part of the formal personal development review process. The HR Division holds all of the Council's job descriptions and person specifications and these cannot be amended without HR consultation first.

7.3 Changes to Job Roles

Any changes to a job role should be identified and discussed at the earliest opportunity. It is Chief Officer/Chief Executive's responsibility to confirm whether the changes are a temporary or permanent feature of the job and they should not allow employees to take on additional responsibilities over a period of time without taking into consideration the effect this may have on the grading of a post.

Where permanent changes to the job role have been identified and agreed, advice from HR should be sought as to whether the amendments will require a formal re-evaluation by a Hay Consultant.

8. Employee Initiated Evaluation - General Principles

Where an employee believes that their post has changed and has resulted in significant changes to the duties and responsibilities of the post, he/she can initiate a request for a review of the post.

Employees requesting a re-evaluation of their post must have been in post for at least twelve months and their post must not have been evaluated within the previous twelve months. The post holder must be able to demonstrate that there have been changes to their duties and responsibilities since the post was last evaluated which are significant enough to potentially justify a higher factor level (it may not increase the grade).

Forthcoming or anticipated changes to duties will not be considered when assessing an application for re-evaluation as these changes might not actually materialise.

When a post is re-evaluated, all the factors and scores will be reviewed in order to maintain the integrity of the pay and grading structure. Applications for re-evaluation could then result in jobs being downgraded as well as upgraded.

Copies of all relevant correspondence relating to the re-evaluation application will be held on the JE section of the HR system in-line with corporate guidelines for data retention.

8.1 Employee Initiated Evaluation - Informal Stage

The request should be submitted in writing to the relevant Chief Officer/Chief Executive using the "Application for Evaluation Form – Heads of Service/Chief Officers Hay Scheme". This form requires the post holder to clarify the current duties and responsibilities in accordance with the Hay factors. The form also requires the post holder to submit a proposed revised draft job description/person specification, or provide a list of additional duties or job changes for discussion. The Chief Officer/Chief Executive must then hold a meeting with the post holder at the earliest opportunity to discuss the application where they may be accompanied by their union representative or work colleague.

The purpose of the meeting is to review the information provided by the post holder, to clarify the full details of the submission and to verify the duties contained in the revised job description.

The outcomes of this discussion are to:

- try to reach agreement about the content of the job;
- establish whether any changes are intended to be permanent;
- identify whether any changes are temporary and/or were provided as development opportunities.

Where the Chief Officer/Chief Executive confirms that any changes identified

are permanent, the Chief Officer/Chief Executive and employee should then seek to agree an appropriate revision to the job description.

Where the Chief Officer/Chief Executive identifies that any changes that have occurred are not to be a permanent responsibility of the post, the Chief Officer/Chief Executive may investigate the possibility of an honoraria payment for the period where the duties have been undertaken and reduce the overall balance of work of the post back to a level appropriate to the substantive grade. (Refer to the Council's Honoraria/Acting Up Payments Policy).

The post holder must also be able to provide evidence that the new or changed duties are being undertaken and the date that the role/duties changed. Comparisons with other jobs inside or outside of the organisation will not be considered as part of the evidence.

The form must be signed by the post holder(s) and Chief Officer/Chief Executive prior to submission to HR.

In the event that agreement cannot be reached over changes to the role and/or job description, the Chief Officer/Chief Executive must seek guidance from the Payroll and Job Evaluation Manager with the aim of achieving an agreement.

If agreement still cannot be reached, then the post holder will be advised in writing by the Chief Officer/Deputy Chief Executive that the post cannot be supported further for re-evaluation and the reasons why. These reasons could include:

- the Chief Officer/Chief Executive believes that no permanent change has occurred to the job;
- the Chief Officer/Chief Executive agrees that changes have occurred to the job but these changes represent only a minor job change

A copy of the letter and the Application Form should be sent to HR to be retained on the employee's personal file and the JE file for the job. The employee, however, may still seek to move to the formal stage of the process (see below).

8.2 Employee Initiated Application – Formal Stage

Following the informal stage, a post holder may pursue a re-evaluation by formally submitting their Application for Evaluation Form to HR, even where their initial submission has not been supported by their Chief Officer /Chief Executive.

Once a formal application for re-evaluation has been received by HR, the Payroll and Job Evaluation Manager will acknowledge receipt of the paperwork within five working days. The external Hay Consultant will then be contacted and the relevant paperwork sent, in order for an evaluation to take place.

A meeting between the post holder, the Chief Officer/Chief Executive, the Hay Consultant and Payroll and Job Evaluation Manager will then be convened at

the earliest opportunity. All required parties will be given a minimum of five working days' notice in advance of the time and date of the meeting.

The post holder will be advised of their right to be accompanied by a trade union representative or work colleague at the meeting. The representative's role will be to support the post holder but not to answer questions on their behalf.

After the meeting, the Hay Consultant will, as soon as possible thereafter, provide the Payroll and Job Evaluation Manager with the outcomes of the evaluation. The outcome of the re-evaluation will be one of the following:

- no changes to the existing evaluation;
- individual factors within the evaluation change, but this does not result in a change to the grade of the post or the salary;
- individual factors change to an extent where the grade of the post is affected. This could mean an increase or decrease in the factor scores and subsequent effect upon the salary.

Within five days of the receipt of the Hay consultant's report, the Payroll and Job Evaluation Manager will write to confirm the outcome of the JE review.

9. Appeals

The post holder will have the right to appeal against the decision of the panel following an Employee Initiated Evaluation and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information. The appeal for Hay evaluated posts will then be re-evaluated by a second Hay Consultant who was not involved with the first evaluation review.

The post holder must write to the Payroll and Job Evaluation Manager **or nominated deputy** within five working days of receipt of the notification of the Hay evaluation outcome. The post holder will be required to state the reasons for the appeal and why they believe the Hay consultant did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts will not be acceptable.

9.1 The Appeals Process

Where the conditions of appeal following the first Hay JE review are met by an employee, a further review by a different Hay Consultant will then be convened at the earliest opportunity by the Payroll and Job Evaluation Manager.

The post holder and their representative (trade union or work colleague) will be entitled to attend and present their evidence. The relevant Chief Officer/Chief Executive will also be required to attend. New or additional evidence of changes

to a job will not be considered at the appeal stage.

The outcome of the appeal meeting will be confirmed in writing by the Payroll and Job Evaluation Manager to the employee(s) within five working days of the receipt of the Hay Consultant's report.

Once the evaluation process is completed, the post holder will not be entitled to submit another re-evaluation application for a minimum period of twelve months from the date of the last Hay consultant review. This does not however preclude a subsequent management instigated review of the post being undertaken.

10. Formal Establishment Review – General Principles

It is the on-going responsibility of senior management to identify the business case for any *significant* changes in job roles that may justify a re-evaluation of a post.

10.1 Review of Hay Evaluated Posts

Where changes are being made to an existing post or posts, and where an existing employee or employees will be required to undertake the proposed revised duties in future, the Chief Officer/Chief Executive at the earliest opportunity must consult with the Payroll and Job Evaluation Manager and the employee(s) affected with the proposed amendments to the job description and person specification. The trade unions must also be fully consulted on any proposals.

All establishment reviews must in the first instance be presented in a report to the Council's General Management Team (GMT) (which may be a draft Policy and Performance Committee report) to outline the proposals and requirement, as there may be wider implications of the proposed changes on other areas across the council.

Where a Head of Service, Chief Officer or Deputy Chief Executive post becomes vacant, it is the responsibility of the Chief Officer and/or Chief Executive to review the existing job documents to identify any changes, prior to submitting any request to Policy and Performance Committee to fill the post. Where the Chief Executive post becomes vacant, the Deputy Chief Executive and Leader of the Council in consultation with the Payroll and Job Evaluation Manager will review the existing job documents to identify if any amendments are required.

Note: Where the amendments are agreed by the Chief Officer/Chief Executive/Leader of the Council and Payroll and Job Evaluation Manager to be minor changes, the job documents will be updated and there will not be any need for a full Hay JE evaluation to be undertaken.

Where major changes to roles have been identified, the Payroll and Job Evaluation Manager will contact and discuss the amendments with the Hay Consultant, and arrange a JE panel with the Hay Consultant, Chief Executive

and Deputy Chief Executive. The Leader of the Council would be required to attend the panel in place of the Chief Executive where it is the Chief Executive post that is vacant. The Payroll and Job Evaluation Manager will be required to attend the meeting but will not be a member of the JE panel. The JE Analyst will be present to record accurate notes of the meeting. Where there are employees in post, they may also attend the meeting if they wish. The unions will also be notified and may attend to observe the process or to support the post holder if required.

Following confirmation of the outcome of the evaluation(s) from the Hay Consultant, the evaluated job documents and pay grade should then be confirmed in a report to Policy and Performance Committee.

Whilst employees have the right to appeal against a decision made by the Hay Consultant following an employee initiated evaluation application, there is no right of appeal in relation to a grading where an employee has been appointed into a new post or assimilated into a redesigned post as part of an establishment review and there has been a Policy and Performance Committee report to support this.

10.2 Appeals

The post holder will have the right to appeal against the decision of the panel following a Formal Establishment Review and only where they believe that the scheme has been wrongly applied. They will not be able to appeal where they wish to rely on new or additional information. The appeal for Hay evaluated posts will then be re-evaluated by a second Hay Consultant who was not involved with the first evaluation review.

