



Monday, 20 September 2021

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 28 September 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) H Land
R S Robinson (Vice-Chair) P J Owen
M Brown J M Owen
L Fletcher C M Tideswell
J C Goold D K Watts
L A Lally R D Willimott
P Lally

AGENDA

1. APOLOGIES

To receive apologies and to be notified of the attendance 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 5 - 10)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 29 June 2021.

4. DISABLED FACILITIES GRANT STAFFING (Pages 11 - 16)

To seek approval for making the temporary part time Grants Caseworker permanent and the appointment of a second Grants Officer within the Private Sector Housing team.

5. UPDATE ON THE ACTION PLAN FOR THE WELLBEING OF EMPLOYEE MENTAL HEALTH (Pages 17 - 22)

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

6. ORGANISATIONAL DEVELOPMENT STRATEGY UPDATE (Pages 23 - 36)

To advise members of the progress to date in respect of the Organisational Development Strategy.

7. PERFORMANCE MANAGEMENT -REVIEW OF BUSINESS PLAN PROGRESS-SUPPORT SERVICES -HUMAN RESOURCES-OUTTURN REPORT 2020/21 (Pages 37 - 42)

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

8. WORK PROGRAMME (Pages 43 - 44)

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

9. EXCLUSION OF PUBLIC AND PRESS

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

10. EMPLOYMENT MATTERS (Pages 45 - 46)

11. APPLICATION FOR VOLUNTARY REDUNDANCY/RESTRUCTURE OF HR SERVICE (Pages 47 - 52)
12. USE OF CHIEF EXECUTIVE'S URGENCY POWERS TO APPLY A MARKET SUPPLEMENT AND CONVERT FOUR AGENCY ROLES TO TEMPORARY POSTS. (Pages 53 - 64)
13. REVIEW OF SENIOR MANAGER POSTS (Pages 65 - 68)
14. USE OF CHIEF EXECUTIVE'S URGENCY POWERS TO GRANT VOLUNTARY REDUNDANCY (Pages 69 - 70)

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PERSONNEL COMMITTEE

TUESDAY, 29 JUNE 2021

Present: Councillor R S Robinson, Chair

Councillors: L Fletcher
J C Goold
D Grindell (Substitute)
L A Lally
P Lally
P J Owen
J M Owen
D D Pringle (Substitute)
M Radulovic MBE (Substitute)
C M Tideswell
D K Watts

Apologies for absence were received from Councillors M Hannah, M Brown, H Land and R D Willimott

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 MINUTES

The minutes of the meeting held on 23 March 2021 were confirmed and signed as a correct record.

3 REFERENCES

3.1 LOCAL JOINT CONSULTATIVE COMMITTEE

10 June 2021

CLOTHING, APPEARANCE AND IDENTITY CARDS POLICY

The Committee considered the amendments to the Clothing, Appearance and Identity Cards Policy.

The Policy had not been reviewed for nearly ten years, The Council recognised that workplace dress codes had 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.

A sensible approach would be taken to the principles of the Policy by all employees in relation to clothing. The portrayal of a professional image when dealing with external parties, Committee meetings and public engagement should be considered.

RESOLVED that the amendments to the Clothing, Appearance and Identity Cards Policy be approved.

3.2 LOCAL JOINT CONSULTATIVE COMMITTEE

10 June 2021

LEAVERS FEEDBACK FORM

Members considered the amendments to the Leaver's Questionnaire. The current non-mandatory Leavers Questionnaire had not been reviewed for over 15 years.

The revised form had been streamlined to collect only essential data that would be collated via a spreadsheet and extracted for relevant reporting.

Feedback would be used to inform and review and to develop improved terms and conditions for the future.

A query was raised if leaver interviews were conducted when an employee left the Authority. It was established it was again non-mandatory to hold a leaver interview, however if requested this would take place.

RESOLVED that the proposed amendments to the Leaver's Questionnaire be approved.

3.3 LOCAL JOINT CONSULTATIVE COMMITTEE

10 June 2021

MARKET SUPPLEMENT POLICY

The Committee considered the new Market Supplement Policy to replace the current Scarcity Rating arrangements from the Evaluation and Re-evaluation of Posts Policy.

The current scarcity rating arrangement was failing to address the difficulties experienced by the Council in two main areas, delay and retention.

