



Monday, 14 March 2022

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 22 March 2022 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 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 - 8)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 30 November 2021.

4. REFERENCES

4.1 Local Joint Consultative Committee

(Pages 9 - 20)

24 February 2022
Market Supplement Policy

With the permission of the Chair, the Market Supplement Policy was considered. The policy had been changed in order to reflect alterations that may occur as a result of a post being reviewed under the Evaluation and Re-evaluation of Posts policy.

RECOMMENDED to the Personnel Committee that the amended Market Supplement Policy be approved.

4.2 Local Joint Consultative Committee

(Pages 21 - 30)

24 February 2022
Career Break Policy

The introduction of a new Career Break Policy was considered. It was noted that at least fifteen employees who had resigned to care for someone may have benefited from a Career Break Policy and the potential impact on sick pay was also considered.

Discussion focused on how the person on a career break could communicate with their team, the timescale for giving notice of a career break if there was an emergency situation and how an employee's pension might be impacted. There were some minor changes to the wording of the policy.

RECOMMENDED to the Personnel Committee that the Career Break Policy, as amended, be approved.

5. CREATION OF AN ADDITIONAL SENIOR TEAM LEADER ROLE WITHIN THE REFUSE AND CLEANSING STRUCTURE WITHIN THE ENVIRONMENTAL SERVICES DEPARTMENT

(Pages 31 - 38)

To seek approval to create an additional Senior Team Leader role within the Refuse and Cleansing structure within the Environmental Services Department.

6. MARKETS OFFICER (Pages 39 - 46)
- To request the establishment of a Markets Officer post within the structure of the Economic Development and Regeneration Team. A short term post was created in 2020 to develop and promote markets as means of generating additional footfall in the Borough's town centres. The work has been very well received, with the Beeston Markets performing strongly and further market development activities being replicated in Stapleford, Kimberley and Eastwood. It is now important to position the service on a firmer footing and secure the expertise that the Council has developed, by making the role permanent.
7. REVIEW OF DOMESTIC VIOLENCE AND PRIVATE SECTOR CO-ORDINATOR OFFICER POSITION (Pages 47 - 66)
- To propose the relocation of the domestic abuse and private sector co-ordinator officer from Housing to the Communities team under a changed job description and grade.
8. WORKFORCE PROFILE 2020/21 (Pages 67 - 102)
- To provide analysis of the workforce for Broxtowe Borough Council in 2020/21
9. CARERS IN EMPLOYMENT PLEDGE (Pages 103 - 110)
- To note the new accreditation on the Carers in Employment Pledge.
10. EXCLUSION OF PUBLIC AND PRESS
- The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, and 2 of Schedule 12A of the Act.**
11. REVIEW OF MONITORING OFFICER GRADE (Pages 111 - 114)
12. SETTLEMENT AGREEMENT PROPOSAL (Pages 115 - 116)

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PERSONNEL COMMITTEE

TUESDAY, 30 NOVEMBER 2021

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

Councillors: M Brown
L Fletcher
J C Goold
L A Lally
P Lally
H Land
P J Owen
J M Owen
H E Skinner (Substitute)
C M Tideswell
D K Watts
R D Willimott

Apologies for absence were received from Councillors M Hannah.

28 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

29 **MINUTES**

The minutes of the meeting held on 28 September 2021 were confirmed and signed as a correct record.

30 **REFERENCES**

31 **LOCAL JOINT CONSULTATIVE COMMITTEE**

Members considered the amended Evaluation and Re-evaluation of Posts Policy reflecting feedback from the senior management team, unions and a review of the policy by project HR working with East Midlands Councils.

Discussions ensued with regards to the job evaluation panel and Union representatives to be a member of the decision making panel.

RESOLVED that the amended Evaluation and Re-evaluation of Posts policy be approved and that there be a review of the two tier pay scheme.

32 LOCAL JOINT CONSULTATIVE COMMITTEE

It was noted that Councillor C M Tideswell arrived for this item and remained at the meeting thereafter.

Members considered the amendments to the Flexible Retirement Policy. The existing policy had been reviewed and streamlined in an easier more concise format that clearly outlined the options available to employees and the Council when considering flexible retirement options.