The post holder must write to the Payroll and Job Evaluation Manager or nominated deputy within five working days of receipt of the notification of the Hay evaluation outcome. The post holder will be required to state the reasons for the appeal and why they believe the Hay consultant did not make the correct decision.

An appeal will not be accepted if it is submitted without reasons. Comparisons with other posts will not be acceptable.

10.3 The Appeals Process

Where the conditions of appeal following the first Hay JE review are met by an employee, a further review by a different Hay Consultant will then be convened at the earliest opportunity by the Payroll and Job Evaluation Manager.

The post holder and their representative (trade union or work colleague) will be entitled to attend and present their evidence. The relevant Chief Officer/Chief Executive will also be required to attend. New or additional evidence of changes to a job will not be considered at the appeal stage.

The outcome of the appeal meeting will be confirmed in writing by the Payroll

and Job Evaluation Manager to the employee(s) within five working days of the receipt of the Hay Consultant's report.

Once the evaluation process is completed, the post holder will not be entitled to submit another re-evaluation application for a minimum period of twelve months from the date of the last Hay consultant review. This does not however preclude a subsequent management instigated review of the post being undertaken.

11. Effective Date of Score Change/ Re-Grade

11.1 Score Change within the Same Grade

Following a formal evaluation, factor levels may be changed as a better reflection of the job however the grade remains the same. The changes and any recommendations as applicable will be recorded on the JE systems and amended job documents will be confirmed, effective from the date of the JE panel meeting.

11.2 New Grade and Pay Progression

The effective date for posts that have been re-graded will be as follows:

- the date HR received the completed Application for Evaluation Form at the Formal Stage for Employee Applications
- the date of the Policy and Performance Committee report, or an alternative date where specified within the report, will be the effective date of any increased grade for Establishment Reviews

Where a post has been re-graded to a higher grade, the post holder(s) will be assimilated into the new grade at the bottom spinal column point.

The normal pay progression rules will then apply, with further increments effective from 1 January thereafter subject to satisfactory performance and the completion of the annual Personal Development Review (PDR). If no PDR is held, an employee will not be automatically entitled to receive an increment (if applicable).

*Note: Where a post has been re-evaluated to a higher grade and the post holder has received an increment between July-December, they will then receive their next increment six months from the date of increment, and not on 1 January. All future increments (if available) will then be paid on 1 January each year thereafter.

11.3 Pay Protection and Downgrading

Where a post is downgraded as a result of a re-evaluation, the post holder will

be eligible for salary protection for a period of one year from the effective date of the change (the first or second Hay evaluation meeting or Policy and Performance Committee report as applicable). During this period no annual pay awards will be payable and the salary will be frozen at the grade and spinal column point applicable at the time of the decision. If during the one year pay protection, the top spinal column point of the new grade is equal to or exceeds the protected salary grade, the protection will cease and the higher salary will be payable from that date.

SECTION C – ALL POSTS

12. Accountabilities

12.1 Payroll and Job Evaluation Manager (or nominated deputy)

The Payroll and Job Evaluation Manager or nominated deputy is responsible for the implementation and long term management of the Council's job evaluation schemes. The Payroll and Job Evaluation Manager is also responsible for:

- undertaking an annual equal pay audit, in consultation with the trade unions, in order to reduce and remove any potentially discriminatory pay practices;
- undertaking a review of the GLPC scheme and its local conventions every three years to ensure it remains accurate and relevant to the organisation's needs;
- managing a rolling five year JE programme to ensure that all posts are regularly reviewed, relevant to service delivery needs and continue to meet single status requirements;
- ensuring that JE Analysts and JE panel members are fully trained in the GLPC scheme and local conventions.

12.2 Human Resources Division

The HR Division is responsible for overseeing the implementation of the Policy and Procedures for Evaluation and Re-evaluation of Posts. All changes to grades and salaries will be processed by the HR Division and confirmed in writing to the employee(s).

Where employees are receiving pay protection, this will be reviewed annually by the HR Division. Additional advice and guidance on the application of this policy will be provided by the relevant officers.

12.3 HR/JE Analyst Team

The JE Analysts will be specifically trained HR officers who are responsible for the independent evaluation of posts using the GLPC scheme and the local Broxtowe conventions. They will be involved in undertaking evaluations to

ensure consistency and fairness. The JE Analysts will also provide advice and guidance to managers, HoS, Chief Officers (and above) and employees about the JE scheme.

Where there are any proposed changes to job descriptions or person specifications following completion of an employee's Personal Development Review, these must be submitted to HR on the relevant forms (available on the intranet). The relevant senior manager or/and the HoS must also sign off the form together with the employee(s) confirming their agreement to the proposed changes. The JE analyst team will then review the proposed amendments to establish whether they are major or minor changes. Where they are agreed as minor changes, the revised job description and person specification can be adopted. Where it is believed that they could affect the existing JE score and subsequent grade of the post, the JE analyst team will then undertake a further investigation. This could then lead to the employee submitting an application for re-evaluation or a management review.

Whilst some HR officers and the JE Analyst team may have a working knowledge of the Hay scheme, where questions around re-evaluation of posts arise, then these will normally be referred to a Hay consultant for advice.

12.4 Managers

For the purposes of this policy, managers have been defined as senior managers, Heads of Service, Chief Officers or above.

Line managers are specifically responsible for undertaking PDRs and achieving the timescales set each year. Senior Managers and Heads of Service are responsible for undertaking the informal and formal procedures for employee re-evaluation applications, for agreeing any minor changes to job descriptions with employees, for consulting with post holders affected by any changes to jobs and for discussing any revised job evaluations with the post holders where required.

Heads of Service are responsible for identifying and recommending honoraria or acting up payments and also for confirming each year that employees have achieved satisfactory levels of service in order to receive an annual increment (if applicable).

All managers are responsible for ensuring that work within their section is allocated appropriately to the grade of individuals and is consistent with the JE of each post. Where changes are made to roles, these should be deliberate and planned rather than evolutionary with managers ensuring that they are aware of, prepared for and understand the consequences of any changes made.

All HoS and Chief Officers are required to be a JE panel member at least once per year and maintain their JE knowledge by attending the JE training/refresher course every two years.

In the case of appeals, managers could be asked to provide more detailed information around the changes to the posts suggested by the post holder.

12.5 Trade Union Representatives

Trade union representatives can support employees in completing their re-evaluation and appeal letters and can also accompany employees to re-evaluation interviews. A trade union representative is entitled to observe at the first stage JE panel hearing and the second stage JE appeal panel hearing but will not be present when the panel is deliberating the decision.

12.6 Employees

Employees are responsible for making every effort to resolve issues about the grading or responsibilities of their post with their manager on an informal basis.

Employees will need to provide sufficient evidence and supporting information where they wish to apply for a re-evaluation application or appeal.

13. Pension Implications

Employees will be provided with relevant advice and guidance by HR regarding the pension implications of any change in their grade and salary as a result of a re-evaluation of their post. This will apply to posts which are evaluated using both the GLPC and Hay Scheme.

14. JE 'Sore-Thumb' Issues

The JE team will continue to monitor the impact of score and grade changes within the establishment and will run periodic reports and rank order reports to identify any anomalies, also known as 'sore-thumbs'. The team will also monitor existing factor scores for 'Supervision and Management of People' with the hierarchy shown in the departmental structure chart.

All sore-thumbs or anomalies for both GLPC and Hay evaluated posts will be reported to GMT on a bi-annual basis, with recommendations for GMT to consider appropriate courses of action to re-evaluate the post(s) identified.

15. Secondments

A secondment is a temporary transfer to an alternative job within the authority for a fixed period, after which time the post holder should return to their substantive post. Secondments provide employees with opportunities to develop additional experience and skills and are often offered by the authority to cover periods of absence, for example maternity leave cover.

Secondments can apply to both GLPC and Hay evaluated posts.

Where an employee is on a secondment, they are entitled to receive payment in accordance with the grading of the post temporarily occupied.

Where the secondment is to a post which is graded at the same level as the employee's substantive post, then no increment is payable at the commencement of the secondment and the normal incremental progression for the employee should continue.

Where the secondment is to a higher graded post, the employee will be treated as if they had been promoted to that post and therefore pay will normally be at the minimum point of the grade. All other terms and conditions of the seconded post will also normally apply including annual leave entitlements, unless specified differently in the secondment agreement.

The PDR process should still be undertaken for employees in secondment posts in order to confirm satisfactory performance and incremental progression within the grade. However, where the secondment has been in place for less than 6 months, a PDR should be undertaken for both the employee's substantive post and the seconded post in order to confirm satisfactory performance throughout the year. Regardless of the effective date of the secondment, the next pay progression increment within the substantive post will be unaffected.

When the post holder has received an increment during October-March, they will then receive their next increment six months from the date of increment and not on 1 April. All future increments (if available) will then be paid on 1 April thereafter.

Where satisfactory performance is confirmed, the employee will receive an increment in their seconded post within the grade and, in addition, their substantive post will receive an increment (if available) within the grade so that when the employee returns to their substantive post they will have been awarded the normal increment.

Should performance in the seconded post not be satisfactory, it may be necessary to delay or decline an increment on a temporary basis whilst additional support or training (if appropriate), is provided to the employee. Alternatively, it may be appropriate to terminate the secondment early in accordance with notice provisions and the employee will return to their substantive post.

16. Links to other Policies

The Policy and Procedures for Evaluation and Re-evaluation of Posts are linked to the following other policies:

- Formal and Informal Consultation Procedure between Broxtowe Borough Council and the Trade Unions
- Honoraria and Acting Up Payments Policy

17. Equality Impact Assessment

An Equality Impact Assessment of this policy will be undertaken to ensure that the implications of its introduction do not cause adverse impact or discrimination against different groups of employees within the organisation.