The Market Supplement Policy offered a number of improvements over the existing arrangements including retention to offer flexibility to be applied to a post in order to retain skilled resource and review to ensure that should the market improve any market supplement could be removed.

The Market Supplement Policy would be applied to existing employees in the same job, including part-timers on a pro rata basis, where it had been decided that there were grounds to authorise a market supplement to assist with recruitment.

RESOLVED that the implementation of a new Market Supplement Policy and the amended Evaluation and Re-Evaluation of Posts Policy be approved.

4 ADDITIONAL PLANNING OFFICER

Members were updated with the issues surrounding the Planning Department including increased workload, particularly within Development Management.

Currently Planning Officers were dealing with an average caseload of 48 each this is normally set around 25-30 cases. It was established that this was unsustainable.

The department had received approximately £59K more in planning fees for the period 2020-21 when compared with 2019-20 and it was proposed that a portion of this revenue be used to create the new post.

Temporary agency staff had been working within the Planning Department to support the current ongoing issues, however this was not seen as a sustainable solution.

RESOLVED that the role of an additional Planning Officer be approved.

5 ENERGY EFFICIENCY BIDDING OFFICER

The Committee welcomed the addition of an Energy Efficiency Bidding Officer.

The new post would be required to apply for a range of government energy efficiency and decarbonisation grants for residents, tenants and the Council. Examples include Local Authority Delivery Grant, Social Housing Decarbonisation Fund and Housing Upgrade Grant.

The Council were required to bid for these capital grants and due to the current capital works team workload, it was established it would not be possible to absorb the additional energy efficiency bidding work within the existing staffing structure. An alternative would have been to involve external consultants; however, this would be more expensive and the Council would not develop its own in-house bidding expertise.

RESOLVED that the role of an additional Energy Efficiency Bidding Officer be approved.

6 RESTRUCTURE OF ENVIRONMENTAL HEALTH TEAM

Members welcomed the proposed restructure to the Environmental Health team.

The structure would redesignate a vacancy post within the food team and provide a Senior Environmental Health Officer to support the direct line management of the team of Food and Occupational Safety Officers.

Concern had been raised of the impact of workload that may increase with staff leaving and how Environmental Health Officers had been impacted with COVID-19 issues and the extra workload arising from the UK leaving the European Union.

RESOLVED that the proposal to redesignate post H78 from Environmental Health Officer (Food and Occupational Safety) to Senior Environmental Health Officer (Food and Occupational Safety) be approved.

7 MEMBER DEVELOPMENT PROGRAMME 2021-23

The Committee considered the new Member Development programme and welcomed the training to ensure Councillors were properly equipped to undertake their duties and provide safeguards towards the integrity of Council decision making and good governance.

Training was felt to be extremely important for every Councillor and they all welcomed the new Member Development Programme to assist them in their roles and develop knowledge as a result of legislation or localised issues, whilst contributing to the delivery of the Council's Corporate Priorities, objectives and ambitions.

Members raised some queries around how the training would be delivered as it was highlighted that not all Councillors had the flexibility to attend during the working day and some were concerned about the monitoring process. Councillors would be encouraged and supported to be able to fully participate in training and identify their own development needs. A flexible approach to the delivery of training and development opportunities would be adopted to meet the potential needs of individuals and groups. A variety of methods would be used to deliver these opportunities and could include seminars, workshops, e-learning and briefing sessions.

RESOLVED that the Member Development Programme 2021-23 be approved.

8 VETERANS INTERVIEW SCHEME UPDATE

The Committee were updated on the progress in respect of the Veteran's Interview Scheme.

The Council's application form had been updated however there had been a delay in engaging the Veteran community due to the current COVID-19 pandemic and Rick Harrington having other demanding work commitments.

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

Members were updated on the progress in respect of the action plan for the wellbeing of staff mental health.

It had been encouraging that staff had participated in the recent photograph competition and the newsletter had been a success with ideas of nature walks, tips on managing stress and loneliness. The development of a regular Mental Health Champions podcast had been successful with the first episode being on sleep.

It was noted that the employee wellbeing room had been opened and this room would be used for wellbeing, quiet reflection and prayer.