RESOLVED that the Flexible Retirement Policy, with the suggested amendments, be approved.

33 EMPLOYEE SURVEY 2021-RESULTS

Members were updated with the results from the recent Employee Survey to gather feedback on what it was like to work for the Council and ways to improve as an employer.

Concern was raised around GMT Leadership, Communication of clear priorities and staff not feeling valued.

34 PERFORMANCE MANAGEMENT -REVIEW OF BUSINESS PLAN PROGRESS

The Committee noted the performance made in achieving the actions for Human Resources within the Resources Business plan for 2021-2024.

35 PAY POLICY STATEMENT - 2022/23

Members noted the Pay Policy statement for 2022/23 before it was submitted to Full Council in March 2022.

Section 38 of the Localism Act 2011 required local authorities to publish an annual pay Policy Statement to increase accountability and public scrutiny in relation to payments made to senior members of local authority staff.

Changes had been made to the policy and updated where necessary to ensure the pay policy was correct for 2022/23.

36 WORK PROGRAMME

The Committee considered the work programme.

RESOLVED that the work programme be approved.

37 EXCLUSION OF PUBLIC AND PRESS

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

38 MARKET SUPPLEMENT: PLANNING OFFICERS

RESOLVED that the market supplements as set out in the appendix be approved.

39 RECRUITMENT AND RETENTION ISSUES AND NEW POSTS

The Committee noted the report.

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Report of the Executive Director

MARKET SUPPLEMENT POLICY

1. Purpose of report

To seek Personnel Committee approval for an amendment to the Market Supplement Policy in order to reflect change that may occur as a result of a post being reviewed under the Evaluation and Re-evaluation of Posts policy.

2. Background

The new Market Supplement Policy was approved by the Personnel Committee 29 June 2021.

The change aims to provide additional clarification should the post be reviewed under the Evaluation and Re-evaluation of Posts policy. It is proposed that an additional sentence be added to section 3.4 Duration of Market Supplement namely:

“A review of the market supplement will also be triggered following a review under the Evaluation and Re-evaluation of Posts Policy. Should the latter review result in a change to the base salary a review of the market supplement will determine whether a proportionate change to the market supplement will be applied.”

See appendix 1 for the full version of the policy, appendix 2 for an adjusted copy of the Equality Impact Assessment and appendix 3 indicating the policy change.

The Market Supplement Policy has been used effectively since its approval in June 2021 to help the Council recruit and retain employees and therefore is proving to be an important tool in managing our resources.

3. Financial implications

A request for the application of a market premium 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 Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee that the amended Market Supplement Policy be approved.

Background papers

Nil

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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. A review of the market supplement will also be triggered following a review under the Evaluation and Re-evaluation of Posts Policy. Should the latter review result in a change to the base salary a review of the market supplement will determine whether a proportionate change to the market supplement will be applied.

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
07/01/2022	2.0	Personnel

APPENDIX**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?		Existing	
1. What are the aims and objectives of the policy or function? 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.			
2. What outcomes do you want to achieve from the policy or function? To provide the Council with greater flexibility when encountering difficulties with market pressure on such as recruitment and / or retention.			
3. Who is intended to benefit from the policy or function? Directly: Broxtowe Borough Council and Broxtowe Borough Council employees. Indirectly: residents, visitors, customers			
4. Who are the main stakeholders in relation to the policy or function? Employees			
5. What baseline quantitative data do you have about the policy or function relating to the different equality strands? 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.			
6. What baseline qualitative data do you have about the policy or function relating to the different equality strands? No specific data is available			
7. What has stakeholder consultation, if carried out, revealed about the nature of the impact? Unions have been consulted and the policy has been taken through the Local Joint Consultative Committee prior to being presented to Personnel Committee.			
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: <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? No specific groups will be excluded. Application of the policy will depend on market conditions.			

<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: Monitoring will be undertaken to assess the application of market supplements in regards this equality strand
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

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.

Signature of Executive Director:



01 February 2022

APPENDIX 3

Revised Evaluation and Re-evaluation of Posts 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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Report of the HR Manager

CAREER BREAK POLICY

1. Purpose of report

To consider the introduction of a new Career Break Policy.