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Report of the Chief Executive

ADDITIONAL PLANNING OFFICER

1. Purpose of report

To request the appointment of an additional Planning Officer to be added to the establishment of the Planning Department. This is to provide urgent ongoing support to the current team with day to day work duties.

2. Background

The planning workload has been steadily increasing for some time, particularly in Development Management, to the point where the existing situation is unsustainable. Over the last 12 months two planning policy officers have been working full time in Development Management, to assist with workload, in the hope that workload would ease, alas the opposite has occurred. From December 2020 up to 16 May 2021 we have had 141 more applications (all types) than in the same timeframe for the previous year. Currently, Planning Officers are running an average caseload of 48 cases each (with some as high as 58), to put this in context we usually aim for 25-30. This would be far higher if the Policy Officers weren't assisting, but with planning policy work pressures not relenting, this is unsustainable.

The department has received approximately £59k more in planning fees in the period of 2020-21, when compared with 2019-2020. It is proposed that a portion of this revenue be used to create a post for a Planning Officer at Grade 8 with a salary of £27,068, which with on costs equates to £34,450. The established trend is for planning fees to go up, along with the number of applications, which are continuing to rise.

The Planning Department has benefited recently from some temporary agency staff, but is looking for a more sustainable solution moving forward. Moreover, the existing adverts and staff we are recruiting to in planning are to replace existing positions either vacant or soon to be vacant, and will not make any significant inroads into the work, rather maintain the current status quo.

3. Financial implications

This would be a new post, proposed to assist the growing workload in the Planning Department. As outlined above the planning fees received in the period 2020-21 are approximately £59k higher than the same period the previous year, and are likely to increase. Therefore, it can be reasonably argued that there are sufficient funds generated by the application fees that more than cover the cost of this post.

4. Union Comments

Union comments are attached in appendix 1.

Recommendations

Committee is asked to RESOLVE that the role of an additional planning officer be approved.

Background papers Nil

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APPENDIX 1**Union Comments****Unison**

Based on the planning fee income to offset the increased workload then an appointment of a new planning officer makes sound sense as we do not want existing staff overworked and stressed and potentially leading to time off through sickness.

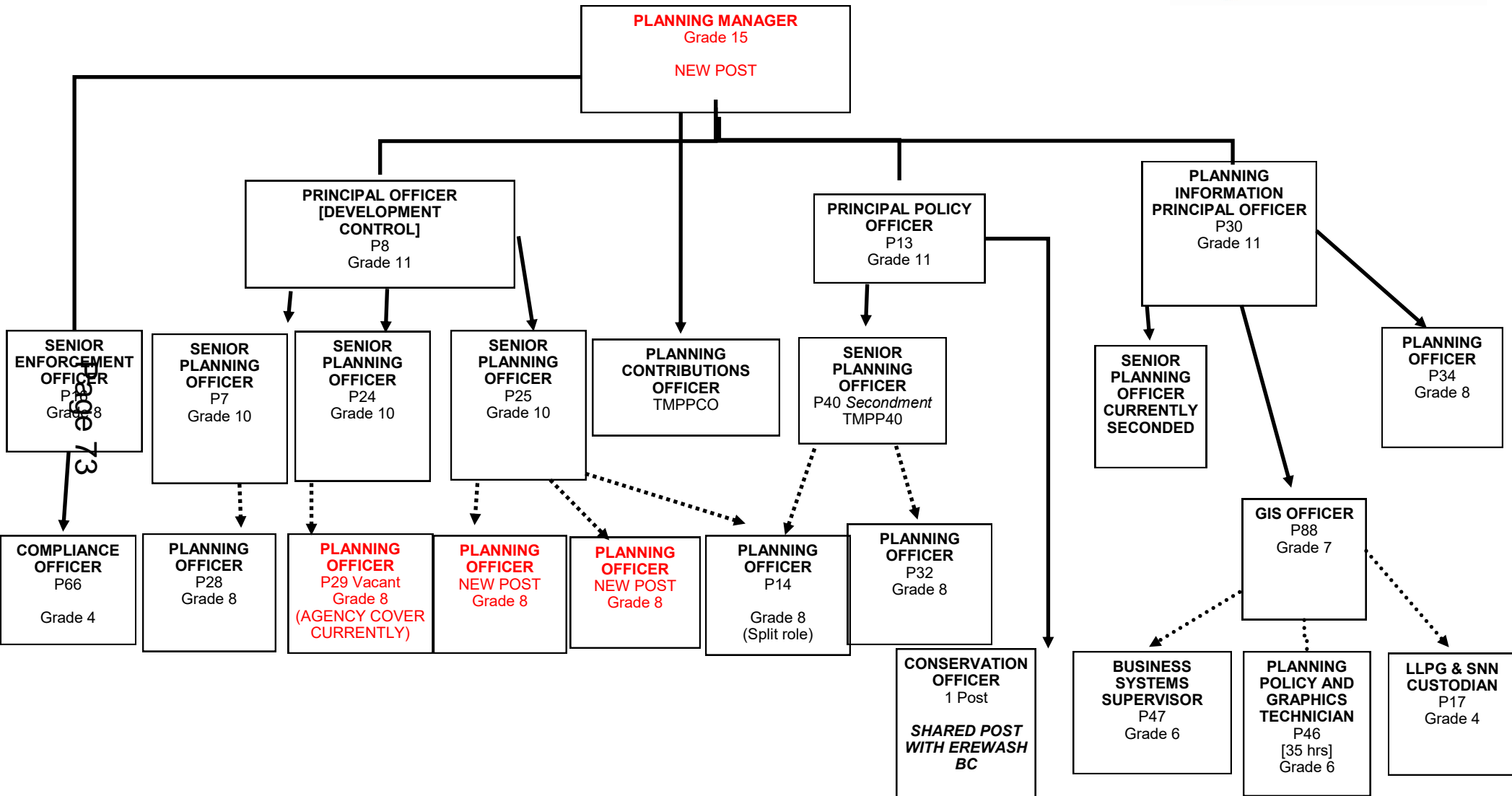
My only concern, is based on the current vacancies that you have is and whether you will be able to appoint to the new post(s). I noticed for instance that Gedling were advertising for a Planning Officer at a salary of £32,234 which surely makes it difficult for us to appoint people at £27,068. The LJCC agenda includes the new market supplement policy that may help you to increase Planning Officer pay so as to help with retention and future employment. The planning fee income may help to offset any increased costs to the council for this.

Unite

Unite supports the creation of this post to provide additional resource for an area seeing an increase in workloads.

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**CHIEF EXECUTIVE'S DIRECTORATE
PLANNING ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT
PLANNING SECTION**



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Report of the Deputy Chief Executive

ENERGY EFFICIENCY BIDDING OFFICER

1. Purpose of report

To request the establishment of an energy efficiency bidding officer, within the structure of the capital works team. This is to provide urgent ongoing support to the current team, so the Council can apply for a range of government energy efficiency and decarbonisation grants for residents, tenants and the Council (eg Local Authority Delivery Grant, Social Housing Decarbonisation Fund and Housing Upgrade Grant).

2. Background

The capital works team is responsible, predominantly for the delivery of the HRA capital programme, as well as a handful of General Fund capital schemes. As a result of the government's ambitious environmental sustainability agenda, the government is regularly promoting a number of capital grants, recently these have included Local Authority Delivery Grant, Social Housing Decarbonisation Grant and the Housing Upgrade Grant.

The Council is required to bid for these capital grants, and therefore an additional post is required to focus on developing bids for these additional capital grants, and ensuring that the Council's bids are high quality and meet the government's timelines.

Given the capital works team workload, it would not be possible, to absorb the additional energy efficiency bidding work within the existing staffing structure. Another alternative would involve using external consultants for the developing the bids, however this would be more expensive and the Council would not develop its own in-house bidding expertise.

3. Financial implications

This would be a new proposed post leading on bidding for increasing number of government energy efficiency and decarbonisation grants for residents, tenants and the Council. The funding of the post will be met from the additional capital secured through the government energy efficiency and decarbonisation grants. A job description and person specification for the post will be developed, and the post evaluated through job evaluation. Based on broad estimates, it is expected the salary costs will be approximately £40,000.

4. Union Comments

UNISON would support the creation of this role. It will provide support to existing resources to ensure that the Council is able to apply for grants and access funding. This will also contribute to the Council's Green Futures campaign and climate change agenda, which is fully supported by the union.

UNITE echo Unison's comments and fully support the creation of this role.