10 REVIEW OF PROCEDURES OF DEALING WITH SUICIDE PREVENTION

The Committee was advised of the review of the procedure which exists for Officers to follow if a person that they are dealing with threatens self-harm or suicide.

As a result of the review, it was not intended to make any changes to the procedure as staff were appreciative of the guidance the current procedure had and assisted them in dealing with distressing incidents.

The buddy system where a colleague could be called upon was not as straight forward working from home however with the current procedure and Manager support offered to the employee, this provided a review and follow up to the incident.

A suggestion of examples of scenarios of how staff dealt with a person who threatens self-harm or suicide would be useful to gauge an understanding of the situation the staff member is under and how they dealt with the incident.

It was requested that the procedure be extended to support Councillors for suicide prevention. Past experiences of dealing with such instances and how they had taken an emotional toll were discussed and that we need to work together to provide support.

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

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

Members were updated with the progress made against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and were provided with an update to the latest key performance indicators therein.

12 WORK PROGRAMME

The Committee considered the work programme.

RESOLVED that the work programme with the additional items to include the latest Employee Survey Results, Monitoring of New Posts and Retention and Recruitment Overview be approved.

13 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 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

14 URGENCY DECISIONS

The Committee noted the use of the Chief Executive's urgency powers.

Report of the Chief Executive

DISABLED FACILITIES GRANT STAFFING1. Purpose of report

To seek approval for making the temporary part time Grants Caseworker permanent and the appointment of a second Grants Officer within the Private Sector Housing team.

2. Detail

In the last few years, there has been a steady increase in the capital allocation awarded to district councils from central government for Disabled Facilities Grants (DFGs) resulting in a number of discretionary grant schemes being introduced, as well as the continuation of mandatory DFGs. Broxtowe has usually been in a position to deal with applications for mandatory DFGs in a timely fashion and so prevent the creation of a waiting list. The Council currently employs a full time equivalent (FTE) Grants Officer and one temporary 0.6 FTE Case Worker (1.6 FTE), who have been managing the process.

Recently many grant applications have been more complex lengthening the time for grants to be processed and the waiting time for potential grant applicants in some cases is now several months. The number of applicants (currently 79) who are waiting for their grants to be processed is continuing to rise. This situation is clearly unacceptable. In addition, as detailed below, we are carrying forward a significant underspend. Carry forward amounts can also be assigned to local priorities for assisting individuals with renewals, repairs and low level adaptations.

The Grants Caseworker conducts a means test assessment, assists applicants and is the point of contact for applicants and other relevant agencies throughout the process. The Grants Caseworker also takes ownership of applications for stair lifts allowing the Grants Officers to concentrate on progressing all other projects. In order to remove the waiting time for DFG applications to be processed, it is proposed to appoint a second Grants Officer. Appendix 1 includes financial information relating to the DFG staffing report. Appendix 2 benchmarks staff numbers with other councils in the county.

3. Financial Implications Summary

Existing employee costs of approximately £53k will increase to £90k with the additional officer requested. All costs of administration and applicant grant determination have been charged to the programme in accordance with DFG regulations.

Annual allocation of funding for this grant has risen by 87% from 2010/11 to 2021/22. The scope of the grant has also increased to further the main aim of helping to meet the cost of adapting homes of older and disabled people to enable independent living and prevention of factors which affect health and wellbeing. This is to support cost avoidance or delay in the NHS and/or social care services. Proposals for future awards are uncertain as they are contained in wider proposals on Social Care funding which have been delayed by the Government. Awards are published on an annual basis only, at present, with no visibility of future funding.

Recommendation

Committee is asked to RESOLVE that:

- 1. The permanent appointment of the temporary Grants Case Worker (0.6 FTE) be approved.**
- 2. The appointment of a second Grants Officer be approved.**

Background papers: Nil

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APPENDIX 1

DFG Staffing Report – Financial Information

The Council works with partners including the County Council and has had to work towards increasing expenditure following a rise in the DFG award from £377k in 2015/16 to £984k in 2021/22. This increase includes a change in overall funding introduced in 2015/16 with the Grant being paid as part of an improved Better Care fund which also replaced previous funding provided by the Council.

Additional programmes have been introduced and a substantial increase in expenditure achieved since the 2015 changes. Recent performance is shown below.