2. Detail

The Council recognises that occasionally an employees' external commitments may need to take priority over work, for example, having to care for a family member for a period of time.

The Career Break Policy is aimed to support employees by giving them the option to take an unpaid break for up to two years with the ability to return to their role (as far as reasonably practicable).

As the Council has invested significant time and training for employees, the Career Break will ensure that these skills are retained and not lost permanently.

Other local authorities have been benchmarked and the information is included in the appendix.

Recommendation

The Local Joint Consultative Committee is asked to RECOMMEND to the Personnel Committee the introduction of the Career Break Policy.

Background papers

Nil.

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CAREER BREAK POLICY

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REFERENCE

CAREER BREAK POLICY

1. Introduction

The Council recognises that there are times during an employee's life when personal commitments might need to take priority over work and offering a career break may be a means of retaining staff in whom the Council has invested significant time and training.

An unpaid career break can be used for a variety of purposes, such as time off to follow a college or university course, time off on account of child care or other family responsibilities, time off to allow an employee to pursue a personal interest or to undertake voluntary work, time off for overseas travel or any other purpose agreed with the Council.

There are no laws that deal specifically with career breaks. The Council may, in its absolute discretion and subject to certain conditions being satisfied, permit employees to take an unpaid career break and then return to work at the end of that break.

2. Conditions to be satisfied

The conditions that must be satisfied are as follows:

- a career break must be for an agreed duration which is between 3 months and 2 years
- career breaks will only be available to employees who have a minimum of 2 years' continuous employment with the Council
- employees usually must make a request for a career break at least 3 months before the proposed start date
- during the period of the career break, the employee will be required to keep in touch with the Council at regular intervals
- the purpose of the career break must be agreed with the Council in advance and a career break will not be granted where the intended purpose is to enable the employee to take up other paid employment.
- all accrued annual leave must be taken before the start of the career break and payment in lieu will not be allowed
- the career break will be unpaid.
- more than one career break may be granted provided that the combined length of the breaks does not exceed 2 years

3. Break in service

If you are granted an unpaid career break, your continuity of employment will be broken by that break and your contract of employment will terminate on your last

day of work immediately before your career break commences.

When you therefore return to work at the end of the career break, this will be a new period of employment with the Council and the career break itself will not count as part of your continuous period of employment with the Council.

You should also be aware that the loss of continuity of employment will have an impact on any statutory rights or contractual benefits that are linked to or dependent on continued employment or length of service. For example, you will not accrue statutory or contractual annual leave during the career break, or sick pay or redundancy payments or any other payments that are dependent on length or service such as a long service award. Your pension entitlement will be affected.

Employees can mitigate the loss of Pensionable service by considering alternative investment strategies such as AVC-Wise or similar.

4. Applying for a career break

If you would like to be considered for a career break, you should in the first instance speak to your Line Manager. You will be asked to confirm in writing the purpose for which you wish to take the break, when you would like it to start, the intended length of the break and the date on which you would propose to return to work at the end of the break.

You have no contractual right to take a career break and any request you may make will be considered in line with the operational needs of the Council's business at the time.

Line Managers must discuss the request with HR and a final decision will be made by GMT. The employee will be informed of their decision within 21 days of the request.

You do not have right of appeal if your request is refused for operational reasons.

5. Returning to work

For career breaks of less than a year, should your agreed return to work date change you must give your Line Manager 8 weeks' notice of the proposed return to work date. For career breaks longer than a year you must give 12 weeks' notice. If you want to extend your career break you must apply in writing at least 8 weeks before the agreed end date.

Every attempt will be made to support the applicant in returning to their original role. However, where this is not possible, employees will be offered up to 2 suitable alternative roles if available. If no suitable alternative roles are available to offer, there will be no re-engagement of the employee and their employment will terminate. If they decide not to accept any of the roles offered, there will be no obligation to provide any further offers by the Council Therefore there would

be no re-engagement of the contract of employment and redundancy would not apply.

Should the employees job role, service area or department be subject to restructure or possible redundancies, the Council will follow its Redundancy Policy including consultation. Should the employee be made redundant as a result, the calculation for redundancy pay will consider the career break length and deduct this from continuous service length.