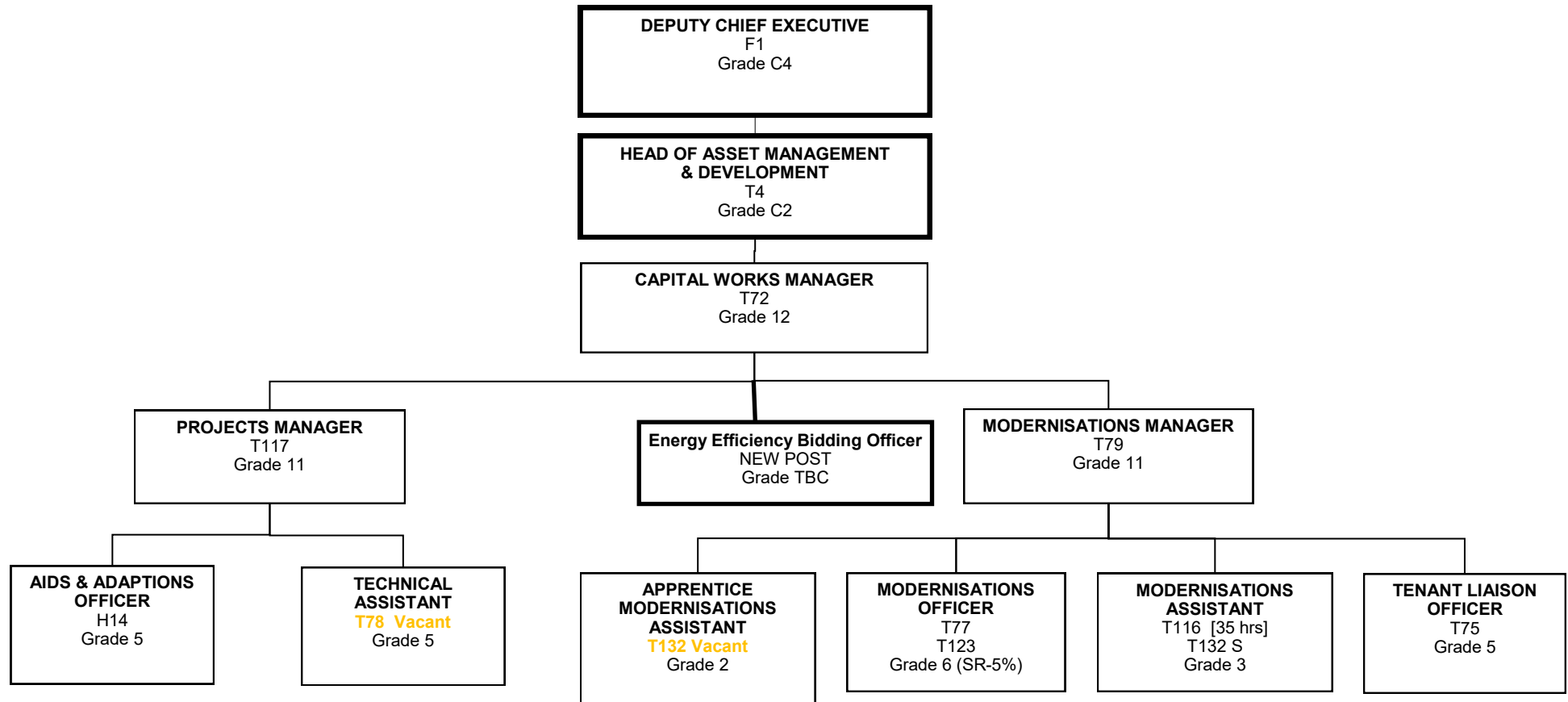
Recommendations

Committee is asked to RESOLVE that the role of an additional energy efficiency bidding officer be approved.

Background papers: Nil

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DEPUTY CHIEF EXECUTIVE'S DEPARTMENT CAPITAL WORKS



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Report of the Chief Executive

RESTRUCTURE OF ENVIRONMENTAL HEALTH TEAM

1. Purpose of report

To seek approval for the redesignation of a post within the Environmental Health Section from Environmental Health Officer (Food Safety) to Senior Environmental Health Officer (Food Safety).

2. Detail

The Environmental Health Section is made up of three teams – Private Sector Housing, Pollution, and Food & Occupational Safety. The structure chart is shown at Appendix 1.

A vacancy has arisen following the resignation of the officer in Post H78 to take up a position with another authority.

As a result of this vacancy, the opportunity has been taken to review the structure of the section. For a while now, it has been considered that the Chief Environmental Health Officer would benefit from an extra manager due to the number of direct reports (10) which she currently has. Her time has also been taken up more on other issues such as some high profile cases and the extra workload which has arisen from the UK leaving the European Union.

With the vacancy in the food team, the proposal is to redesignate this post as a Senior Environmental Health Officer. The postholder would still have a case load of inspections, but would take on the direct line management of the team of four Food & Occupational Safety Officers. The proposed structure is shown at Appendix 2, with the Job Description and Person Specification at Appendices 3 and 4.

It is not anticipated that this proposal will impact adversely on the authority's ability to meet its annual food safety targets.

The current post is Grade 10. While the proposed post has yet to be evaluated, it is considered likely that it will be Grade 11. This will result in an increase of £2,681 pa, excluding on-costs, at the top of the grade.

Recommendation

Committee is asked to RESOLVE that the proposal to redesignate post H78 from Environmental Health Officer (Food & Occupational Safety) to Senior Environmental Health Officer (Food & Occupational Safety) be approved.

Background papers:

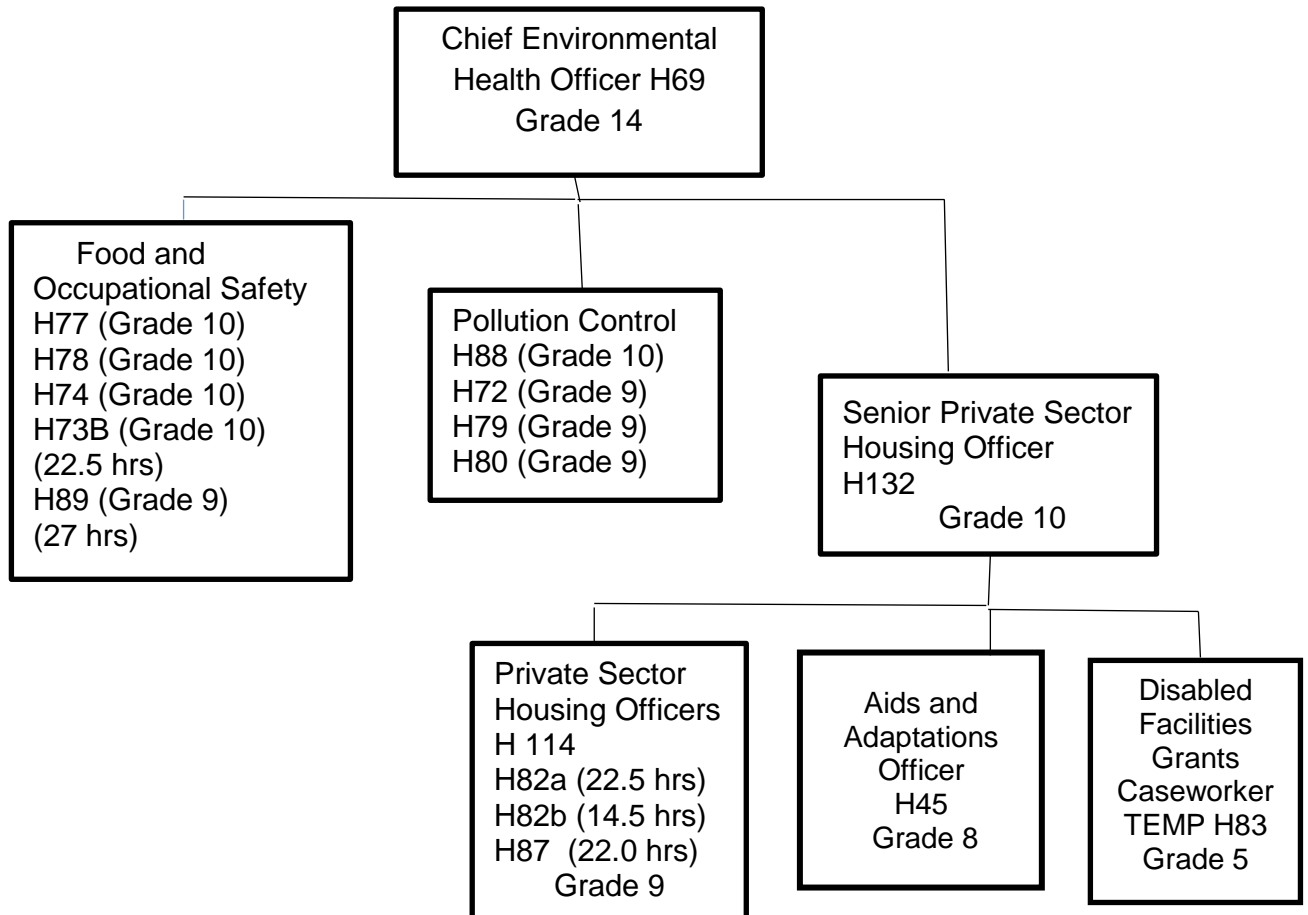
Nil

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Appendix 1

Environmental Health Section

Current Structure

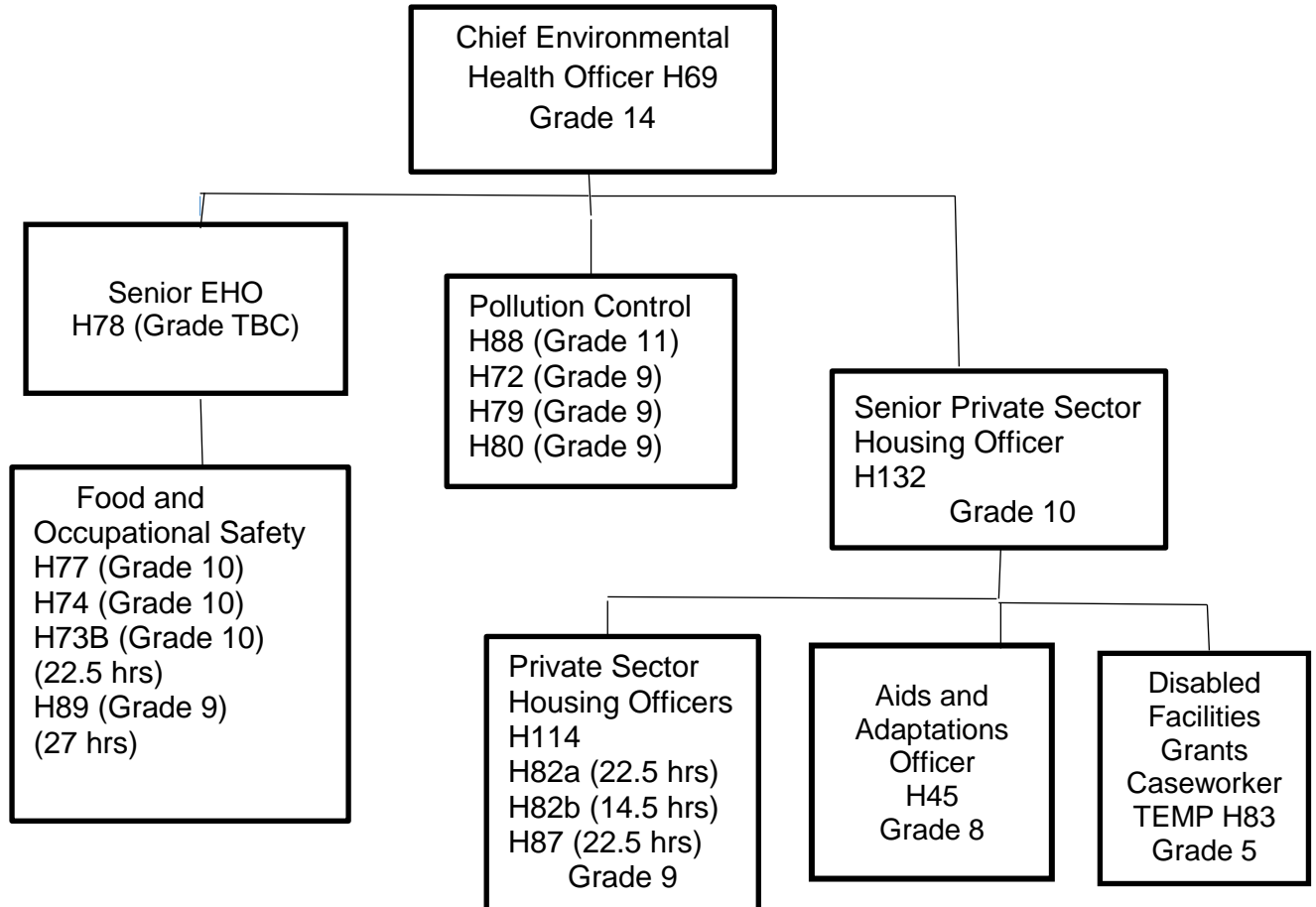


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Appendix 2

Environmental Health Section

Proposed Structure



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Appendix 3**BROXTOWE BOROUGH COUNCIL****JOB DESCRIPTION**

Directorate:	Chief Executive's
Division:	Public Protection
Post No. & Job Title:	Senior Environmental Health Officer H78
Grade:	Grade tbc
Responsible to:	H69 - Chief Environmental Health Officer
Responsible for:	Posts – H72, H73a, H73b, H77,
Main purpose of the job	To support the Chief Environmental Health Officer by the day to day management of the food and occupational safety team to ensure the effective and efficient use of resources. To carry out a range of Environmental Health duties including completing inspections.

Main Duties and Responsibilities:

1. Manage, on a day-to-day basis, all employees of the specialist section that carries out the Directorate's duties and functions in connection with food safety and hygiene, water supplies, occupational health and safety, registration and licensing, health promotion, and infectious disease control.
2. Ensure the efficient and effective use of resources available to the section.
3. Assist in the determination of objectives and operational policy for the section and in the setting of targets and monitoring the progress of work against the agreed targets to ensure targets are met.
4. Advise all relevant employees in the section on all legislation affecting the work of the section.
5. Identify the training needs of all employees in the section and so far as is practicable assist in the fulfilment of those needs.
6. Represent the Directorate and the Borough Council at meetings, both internal and external, including meetings held out of normal office hours.
7. Prepare reports and collate data as required for committees, Government Departments and other bodies.

8. To carry out the Council's responsibilities in relation to food and water safety and hygiene, including:
 - a) To be the Lead Food Officer in accordance with the Food Standards Agency Code of Practice and Practice Guidance,
 - b) Examination and inspection of food and food premises
 - c) Preparation of letters, schedules of work and statutory notices
 - d) Investigation of food and drinking water complaints and taking of samples
 - e) Processing of registration and licensing applications.
9. To carry out the Council's enforcement responsibilities in relation to occupational health and safety, including:
 - a) Inspection of premises, equipment and systems of work
 - b) Preparation of letters, schedules of work and statutory notices.
 - c) Investigation of injuries, diseases and dangerous occurrences in the workplace
10. To organise and supervise the carrying out of works in default and reimbursement.
11. Processing of registration and licensing applications e.g. animal welfare, scrap metal, camping and caravan sites, skin piercing etc.(Not liquor licensing and taxis)
12. To give advice to members of the public, businesses and organisations regarding the above aspects of environmental health.
13. To carry out detailed investigations into infectious diseases and zoonoses notifications.
14. To take an active part in health education and promotion initiatives, and give advice to members of the public, businesses, and organisations regarding all aspects of environmental health.
15. To maintain accurate records, and to prepare written statements of evidence in connection with legal proceedings and make court appearances, as necessary.
16. To liaise and work in partnership with outside agencies, in particular the Health and Safety Executive, Food Standards Agency and Health Protection Agency.
17. To manage training of trainee Environmental Health Officers and other team members
18. To lead or assist officers in respect of food, occupational safety or licensing in specific complex cases.
19. Act as a system administrator for the computerised system in use within the Section.
20. Receive and respond as appropriate to emergency telephone calls out of normal office hours.
21. To carry out any other work within the scope and grading of the post as may be reasonably required by the line manager or Director.

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.

The post holder must be a qualified Environmental Health Officer registered with the Environmental Health Officers' Registration Board.

RESTRICTIONS

This is not a politically restricted post.

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

NOTE

The above job description sets out the main responsibilities of Senior Environmental Health Officer Post H78 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:	<i>S Hickey</i>		May 2021
Job description agreed by	<i>D.K.Gell</i>		June 2021

Date of issue.....

Additional notes for JE/HR.
HEX-2. , H78

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Appendix 4

PERSON SPECIFICATION

SENIOR ENVIRONMENTAL HEALTH OFFICER (Food, Occupational Safety and Licensing) – H78

	Requirements	E/D	Measurement
Personal Skills	- Present a professional and confident image	E	3
	- Must be assertive, show initiative, be enthusiastic and self-motivated	E	1,3
	- Ability to make considered decisions	E	1,3
	- Commitment to customer care	E	1,3
	- Ability to work within a team	E	1,3
	- Good planning, organisation and communication skills	E	1,3
	- Ability to maintain clear and concise records	E	3
Experience	- Local Government experience in Food Safety	E	1,3
	- Enforcement of environmental health legislation	E	1,3
	- Management experience demonstrating the ability to initiate, plan, monitor, develop and achieve service delivery targets	E	1,3,4
	- Successfully managing and leading staff, financial and other resources	E	1,3,4
	- Undertaking Legal enforcement work and dealing with complex cases	E	1,3
Attainments/Qualifications	- Diploma/Degree in Environmental Health	E	1,4
	- Registration with Env Health Registration Board (EHRB)	E	1,4
	- Chartered Membership of the CIEH.	E	1,4
	- Reach Criteria for 'Lead Food Officer' of the FSA Code of Practice and Practice Guidance	E	1,4
	- Level 3 Management Qualification	D	1,4
Knowledge	- Computer literate	E	1,3
	- Knowledge and understanding of environmental health legislation	E	1,3

Special Requirements	- Able to undertake site inspections	E	1,3
Car Allowance	<p>This post carries a Designated Car User status. Whilst it will not be necessary for the post holder to provide a car for use on Broxtowe Borough Council business, provision must be made however to discharge duties and responsibilities of the post in an effective manner.</p> <p>Employees choosing to use their own vehicle for work purposes must be in possession of a full driving licence.</p> <p>Disabled employees who are unable to drive because of their disability, but who occupy posts with a designated car user status, are allowed to use taxis to carry out their duties where no other forms of transport are appropriate.</p>		

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

	Name	Signature	Date
Person specification written by:	S Hickey		May 2021
Person specification agreed by	D.K.Gell		June 2021

Date of issue: Jan 2018

Additional notes for JE/HR.
HEX02. H78

Report of the Executive Director

MEMBER DEVELOPMENT PROGRAMME 2021-23

1. Purpose of report

To consider the principles and seek approval for the new Member Development Programme 2021-23.

2. Background

The provision of a comprehensive member training programme is a fundamental element of good governance. It ensures that members are properly equipped to undertake their duties as councillors and provides safeguards toward the integrity of Council decision making.

3. Detail

All members of the Planning Committee, Licensing and Appeals Committee and the Alcohol and Entertainments Licensing Committee are required to attend training following their initial appointment to those committees or following re-election.

Members may wish to consider the following:

- receiving regular reports to this Committee on training statistics,
- including training attendance details on councillors' individual Council web pages
- the appointment of member training champions.