Year	Award	Expenditure	Carry Forward
	£	£	£
2015/17			356,595
2018/19	853,531	907,320	302,806
2019/20	867,198	818,735	351,269
2020/21	914,610	783,641	482,238

Applications being processed continues to increase but progress towards administering the full annual award is limited by staff availability and the increased scope. Although it can be argued that increasing staffing will slightly reduce the amount of money for adaptations, it is felt the provision of a timelier service is well worth the cost.

Additional funding of approximately £47k was received in December 2020 which could not be spent in year due to lead times for applications to progress to a grant and expenditure.

Officer costs of approximately £46k in 2015 represented 12% of the programme and revised officer costs of £90k represent approximately 10% of the 2021/22 programme based on the award of £984k and before any catch up activity on the carry forward grant which is not repayable to central government due to grant conditions and commitments.

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APPENDIX 2

DFG Staffing

Local Authority	Allocation for 2021-22 (£)	Underspend carried forward (£)	Staffing Complement (Tech officers and Case Workers)	Notes
Ashfield	1,047,045	538,068	4.6	
Bassetlaw	1,324,693	724,784		No information on staffing provided.
Broxtowe	983,969	488,939	1.6	
Gedling	1,189,210	400,884	2	
Mansfield	1,425,589	867,747	4.5	Also deal with adaptations in the Council owned stock.
Newark and Sherwood	1,159,270	880,725	1.55	Looking to appoint a case worker to cope with underspend.
Rushcliffe	756,856	260,359	1.6	Looking at taking on an extra FTE due to underspend.

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Report of the Chief Executive

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

1. Purpose of report

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

2. Detail

It is important at all times to ensure the wellbeing of employee mental health, but this has been brought into even sharper focus with the challenges of the COVID-19 pandemic. At the meeting of this Committee on 29 September 2020, an action plan for the wellbeing of employee mental health was presented. The actions were reviewed and updated at the last Personnel Committee on 29 June 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 Employee Mental Health.

Background papers

Nil

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ACTION PLAN FOR THE WELLBEING OF EMPLOYEE MENTAL HEALTH

GREEN Completed

AMBER In progress/On-going

RED Not started

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

Tasks	Responsibility	Timescales	Notes	Status
Employee Mental Health Champions Group to continue to meet bi-monthly	HR Manager	November 2020	Meeting Monthly	AMBER
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. Anticipated by September 2021.	RED
Ensure ALL Managers have refresher training on mental health awareness	Learning and Development Team	By October 2021	Previous training valid for 3 years	RED
Promote World Mental Health Awareness Day (October)	HR/Champions Group	October 2020	Work undertaken to promote via employee comms	GREEN
Renew Level 2 Disability Confident Employer status	HR Manager	September 2020	Renewed until 09/23	GREEN

Tasks	Responsibility	Timescales	Notes	Status
Apply for Level 3 Disability Confident Leader status	HR Manager	March 2021	Application submitted in March – awaiting DWP response and external validation	GREEN
Implement monthly Mental Health Newsletter for employees	HR/Champions Group	November 2020	Issue 7 has just been released in May 2021	GREEN
Promote 'Brew Monday' via Mental Health Champions	HR Manager	18 January	Promoted across the authority	GREEN
Develop and implement a regular Mental Health Champions podcast	HR Manager	March 2021	First episode was 'sleep', second episode was 'returning to the office'.	GREEN
Promotion of Mental Health Awareness Week	HR Manager	May 2021	Successfully promoted, including employee photography competition which received	GREEN

Tasks	Responsibility	Timescales	Notes	Status
			many entries.	
Development of Employee Wellbeing Room	HR Manager	June 2021	Launched on 21 June 2021	GREEN
Mental Health First Aid Training	HR Manager	August 2021	Health & Safety Manager Neil Smith attended a three day course in Aug to become a certified Mental Health First Aid Trainer.	Green
Review of Stress Management Policy	HR Manager	December 2021		Amber
Arrange Mindfulness Programme for Employees incl. breathing exercises/meditation	HR Manager	December 2021	Currently Negotiating with Westfield Health	Amber

Report of the Chief Executive

ORGANISATIONAL DEVELOPMENT STRATEGY UPDATE1. Purpose of report

To advise members of the progress to date in respect of the Organisational Development Strategy.