Managers should agree a schedule of communication with the employee at the start of the career break to ensure that relevant employment information is discussed.

REFERENCE

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Authority	Policy?	Minimum	Maximum	Guaranteed Return to Substantive Post?
Bassetlaw	Yes	6 months	3 years	Yes - for 6 months to 1 year breaks
Nottinghamshire	Yes	Not specified	5 years	No - but guaranteed position at same grade
Newark & Sherwood	Yes	3 months	5 years	No Guarantee
Mansfield & Ashfield	Yes	3 months	1 year	Yes - or suitable alternative. If not, redundancy consultation.
Rushcliffe	No	N/A	N/A	N/A
Gedling	No	N/A	1 year	No guarantee other than similar job
Nottingham City	Yes	6 months	2 years	No Guarantee

Authority	Appeal?	Continuous Service	Employment Rights
Bassetlaw	No	Treated as suspended	Preserved less career break
Nottinghamshire	No	Not specified	Not specified
Newark & Sherwood	No	Not counted as a break in service - but not counted as reckonable	Affects statutory rights and contractual benefits
Mansfield & Ashfield	No	Up to 3 months, no break. 4-12 months = break	Up to 3 months - not affected. 4-12 months - statutory rights affected
Rushcliffe	N/A	N/A	N/A
Gedling	N/A	N/A	N/A
Nottingham City	No	Broken except for annual leave	Affects statutory rights and contractual benefits

Authority	Notes
Bassetlaw	1 year to 3 year breaks - employment not guaranteed
Nottinghamshire	Pension service can be bought back if break less than 3 years
Newark & Sherwood	3 suitable job offers given - then terminated
Mansfield & Ashfield	Pension service can be bought back if break less than 3 years
Rushcliffe	N/A
Gedling	Verbal commitment to 12 months and similar job (if available)
Nottingham City	If no job found after 3 months return notice - dismissed with no notice/pay. No access to redeployment register

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Report of the Executive Director

CREATION OF AN ADDITIONAL SENIOR TEAM LEADER ROLE WITHIN THE REFUSE AND CLEANSING STRUCTURE WITHIN THE ENVIRONMENTAL SERVICES DEPARTMENT

1. Purpose of Report

To seek approval to create an additional Senior Team Leader role within the Refuse and Cleansing structure within the Environmental Services Department.

2. Detail

The current management within the Refuse and Street Cleansing service comprises of the following:

- Waste and Climate Change Manager (Operational and Strategic Oversight over multiple work areas)
- Refuse and Cleansing Manager (Day to day management of the services)
- Senior Team Leader (Supervisory assistance and operational driving).

The last establishment review was undertaken in early 2020. The new Head of Environment has conducted a review of the changes made in 2020 and whilst these have in the main delivered the expected benefits, in terms of a more efficient management structure, the review has identified one area of concern, namely the Refuse and Street Cleansing service.

The demands on the service areas have increased in terms of house building, increased tonnages and the garden waste customers base. As the service has grown the management arrangements have come under increasing pressure.

This is a service area that will continue to grow and so this growth is not of a temporary nature. The creation of a new Senior Team Leader role will provide the necessary support and resilience within the service.

Background and supporting information on the proposed changes can be found in appendix 1 together with the financial implications.

3. Financial Implications

The proposed financial implications of the change are set out in appendix 1.

4. Union Comments

Unison would support the creation of a Senior Team Leader role within the section.

Recommendation

The Committee is asked to RESOLVE that a new Senior Team Leader role is created within the refuse and cleansing structure of the Environmental Services Department.

Background Papers

Nil.

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APPENDIX 1**Frontline service**

Refuse and street cleansing are mandatory frontline services. The operating model for the refuse service was based on requiring 44 employees on a daily basis with the street cleansing service needing 18 employees to deliver the service.

Since the most recent changes to the management structure the services within the refuse and street cleansing section have grown; in terms of house building, tonnages, glass and garden waste collections and employees needed to deliver the services on a daily basis. COVID 19 and the national shortage of HGV drivers has also placed additional driving demands on the Refuse and Cleansing Manager and the Senior Team Leader.