The Programme is distributed separately from the agenda while an equality impact assessment is included in the appendix. If approved, the Programme will be submitted to be refreshed in May 2023.

4. Financial implications

Much of the training is provided in-house, the only cost being member and officer time, some training is provided free of charge e.g. by the LGA and on occasion by East Midlands Councils, while some is provided at cost, for this the current budget for member training is £5,000.

Recommendation

The Committee is asked to CONSIDER the report and RESOLVE that the Programme be approved.

Background papers

Nil

APPENDIX

Equality Impact Assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality

Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:	Executive	Lead officer responsible for EIA	Jeremy Ward
Name of the policy or function to be assessed:		Member Development Programme 2021-23	
Names of the officers undertaking the assessment:		Jeremy Ward	
Is this a new or an existing policy or function?		Updated Programme outlining member training.	
1. What are the aims and objectives of the policy or function? The Member Development Programme supports councillors in ensuring that informed decisions are made for the residents of the Borough and providing safeguards around acting with a lack of information or knowledge.			
2. What outcomes do you want to achieve from the policy or function? The Member Development Programme will provide an outline of the training Programme for councillors.			
3. Who is intended to benefit from the policy or function? The Member Development Programme will apply to all Broxtowe Councillors.			
4. Who are the main stakeholders in relation to the policy or function? <ul style="list-style-type: none"> • Broxtowe Councillors • Broxtowe residents 			
5. What baseline quantitative data do you have about the policy or function relating to the different equality strands? The Council has 44 councillors who will be able to access training from a number of sources.			

<p>6. What has stakeholder consultation, if carried out, revealed about the nature of the impact?</p> <p>N/A</p>
<p>7. From the evidence available does the policy or function affect or have the potential to affect different equality groups in different ways?</p> <p>N/A</p>
<ul style="list-style-type: none"> Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified? <p>No</p>
<ul style="list-style-type: none"> Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified? <p>Yes</p>
<ul style="list-style-type: none"> Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function? <p>No</p>
<ul style="list-style-type: none"> Could the policy or function promote or contribute to equality and good relations between different groups? If so, how? <p>The Programme will provide wide-ranging training that will cover many areas. It is possible that equality training will be provided or available, possibly from external sources.</p>
<ul style="list-style-type: none"> What further evidence is needed to understand the impact on equality? <p>None</p>

<p>8. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?</p>
<p>Age: Where necessary adjustments to the programme can be in line with requirements or individual circumstances.</p>
<p>Disability: It is not anticipated that the Council will need to take any further action in order to enable access for this group.</p>

Gender: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Gender Reassignment: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Marriage and Civil Partnership: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Pregnancy and Maternity: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Race: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Religion and Belief: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Sexual Orientation: It is not anticipated that the Council will need to take any further action in order to enable access for this group.

Head of Service:

I am satisfied with the results of this EIA. I undertake to review and monitor progress against the actions proposed in response to this impact assessment.





Broxtowe
Borough
COUNCIL

Member Development Programme 2021-23

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Foreword

As elected members who have a wide range of skills we appreciate the demands of the role of being a councillor. We acknowledge that over time the role of an elected councillor has transformed and continues to evolve with ever changing demands from those we are elected to represent. These are in addition to the various challenges local authorities continue to experience and the decisions we have to make. One way to support councillors is by implementing, developing and endorsing the Member Development Programme 2021-23.

Each councillor brings their own variety of skills, knowledge and experience to the role. The Member Development Programme begins to detail the learning provision and support that councillors will be offered to assist them in their roles and develop their knowledge as a result of legislation or local issues, whilst contributing to the delivery of the Council's Corporate Priorities, objectives and ambitions.



Councillor Marie Hannah
Chair of the Personnel Committee

Training and Development for Members

Elected members are integral to ensuring that the strategic aims and objectives of the Council are met and that high quality, cost-effective services are delivered to the residents of the Borough of Broxtowe.

The Council is working to support the development of all its elected members and to ensure that they are able to meet the demands of their roles. The Council is committed to ensuring that:

- There is a planned and structured approach to member learning and development.
- Training and development, wherever possible is linked to the roles of members.
- Members have access to appropriate learning and development activities to enable them to acquire the knowledge and skills required to conduct their roles effectively.
- Access to learning and development is equitable.
- Members are encouraged to identify their own development needs and participate fully in learning and development activities.
- The Member Development Programme will be updated regularly in order to support the Council's Strategic Objectives, the roles and functions of members and any key changes affecting the Council's priorities.

The basic roles and functions have remained stable over the last few years although the nature of the political environment that members operate in has evolved dramatically over a short period of time, most notably for the increased use in social media.

It should be remembered that although the training programme offers structured sessions at specific times, officers are available to assist members with issues that may assist them in conducting their roles as elected representatives.

Induction

Induction for new members will take place every year that local elections are held in the Borough, with individual arrangements being made for new members at other times of the year. This will include a planned programme with input from the Personnel Committee. Topics covered are the Council's vision, values and objectives; the decision making process; Councillor responsibilities and Councillor development. New members will meet the Monitoring Officer and Head of Governance for advice on governance and standards issues.

Methods of Learning and Development

A flexible approach to the delivery of training and development opportunities will be adopted to meet the potential needs of individuals and groups. A variety of methods may be used to deliver these opportunities and could include seminars, workshops, e-learning and briefing sessions.

Evaluation

It is important for the Council to evaluate members' learning and development to ensure that it has met its objectives; to ensure that the Council has received value for money in terms of the cost and the benefits; and to identify where improvements can be made in the future. The Personnel Committee will need to play a strong role in evaluation and there will be a standing item for evaluation on the agenda at each meeting as necessary. The Committee will review the numbers attending and the feedback from learning events. Evaluation can take place at more than one level. At its most basic level, evaluation considers attendees' reaction to the training, whether it was positive or not.

A range of evaluation methods are available:

- use of questionnaires
- informal discussions take place on an ad hoc basis between or with members and officers on the value of the training
- members can be asked to complete an evaluation form after attending a learning event.

To assist in the evaluation, the form would specify the outcomes expected at individual member, corporate and community level where appropriate. Some sessions would be evaluated principally through qualitative means e.g. that councillors feel more knowledgeable, better able to understand complex issues and make informed decisions.

The Committee will receive an annual report on the year's learning and development events, together with evaluations.

The Role of Democratic Services

Democratic Services will seek ways to use the budget for Councillor Development in the best way to meet the training needs of Councillors. For example, this could include opportunities for cross authority or partner training on a countywide, regional or national level, looking for training support from national or regional course providers such as the LGA or East Midlands Council or seeking relevant opportunities for Councillors to attend seminars or conferences hosted by partners.

Key Contacts and Links

For further information or queries about training please contact Jeremy Ward on 0115 917 3278 or Lisa Evans 0115 917 3014 who will be happy to help.

Broxtowe Borough Council – Member Learning and Development

<https://intranet.broxtowe.gov.uk/members-area/member-learning-development/>

Local Government Association – Highlighting Political Leadership

<https://www.local.gov.uk/our-support/highlighting-political-leadership>

East Midlands Councils – Councillor Information and Support

<https://www.emcouncils.gov.uk/Councillor-Information-and-Support>



Category:

Provider:

Detail:

Subjects Covered:

- ## Dates:

Contact Details:

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<https://www.local.gov.uk/our-support/highlighting-political-leadership>



MEMBER

Development Programme

Category:

INDUCTION

Subject Area:

GOVERNANCE

Purpose:

To understand how the council works in relation to the decisions it makes and how those decisions are implemented. To enable members to better represent their electorate by understanding the committee process. To help members be effective, active and have the confidence to engage and play a constructive role within the committee.

Subjects Covered:

- How the Council works (e.g. role of Leader, Deputy Leader, Mayor, Elections, and the pre-election period)
- Relationship between Officers and Members
- Being a member of a committee
- Declaration of Interests
- Managing a meeting as Chair / Vice Chair
- Voting Process (including “for” / “against” / “abstain” / amendments)
- Responsibilities of each committee (i.e. terms of reference)
- Difference between full council / committee / working group
- Role of the member on a committee (i.e. representing the whole council)
- Responsibilities of members (in respect of dual / triple hat)

Dates:

1 July 2021, 1 September 2021, 1 February 2022

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

LICENSING & APPEALS

Subject Area:

LICENSING

Purpose:

To enable members to understand the roles and responsibilities of the Council's Licensing and Appeals Committee in relation to the decisions it makes and how those decisions are implemented. To enable members to participate in and undertake effective reasoned decisions at licensing hearings and employment appeals. To help members be effective, active and have the confidence to engage and play a constructive role within the Committee.

Subjects Covered:

- Role and responsibility of the Council
- Roles and responsibilities of the Licensing and Appeals Committee **(to include including hazardous substances consent, intentional homelessness, grievance and disciplinary appeals)**
- The role of safeguarding in licensing
- An understanding of the hackney carriage and private hire vehicle licensing
- An understanding of massage and special treatment licensing
- An understanding of other licensing regimes within the remit of the Licensing and Appeals Committee
- Participation in a Licensing Committee hearing
- Chairing a Licensing Committee hearing
- Understanding the fit and proper criteria
- The decision making process
- Understanding the "fit and proper" criteria

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension x3278



MEMBER

Development Programme

Category:

ALCOHOL & ENTERTAINMENT

Subject Area:

LICENSING

Purpose:

To enable members to understand the roles and responsibilities of the Council's Alcohol and Entertainments Committee in relation to the decisions it makes and how those decisions are implemented. To enable members to participate in and undertake effective reasoned decisions at licensing hearings. To help members be effective, active and have the confidence to engage and play a constructive role within the committee.