2. Detail

In June 2020, the Personnel Committee approved an Organisational Development Strategy for the Council. The aim of the strategy was:

“To enable Broxtowe Borough Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.”

Since that time, a number of actions have been undertaken to move towards meeting the outcomes and objectives of the strategy. The relevant information is given in the appendix.

Recommendation

The Committee is asked to NOTE the progress on the Organisational Development Strategy.

Background papers

Nil

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**Broxtowe
Borough**

C O U N C I L

Broxtowe Borough Council

Organisational Development Strategy 2020 – 2024

Progress Update

Overall aim

The overall aim of the Organisational Development Strategy is:

To enable Broxtowe Borough Council to meet current and future organisational aims and objectives through the recruitment, development, and retention of a well led highly skilled, flexible and motivated workforce supported by well-aligned strategy and processes, and full use of new technology.

Underpinning that aim are four key objectives. These are:

- 1. Supporting transformational flexibility, change and innovation**
- 2. Sustaining and improving a skilled, flexible and motivated workforce**
- 3. Building leadership and management capacity**
- 4. Planning for the workforce of the future and being an employer of choice**

Objective 1 - Supporting transformational flexibility, change and innovation

Outcomes – What we plan to achieve

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

Actions – The key areas we will focus on:

- Developing a framework for change management incorporating employee and trade union engagement and communication:

Employees from across different sections (Rents, Housing Repairs, Customer Services) have undertaken Change Management training with an external trainer. Trade Unions continue to be involved in organisational changes such as departmental restructuring.

September 2021

*Trade Unions have been consulted regularly in relation to Change Management/COVID related matters. Regular roundtable discussions have been implemented with Managers, H & S, Comms and HR.

- Facilitating and encouraging organisational flexibility through ensuring job descriptions are more flexible, and organisational resources can be deployed more flexibly across the Council to respond to demands, peaks and troughs and the changing needs of employees during their employment with the Council:

Office-based employees have been working from home during the pandemic and individual needs have been taken into account such as childcare provision and more flexible working hours arranged where appropriate.

September 2021

*Continuing to respond in a family-friendly way in relation to employees' change in circumstance such as mental health and family matters.

- Promoting a programme of learning to support transformational change and Innovation:

Extra virtual learning has been offered in recent months, and additional apprenticeship roles throughout the Council have been explored.

September 2021

*Apprenticeships are continuing to be explored. Three new apprentices appointed to – Heavy Vehicle Maintenance, Gardening and an Improvement Technician.

- Work to support managers and employees to adapt to flexible ways of working and help senior managers to design and develop division/directorate structures that can effectively support future requirements:

The current pandemic has seen a higher level of support to employees, as well as more flexible working due to childcare and homeworking. HR have assisted Heads of Service with restructuring proposals in the light of increased remote working.

September 2021

*Managers have met with their teams in light of easing of restrictions to determine service delivery needs and balancing with personal preference. HR have met with Managers to discuss restructures in order to redevelop the service to meet customer needs for the future.

- Consider potential new business opportunities and employees' commercial skills and work to successfully resource these new ventures in order to increase income

Seminars on Commercial Awareness and Procurement have been offered both internally and externally.

September 2021

*H & S Manager has been trained to become a certified Mental Health First Aid Trainer which will enable the Council to offer training to other Local Authorities or businesses. Appointed a new Economic Development Manager to the vacant post. Vacant Ec. Dev Team Leader also to be appointed to. Markets Officer also to be appointed to.

- Exploring new ways of increasing individual and team productivity by leveraging the full benefits of new technology thereby creating efficiencies and savings:

Working from home ensured employees have a better work/life balance, eliminating commuting. Many teams appear to be more productive, utilising Microsoft Teams remotely. Efficiencies include less photocopying, office heating, CO2 emissions, reduced work-related mileage.

September 2021

*New Lease Car Scheme implemented on 23 August 2021, offering Electric Vehicles and ULEV in order to reduce CO2 emissions.

Objective 2 – Sustaining and improving a skilled, flexible and motivated workforce

Outcomes – What we plan to achieve

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

Actions – The key areas we will focus on:

- Reviewing and strengthening our Performance Review and Development process to ensure all employees have relevant performance action plans in place:

A review of the current Appraisal system has started and comments from Managers/key stakeholders and employees contacted are being collated.