Whilst resilience is being put in place for training and retention of HGV drivers the likelihood of residents continuing to work from home in the long term is probable. The result will be that some of the current operational pressures around increased tonnages and garden customers, and the associated increase in number of employees needed to deliver the services, will not reduce. It is therefore necessary to change the direct management and supervisory element to provide a more robust and resilient structure.

Role of Senior Team leader

The Senior Team Leader role was a new role introduced in the last establishment review and has proven to be a useful and productive role in support of the management arrangements. It is therefore proposed to create an additional Senior Team Leader role in order to provide additional support and resilience.

The role of the Senior Team Leader is to provide office support but also to provide operational support to the frontline services.

Management Implications

The current management structure within the refuse and street cleansing service is made up of a Waste and Climate Change Manager (provides operational and strategic oversight of the frontline services and other work areas), the Refuse and Cleansing Manager (provides day to day management of the services) and a Senior Team Leader who provides support to the Refuse and Cleansing Manager (office support but also on site support such as driving or Health and Safety monitoring).

The duties of the Waste and Climate Change Manager are being diluted by having to cover an increased amount of the day to day operational issues, such as dealing with routine employee or service issues, in the absence of the Refuse and Cleansing Manager who is deployed on direct service delivery duties such as driving. The knock on effect is that the Refuse and Cleansing Managers' duties are then also diluted or not being actioned as quickly as they should be, for example following up complaints regarding missed collections.

The creation of a new Senior Team Leader role will not only provide additional supervisory and management support but will also provide resilience for driving. The additional of this new post will be particularly beneficial for the Refuse and Cleansing Manager and the Waste and Climate Change Manager in terms of releasing them to undertake the core functions of their roles.

Employee's to management ratio

Currently the Refuse and Cleansing Manager and Senior Team Leader work collaboratively. However, opening up, managing and organising a minimum of 62 employees in a morning is a difficult task. Whilst daily work and teams are planned in advance invariably there are operational issues in a morning on a daily basis, for example people do not attend work, or a vehicle does not start, which needs the attention and re-organisation by the Refuse and Cleansing Manager and/or Senior Team Leader.

Particularly when either the Refuse and Cleansing Manager or Senior Team Leader is on annual leave the combination of the day to day management of the workforce and having to re-organise work and teams is too much for one person to undertake in a morning.

When either the Refuse and Cleansing Manager or Senior Team Leader are on annual leave the remaining employee who is not on leave will more often than not arrive at work early in order to prepare for the day. This does not make for a good work life balance and potentially leaves the service short at the end of the day from a management/supervisory position.

Whilst the Waste and Climate Change Manager can provide assistance this is not an effective use of their time and results in their time being consumed with dealing with direct service issues rather than working on the strategic priorities of the Environment Department and Council, such as measures to support the Council achieving its goal of being net carbon neutral by 2027.

The creating of another Senior Team Leader will provide additional resilience within the services which will allow improvements in the following areas:

- Additional employees with a HGV licence so able to drive on the frontline services.
- Ensure there are at least two employees providing supervisory support at all times to the 62 employees.
- Ensure that there is direct operational supervisory support throughout the working day.
- Release capacity for the Refuse and Cleansing Manager to undertake their duties.
- Release capacity for the Waste and Climate Change Manager to undertake their duties in accordance with the priorities of the Council.
- Improve the work life balance for the managers within the section.
- Improve the ability to undertake Health and Safety monitoring ensuring crews are working in a Safe and Legal fashion.
- Provide additional capacity to monitor and quickly resolve customer complaints within the service areas.

Proposal Structure

If the proposal is supported this could provide additional opportunities for career progression within the refuse and street cleansing service.

The current and proposed structure of the Refuse and Cleansing section of the Environment Department is shown in **appendix 2**. The addition of a further Senior Team Leader will not increase the management tiers within the structure. The management tiers will remain the same.

Both Senior Team Leaders will have the same job descriptions. It will be an expectation and requirement that both Senior Team Leaders and the Refuse and Cleansing Manager work collaboratively to ensure cover and resilience for both the refuse and street cleansing service.

There are no job evaluation implications as part of this structural review.