Subjects Covered:

- Role and responsibility of the Council
- Roles and responsibilities of the Alcohol and Entertainment Committee
- An understanding of the Licensing Act 2003
- An understanding of the Gambling Act 2005
- Participation in a Licensing Panel hearing
- Chairing a Licensing Panel hearing
- The role of the councilor when making licensing representation

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

FINANCE

Subject Area:

**INTERNAL AUDIT AND RISK
MANAGEMENT**

Purpose:

To Outline role of internal audit in local government, how internal audit meets corporate objectives, to set out structure of internal audit team and highlight procedures for planning, conducting, reviewing and reporting, and to clarify link between internal and external audit.

Subjects Covered:

- What is internal audit?
- Independence, ethics and care
- Internal Audit at Broxtowe
- Types of audit and planning
- What is risk management
- Wrong assumptions about risk
- Risk identification
- Inherent and residual risk

Dates:

To be confirmed.

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

FINANCE

Subject Area:

TREASURY MANAGEMENT

Purpose:

To consider the management of the organisation's investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks"

Subjects Covered:

- Introduction to Treasury Management
- Treasury Management at Broxtowe Borough Council
- Treasury Management Risks
- Economy and interest rate Expectations
- Statutory guidance and role of elected members.

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

HOUSING

Subject Area:

ALLOCATIONS AND HOMELESSNESS

Purpose:

To give members a better understanding regarding allocations and homelessness. To discuss and correct some of the common myths around who can be accepted as homeless and how properties are allocated.

Subjects Covered:

- Broxtowe Borough Council's Allocations Policy
- HomeSearch, including how an applicant places a bid
- How a property is allocated, including what information an applicant will receive and the checks that are completed
- Homelessness prevention
- Homelessness acceptances
- Use of temporary accommodation
- Situations where we may not be able to assist, and what we do to try and help

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

HOUSING

Subject Area:

TENANCIES

Purpose:

To give members a better understanding of the work of Housing Services in managing the Council's housing stock, and the information to deal with likely enquiries they may receive.

Subjects Covered:

- Types of tenancy offered by the Council
- Differences between the General Needs and Independent Living services
- Rights of tenants, including Right to Buy, mutual exchange and succession
- Responsibilities of tenants, including anti-social behaviour and rent arrears
- Tenancy Sustainment and Financial Inclusion Service
- Tenant Engagement

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

INDUCTION

Subject Area:

DEALING WITH THREATS OF SUICIDE

Purpose:

To make members aware of the “Six Point Plan” for dealing with a person, whether in a face to face or telephone situation, who is threatening to self-harm or commit suicide. In this way, members will know the procedure to follow in order to deal with the situation in a structured way, including when to summon emergency services and which other agencies should be contacted. The training will also inform members of the options available to them to safeguard their own wellbeing after dealing with such an incident.

Subjects Covered:

- Data on the number of suicides nationally and locally
- Reasons for people claiming they are going to commit suicide when dealing with officers and members
- The “Six Point Plan” for dealing with a threat of suicide
- Personal wellbeing after dealing with a case

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

PLANNING

Subject Area:

PLANNING COMMITTEE

Purpose:

To understand the legislative framework that underpins the core planning documents to make planning decisions. To understand the committee process and planning decisions taken under delegated powers in addition to understanding what can and cannot have action taken under enforcement powers.

Subjects Covered:

- National Planning Guidance
- Regional planning guidance
- Development Plan (other planning documents)
- Aligned Core Strategy/local plan
- Decisions taken in line with the above documents
- What is/is not a material planning consideration
- Planning committee process
- Quasi-judicial process
- Lobbying and interests
- Taking decisions on planning grounds
- The importance of mutual respect.

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

INDUCTION

Subject Area:

SOCIAL MEDIA

Purpose:

Social media needs to be an integrated part of a wider marketing and communication strategy which also includes media relations, the website, marketing and advertising, as well as more traditional channels. This programme will give an understanding of how the council uses social media and advise Members on some of the positive ways to use it but also some pitfalls that come with it.

Subjects Covered:

- What is social media?
- Why should I use it?
- What are the benefits?
- What is good/bad content?
- What can go wrong?
- What happens if something does go wrong?
- Responsibilities
- Code of conduct
- Training and Support

Dates:

To be confirmed

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

ADULT SAFEGAURDING AWARENESS

Purpose:

To enable members to fulfil their duty to safeguard adults at risk and promote their welfare and wellbeing. This training will also provide the knowledge and confidence to identify and report any disclosure, concern, incident or allegation in the appropriate way.

Subjects Covered:

- What the types of abuse are
- How to identify them
- Risk factors for increased risk of abuse
- Who can be an abuser
- Barriers to raising concerns
- How to deal with a disclosure
- Case studies
- Roles and responsibilities

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

THE ARMED FORCES COMMUNITY COVENANT

Purpose:

The course explains what the Armed Forces Covenant is and how we can help those who have served their country with their lives.

Subjects Covered:

- This module explains the issues that serving and ex-serving personnel face when they leave the Armed Forces such as housing, finance and employment.
- The module also signposts you to where in Broxtowe they can seek guidance.

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

**CHILD SAFEGUARDING
AWARENESS**

Purpose:

The course explains what the Armed Forces Covenant is and how we can help those who have served their country with their lives.

Subjects Covered:

- To enable members to fulfil their duty to safeguard children at risk.
- To promote welfare and wellbeing.
- To provide the knowledge and confidence to identify and report any disclosure, concern, incident or allegation in the appropriate way.

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

CHILD SEXUAL EXPLOITATION

Purpose:

To enable members to fulfil their duty to identify and report intelligence and concerns to help reduce incidents of Child Sexual Exploitation and bring perpetrators to justice.

This training will also provide the knowledge and confidence to identify and report any disclosure, concern, incident or allegation in the appropriate way.

Subjects Covered:

- The Council's duty and that of all staff and members
- What is meant by Child Sexual Exploitation
- What to look for and how to recognise the signs of control
- To know how and who to make a referral to if you have concerns
- Roles and responsibilities

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

MODERN SLAVERY AWARENESS

Purpose:

To enable members to fulfil their duty to identify and report intelligence to help reduce incidents of Modern Slavery and bring perpetrators to justice.

This training will also provide the knowledge and confidence to identify and report any disclosure, concern, incident or allegation in the appropriate way.

Subjects Covered:

- The Council's duty and that of all staff and members
- What is meant by Modern Slavery and the types of exploitation used
- What to look for and how to recognise the signs of control
- Know how to and who to make a referral to if you have concerns
- Roles and responsibilities

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

PREVENT AWARENESS

Purpose:

Section 26 of the Counter-Terrorism and Security Act 2015 places a duty on specified authorities such as NHS trusts, schools, council's and providers of certain services, to have due regard to the need to prevent people from being drawn into terrorism (the Prevent duty). The Prevent duty came into force on 1 July 2015.

Subjects Covered:

- To provides the necessary awareness training for members to understand what radicalisation means.
- Why people may be vulnerable to it, know what measures are available to prevent people from being drawn into terrorism
- How to access support for people who may be exploited by radicalising influences.
- To enable members to better understand their role in countering terrorism
- To help members be effective, active and have the confidence to provide intelligence where appropriate

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

SERIOUS ORGANISED CRIME

Purpose:

To enable members to fulfil their duty to identify and report intelligence to help disrupt Serious Organised Crime Gangs and bring gang members to justice reducing the impact Serious Organised Crime has on residents and businesses in Broxtowe.

This training will also provide the knowledge and confidence to identify and report any intelligence or concern in the appropriate way.

Subjects Covered:

- The Council's duty and that of all staff and members
- What is meant by Serious Organised Crime
- What to look for and how to recognise the types of Serious Organised Crime
- How to recognise potential perpetrators of Serious Organised Crime
- Understand your responsibility to report information which may be linked to Serious Organised Crime
- How and who to report to if you have concerns

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring Head of Governance on extension 3278



MEMBER

Development Programme

Category:

COMMUNITY SAFETY

Subject Area:

**SECTION 17 – CRIME AND DISORDER
ACT 1998**

Purpose:

To explain the Council's responsibility under Section 17 of the Crime and Disorder Act 1998. On completion participants will be able to explain what Community Safety and Section 17 are, and recognise why they are needed. Participants will also understand how crime is prevented and how crime prevention fits into the Council's various service areas.

Subjects Covered:

- What is Section 17?
- What is Community Safety?
- How is crime prevented?
- What are the Council's responsibilities under the Act?

Dates:

Available on Broxtowe Learning Zone

Contact Details:

Please ring the Communities Officer on extension 3744

Report of the Chief Executive

UPDATE ON VETERANS INTERVIEW SCHEME

1. Purpose of report

To update the Committee on progress in respect of the Veteran's Interview Scheme.

2. Detail

The Council's application form has been updated to include the following with our digital form currently being updated by third party supplier:

Are you an Armed Forces Veteran (including spouse or partner of an Armed Forces Veteran)? YES/NO

Broxtowe Borough Council guarantees an interview to any disabled candidate, Care Leaver or Armed Forces Veteran (including spouse or partner) that meets the minimum essential criteria of the Person Specification.