- Reviewing the pay and reward model:

The Strategic Director/GMT are undertaking a review of the pay model with support from East Midlands Councils.

September 2021

*Market Supplement introduced.

- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and healthy working lives:

The weekly Employee briefing as well as the new Mental Health Newsletter regularly celebrates employee success and promotes healthy work life balance. A new employee Lease Car Scheme is also in the process of proposal/implementation. A new Employee Assistance Programme was introduced in 2020 to support employees with mental health and wellbeing.

September 2021

*Lease Car Scheme implemented on 23 August 2021. Mental Health Newsletter is on Issue No.11 now and employees have provided positive feedback and are becoming more involved in the content and competitions.

- Refreshing the Learning and Development Strategy and ensuring that corporate learning and development programmes are driven by the needs of officers as well as those of the organisation, and that the most appropriate and up to date training methods are utilised.

Courses are offered regularly to Officers and Managers including Report Writing, Digital Skills and Leadership and Management training – most are done remotely now using new technology.

September 2021

*Learning & Development Strategy to be reviewed and implemented before end of 2021. Courses provided by East Midlands Councils are regularly circulated. Neurodiversity Courses have been undertaken by Managers and HR. Housing have also undertaken Deaf Awareness courses.

- Ensuring that the learning and development resources that we use are consistent, of high quality, and meet the future needs of the organisation:

Appropriate due diligence is taken in regard to sourcing training providers and have well-established reputations such as East Midlands Councils and ACAS. New courses are currently being explored with these providers.

September 2021

*EMC Courses regularly circulated amongst employees. Building on our contacts with Apprenticeship Training Providers about other training pathways.

- Ensuring that the delivery of our workforce development activity makes the best use of resources available corporately including specialist knowledge and technology:

The Pandemic has seen a rise in use of technology across the Council and therefore specialist knowledge has been shared more fluently.

September 2021

*Teams/Zoom/GoToWebinars regularly used for both internal and external knowledge sharing.

- Communicating information about learning and development clearly and in an accessible way to all employees:

All new courses have been shared via email and verbally by managers to non PC users. The course details are always in a separate email to the briefing to ensure information is clear and concise.

September 2021

*All employees are regularly informed of training opportunities and those without PC access are notified via notice boards in their work areas.

- Working closely with our partners to maximise opportunities for shared learning and development, and encouraging cross departmental learning

Learning and Development courses such as Change Management which benefit multiple departments are often arranged to develop shared learning, experiences and ideas across the Council.

September 2021

*Cross-departmental Prince2 course is being explored. Mental Health First Aid will also be cross-departmental. Coaching and Mentoring is also in the pipeline.

- Exploring further new ways of working, using technology to ensure flexible and effective working practices:

Home Working, Flexible start and finish times to accommodate parents and Microsoft Teams meetings have allowed effective working practices during the pandemic.

September 2021

*Cisco being incorporated into Microsoft Teams to ensure all communications tools integrated into one programme.

- Supporting and enabling secondment and job shadowing: Recognised those with potential for growth and recommended job shadowing via support from their managers.

A number of secondments have been enabled including Interim Head of Service roles, Management roles and secondments to Central Government and Nottingham City Council have been facilitated.

September 2021

*Four internal Senior Managers have been promoted to Head of Service.

- Developing an approach to alternative career paths for people with long term conditions:

The redeployment register has been very effective for employees with long term conditions and our Redeployment policy is strengthened to support this.

September 2021

*Redeployment is always explored for employees with long-term conditions

Objective 3 - Building leadership and management capacity

Outcomes – What we plan to achieve

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

Actions – The key areas we will focus on:

- Promoting our Core Competency Framework and leadership behaviours for senior managers

All Managers are required to undertake an annual Performance Appraisal with both their own teams and by their own line manager which incorporates the Core Competency Framework and ensures that the framework is being met or achieved with support.

September 2021

* 20/21 Performance Appraisals completion rate – 81%.

- Developing our approach to coaching and mentoring:

ILM training has been offered to all managers. The HR Manager is undertaking the ILM Level 7 in Coaching and Mentoring and will be implementing the learning across the authority with key stakeholders who will then in turn, identify other employees to go on the course.