The HR System is also in the process of being updated to include the information as reportable fields. This information will also form part of the workforce profile reported on an annual basis to Committee and will be included in the next available report.

Further work will be done to engage with the Veteran community, and a meeting has been scheduled with Rick Harrington of Forces in the Community to promote the scheme further.

Recommendation

The Committee is asked to NOTE the progress on the Veteran's Interview Scheme.

Background papers:

Nil

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Report of the Chief Executive

UPDATE ON THE ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH

1. Purpose of report

To update the Committee on progress in respect of the action plan for the wellbeing of staff mental health.

2. Detail

It is important at all times to ensure the wellbeing of staff mental health, but this has been brought into even sharper focus with the challenges of the COVID pandemic. At the meeting of this committee on 29 September 2020, an action plan for the wellbeing of staff mental health was presented. The actions were reviewed and updated at the last Personnel Committee on 23 March 2021. The appendix to this report shows current progress on the plan.

Recommendation

The Committee is asked to NOTE the progress on the Action Plan for the Wellbeing of Staff Mental Health.

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ACTION PLAN FOR THE WELLBEING OF STAFF MENTAL HEALTH

G

Completed

A

In progress/On-going

R

Not started

Tasks	Responsibility	Timescales	Notes	Status
Implement new EAP and launch across the authority	HR Manager	N/A	Contract until May 2021	G
Following Employee Assistance Programme (EAP) implementation, service to be reviewed with Sodexo (provider)	HR Manager	Quarterly	Annual review with Sodexo scheduled	A
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	G
Raise the profile of the EAP with staff communications e.g. youtube videos, email tutorials	HR Manager/Sodexo	September 2020	Now done via within MH Newsletter	G
Arrange face to face training with Rick Harrington in relation to employees returning to the workplace.	HR Manager	December 2020	Awaiting confirmation from Rick and a return to the office estimate following Government plan	R

Employee Mental Health Champions Group to continue to meet bi-monthly	HR Manager	November 2020	Meeting Monthly	A
Roll out BLZ mental health awareness training to all new Managers	Learning and Development Team	From April 2021	Adjusted due to COVID-19 pressures and allowing Managers to complete Annual Performance Appraisals by end of March 2021.	R
Ensure ALL Managers have refresher training on mental health awareness	Learning and Development Team	By October 2021	Previous training valid for 3 years	R
Promote World Mental Health Awareness Day (October)	HR/Champions Group	October 2020	Work undertaken to promote via staff comms	G
Renew Level 2 Disability Confident Employer status	HR Manager	September 2020	Renewed until 09/23	G
Apply for Level 3 Disability Confident Leader status	HR Manager	March 2021	Application submitted in March – awaiting DWP response and external validation	G

Implement monthly Mental Health Newsletter for employees	HR/Champions Group	November 2020	Issue 7 has just been released in May 2021	G
Promote 'Brew Monday' via Mental Health Champions	HR Manager	18 January	Promoted across the authority	G
Develop and implement a regular Mental Health Champions podcast	HR Manager	March 2021	First episode was 'sleep', second episode for June will be 'returning to the office'.	A
Promotion of Mental Health Awareness Week	HR Manager	May 2021	Successfully promoted, including employee photography competition which received many entries.	G
Development of Employee Wellbeing Room	HR Manager	June 2021	Currently under development and in final stages. To be launched end of June	A

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Report of the Chief Executive

REVIEW OF PROCEDURE FOR DEALING WITH THREATS OF SUICIDE

1. Purpose of report

To advise Committee of the review of the procedure which exists for officers to follow if a person they are dealing with threatens self-harm or suicide.

2. Detail

At its meeting on 23 March, 2021, a report was presented to this committee on the procedure which is in place to guide officers in a situation where a customer threatens self-harm or suicide. This procedure has been in place for two years and has been used by officers on 30 occasions in that time.

At the request of members, a review of the procedure has been undertaken and views sought from all Heads of Service. Responses received have identified that the procedure works well and is fit for purpose. Staff are appreciative of the guidance the procedure provides to assist them in dealing what can be very distressing incidents.

As a result of the review, it is not intended to make any changes to the procedure.

Recommendation

The Committee is asked to NOTE the report.

Background Papers:

Nil

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Report of the Chief Executive

PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN PROGRESS – SUPPORT SERVICE AREAS – HUMAN RESOURCES – OUTTURN REPORT 2020/21

1. Purpose of report

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

2. Background

The Corporate Plan 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.

The latest Business Plan for Resources and the other support service areas was approved by Council on 4 March 2020. This includes performance management actions and data for Human Resources relevant to this Committee.

3. Performance Management

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

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Business Plans for the Human Resource service. It provides a summary of the progress made to date on Critical Success Indicators (CSI), key tasks and priorities for improvement in 2020/21 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Human Resources Key Tasks within the Resources Business Plans and the outturn performance indicators for 2020/21.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Corporate Plan

The Corporate Plan for 2020-2024 was approved by Council 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 and the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by respective Committees at meetings held in January/February 2020. The support services provide support to the key services to assist them in achieving the priorities and objectives.

The respective Business Plans detail the projects and activities undertaken in support of the Corporate Plan for each priority area. These cover a three-year period but 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 the Business Plans for the Human Resources element of the support service areas. This report provides the quarterly data relating to Critical Success Indicators (CSI) for each area and a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






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

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





Action Status Key


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

Performance Indicator Key




Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

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





Status/ Icon	Action Title/Code	Action Description	Progress	Due Date	Comments
Completed 	Review payroll processes to include the introduction of e-forms and expand employee self-service system (HR1417_03)	Streamlining of processes, reduced paperwork and achievement of efficiencies for employees and managers	100%	Mar-2020	E-forms for mileage and expenses claims introduced April 2018 improved efficiency. The creation of further e-forms is continually reviewed.
Overdue 	Introduce six new online Broxtowe Learning opportunities in 2020/21 (HR1720_01)	Expand the range of opportunities to develop employee skills by adding a further 20 modules to Broxtowe Learning Zone by March 2021	71%	Mar-2021	Three new courses were launched in 2020/21. Two further courses have been developed along with the Subject Matter Experts, One course is being tested by managers prior to release.
In Progress 	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme (HR1922_01)	Become a champion within local/ business communities in terms of appointing, keeping and developing disabled employees	89%	Mar-2021	Level 2 renewed until September 2023. The Level 3 submission was sent to DWP in March 2021 – awaiting validation and review.
Completed 	Produce Organisational Development Strategy (HR2023_01)	Promotion of well-being of employees; empowerment and active; engaging employees in the vision and mission of the Council; developing top level performance; developing skills in attracting retaining and developing talent and succession planning.	100%	Jun-2020	Report on Organisational Development Strategy was presented to Personnel Committee on 30 June 2020.

Status/ Icon	Action Title/Code	Action Description	Progress	Due Date	Comments
Completed 	Introduce adequate data capture methods to allow production of new performance information from the People Strategy (HR2023_02)	Up-to-date reliable data is available to inform the themes within the People Strategy	100%	Jun-2020	Performance indicators have been set up in the Pentana Risk performance management system and data collection methods are in place.

Critical Success Indicators – Personnel 2020/21

Status	Code & Short Name	Frequency	Outturn 2018/19	Outturn 2019/21	Achieved 2020/21	Target 2020/21	Latest Note
Red 	BV12 Working days lost due to sickness absence (rolling annual figure)	Monthly	8.69	10.88	7.89	7.50	Figure includes absences due to COVID-19, but excludes data relating to periods of self-isolation.
Green 	HRLocal_17 Working Days lost for short term absence	Quarterly	3.22	3.34	2.33	2.50	Due to COVID-19 restrictions traditional short term sickness (cold, stomach bug, etc) appears to have decreased.
Red 	HRLocal_18 Working Days lost for long term absence	Quarterly	5.47	7.54	5.56	5.00	There was a reduction however the target was not achieved.

Key Performance Indicators for Human Resources 2020/21

Status	Code & Short Name	Frequency	Outturn 2018/19	Outturn 2019/20	Achieved 2020/21	Target 2020/21	Latest Note
Amber 	BV16a Employees with a Disability %	Quarterly	6.9%	6.25%	6.92%	10%	Improvement on previous year despite recruitment slowing during pandemic. Increase in initiatives such as mental health awareness and disability confident status may encourage declarations within new starters.
Green 	BV17a Ethnic Minority representation in the workforce %	Quarterly	6.4%	7.24%	8.24%	8%	Improvement on the previous year and throughout year despite recruitment slowing down during pandemic. 7.8% individuals within the borough are from a BAME background.
Green 	HRLocal_06 Annual employee turnover %	Quarterly	14.0%	10.32%	5.06%	12%	Employee turnover has decreased considerably and exceeded target.
Amber 	HRLocal_07 Employees qualified to NVQ Level 2 and above %	Quarterly	85%	87%	86%	87%	Overall skills level has remained stable. Nearly all new starters have achieved a minimum of NVQ Level.2 (or equivalent).

Report of the Executive Director

WORK PROGRAMME

1. Purpose of report

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

2. Background

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

28 September 2021	<ul style="list-style-type: none"> • Performance Management – Review of Business Plan Progress • Update on Organisational Development Strategy • Updates on Mental Health Action Plan • Evaluation and Re-Evaluation Post Policy Review.
30 November 2021	<ul style="list-style-type: none"> • Performance Management – Review of Business Plan Progress
22 March 2022	<ul style="list-style-type: none"> • Business Plans and Financial Estimates 2022/23 - 2024/25

Recommendation

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

Background papers

Nil

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