September 2021

*ILM 7 to be completed by Feb 2022. HR Manager currently exploring key Managers (of Managers) to undertake six coaching sessions each.

- Developing secondment/job shadowing opportunities

A number of secondments have been enabled including Interim Head of Service roles, Management roles and secondments to Central Government and Nottingham City Council have been facilitated.

September 2021

*Four internal officers have been promoted in 2021 following secondments to higher managerial roles. Five directly recruited apprentices have moved into permanent roles.

- Our leadership team will be visible and will own the organisational agenda by creating the climate and fostering an organisational development culture:

GMT is more visible via employee briefings, and have become advocates for development, with members of GMT seeking training.

September 2021

*GMT have implemented a Question Time Forum to allow employees to ask questions and for GMT to respond publically. Results and responses published on the intranet.

- Promote and develop Senior Management Team and Managers' Forums, cascading key messages to inform employees about what's going on and communicating this in a positive, inspiring way:

SMT meet regularly and ensure that information is cascaded to employees. SMT briefings relate to the Corporate Values.

- Develop sustainable ideas and solutions to continue the quest for excellence and grow success
- Develop leadership skills, knowledge and behaviours, enhancing leadership capacity using developmental approaches as appropriate, such as 360 degree assessments, executive coaching, and others
- Develop a formal and consistent management training programme

Specific Management Training such as ILM Level 5 has been identified and offered to employees and Managers where skills gaps and succession planning has been identified for the future, including 'growing our own' talent. ILM Level 7 has also been identified to develop a culture of coaching, mentoring and growth.

Objective 4 – Planning for the workforce of the future and being an employer of choice

Outcome – What we plan to achieve

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

Actions – The key areas we will focus on:-

- Promoting Broxtowe Borough Council as an employer of choice:

Mindful Charter, Disability Confident Employer, Armed Forces Employer Scheme including introduction of Veteran interview scheme, Dying to Work Charter and developing new innovative policies to set us apart from other organisations.

September 2021

*Lease Car Scheme introduced, Care Leavers Interview Scheme introduced, Market Supplement Policy introduced.

- Identify future skills requirements:

Appraisals have requested this information and ongoing evaluations into the vacant posts have enabled us to identify future skills required.

September 2021

*Employees and Managers are encouraged to explore Apprenticeship training opportunities when vacant posts arise or skills gaps identified when long-serving employees retire.

- Adopting innovative ways of recruiting new talent:

Have advertised job vacancies on a range of websites, new sources include LinkedIn and department specialist magazines. Apprenticeship applicants have been increased due to existing apprentices promoting those vacancies.

September 2021

*HR attending the Jobs Fair in September, employees on LinkedIn/Twitter are sharing job opportunities regularly.

- Developing our approach to talent management

Commitment to 'growing our own' talent and identifying appropriate Management qualifications such as ILM training and developing our Apprentices and offering full-time roles where appropriate.

September 2021

*Four internal Senior Managers appointed to Head of Service roles. Five apprentices appointed to permanent roles.

- Creating employment and training opportunities by exploring training schemes and developing apprenticeships:

All departments have been encouraged to identify posts or vacancies within their structure for possible apprenticeship opportunities. Additional apprentices have been recruited.

September 2021

*Kickstart explored, Managers consulted on Apprenticeship Training opportunities when vacancies or restructures arise.

- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees:

Apprenticeship courses have not only been used to recruit 'traditional' apprenticeships but also to upskill our internal employees in areas such as Customer Services and Business.

- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans.

This is done annual via the mandatory Performance Appraisal process.

- Using existing policies such as Flexible Retirement will be used to enable the sharing of knowledge and expertise before it is lost from the organisation:

Where retirement has been known, recruitment for the post has been sought earlier to enable maximum time for knowledge to be shared.

- Supplementing the Apprenticeship Strategy with career ladders / pathways for apprentices:

Many apprentices have passed their apprenticeships and where possible, have been offered roles here at the council.

September 2021

*Five apprentices have progressed to permanent roles.

- Make use of all appropriate learning and training techniques:

Restricted due to the pandemic, but virtual training for courses otherwise face to face have been adapted.

September 2021

*Some face to face training has resumed whilst online training continues in some areas. Face to face training being explored further and implemented wherever appropriate.

- Developing skills relating to partnership working, contract management and shared service management:

Digital skills training has been offered, along with Procurement training in order to maximise skills. Employees in shared service roles have been able to continue to develop with remote working being enhanced and better technology available.

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Report of the Chief Executive

PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN PROGRESS – SUPPORT SERVICE AREAS – HUMAN RESOURCES – OUTTURN REPORT 2020/211. 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 2021/22 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 performance and progress made in achieving the actions for Human Resources within the Resources Business Plan for 2021-2024.

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 were approved by the Full Council on 4 March 2020, following recommendations from the respective Committees in January and February 2020.

The Council's priorities for 2020-2024 are:

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

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

3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports of progress against parts of the Resources Business Plan relating to Human Resources. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2021/22 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Critical Success Indicators (CSI) and Key Performance Indicators (KPI).

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

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

Action Status Key

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

Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

Key Tasks and Priorities for Improvement for Human Resources 2021/22

Status/Icon	Action Title/Code	Action Description	Progress	Due Date	Comments
Completed 	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	100%	Mar-2021	The final three courses that were developed in 2020/21 have been released.
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%	Sept-2021	Level 2 renewed until September 2023. The Level 3 submission was sent to DWP in March 2021. Derby City Council are to be Broxtowe's validators. Contact has been made with the validator waiting further instruction/availability for the validation.
Completed 	Produce a Neuro-Diversity Policy supported by training (HR2124_01)	Working policy on neuro-diversity issues within the organisation.	100%	Mar-2022	Policy written and implemented following approval by LJCC/Personnel Committee on 19 February 2021. Managers with neurodiverse employees attended an Autism training session with Nottingham College on 1 April 2021. Virtual seminars were attended by Managers on 19 February 2021 and HR Officers on 7 July 2021.
Completed 	Implement a Lease Car scheme for employees (HR2124_02)	Provision of lease cars in line with the Climate Change and Green Futures scheme	100%	Mar-2022	Lease Car Scheme approved by this Committee on 23 March 2021. Weekly meetings with Tusker to arrange implementation until 13 August 2021. Scheme launched on 23 August 2021.

Critical Success Indicators – Personnel 2021/22

Status	Code & Short Name	Frequency	Achieved 2019/20	Achieved 2020/21	Q1 2021/22	Target 2021/21	Latest Note
Red 	BV12 Working days lost due to sickness absence (rolling annual figure)	Monthly	10.88	7.89	10.98	7.50	Figure includes absences due to COVID-19, but excludes data relating to periods of self-isolation.
Red 	HRLocal_17 Working Days lost for short term absence	Quarterly	3.34	2.33	2.81	2.50	Short Term Mental Health illnesses have increased since Q4 2020/21 with COVID-19 related sickness decreasing. All other areas of short term sickness show slight changes.
Red 	HRLocal_18 Working Days lost for long term absence	Quarterly	7.54	5.56	8.15	5.00	The majority of long-term absences relates to muscular-skeletal issues (front-line employees), serious life-threatening conditions e.g. cancer and also mental health-related conditions such as anxiety and depression. All employees' long term absences are being managed through the Council's processes including support via Occupational Health and exploring alternatives such a redeployment.

Key Performance Indicators for Human Resources 2021/22

Status	Code & Short Name	Frequency	Acheived2 019/20	Achieved 2020/21	Q1 2021/22	Target 2021/22	Latest Note
Red 	BV16a Employees with a Disability %	Quarterly	6.25%	6.92%	7.00%	8%	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	7.24%	8.24%	8.13%	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	10.32%	5.06%	2.94%	12%	Employee turnover has decreased considerably and exceeded target.
Amber 	HRLocal_07 Employees qualified to NVQ Level 2 and above %	Quarterly	87%	86%	87%	88%	Levels have increased by 1% due to the number of leavers with low skill levels being greater than the number of starters, who all joined with Level 2 or above.

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.

30 November 2021	<ul style="list-style-type: none"> • Performance Management – Review of Business Plan Progress • Monitoring of New Posts/Retention and Recruitment Overview of Problem Posts • Employee Survey Results • Member Development Programme Update
22 March 2022	<ul style="list-style-type: none"> • Business Plans and Financial Estimates 2022/23 - 2024/25

<u>Recommendation</u>

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

Background papers

Nil

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