Financial Implications

The financial implications of the creating a new Senior Team Leader role is shown below:

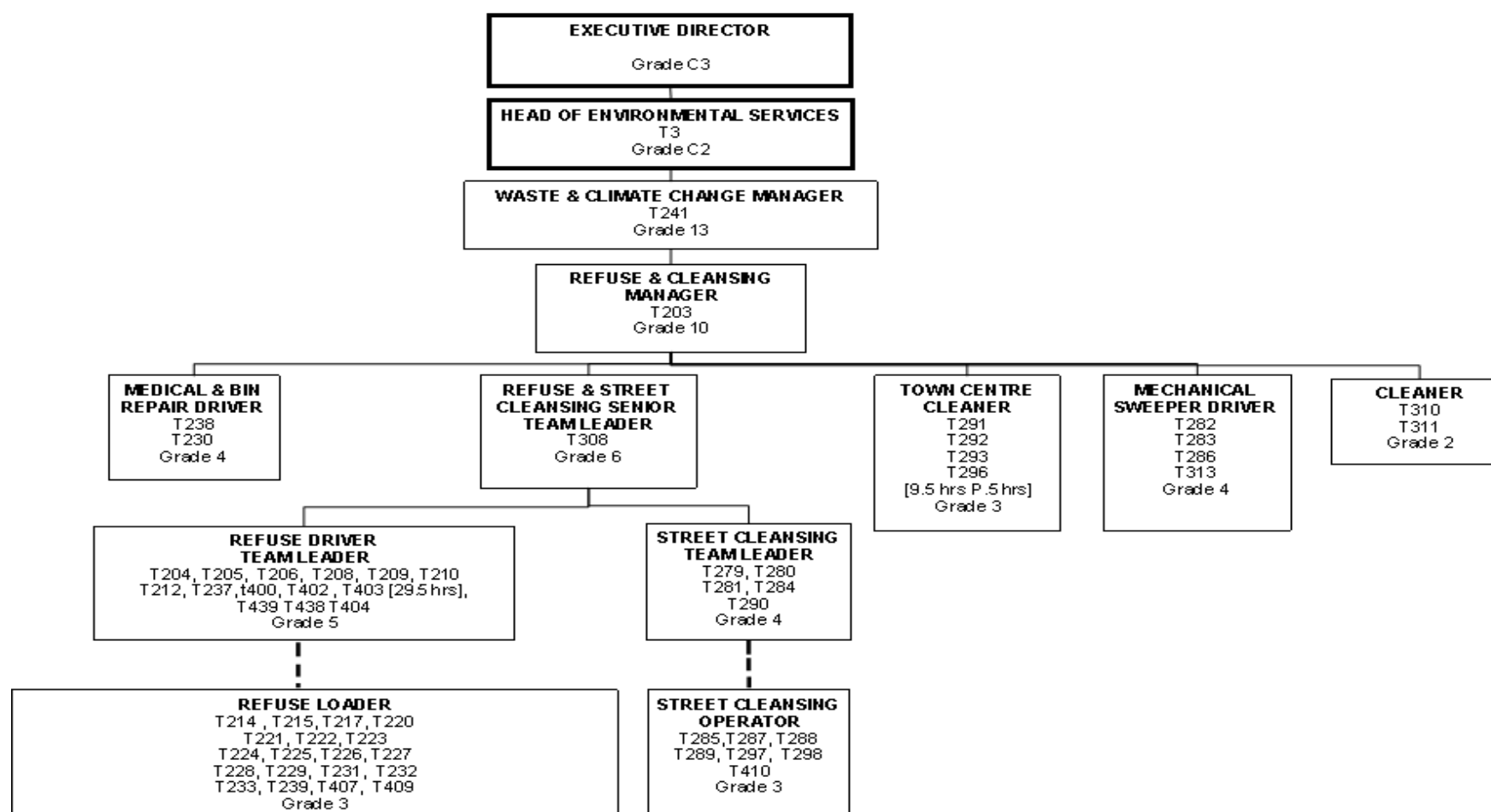
Cost	Salary (Top of Grade 6)	With Market Supplement
Basic Salary	£23,747	£25,747
NI (13.8%)	£3277	£3553
Pension (18%)	£4274	£4634
Cost	£31,298	£33,934

It should be noted that the £2000 market supplement currently applied to this post will run until September 2023.

APPENDIX 2

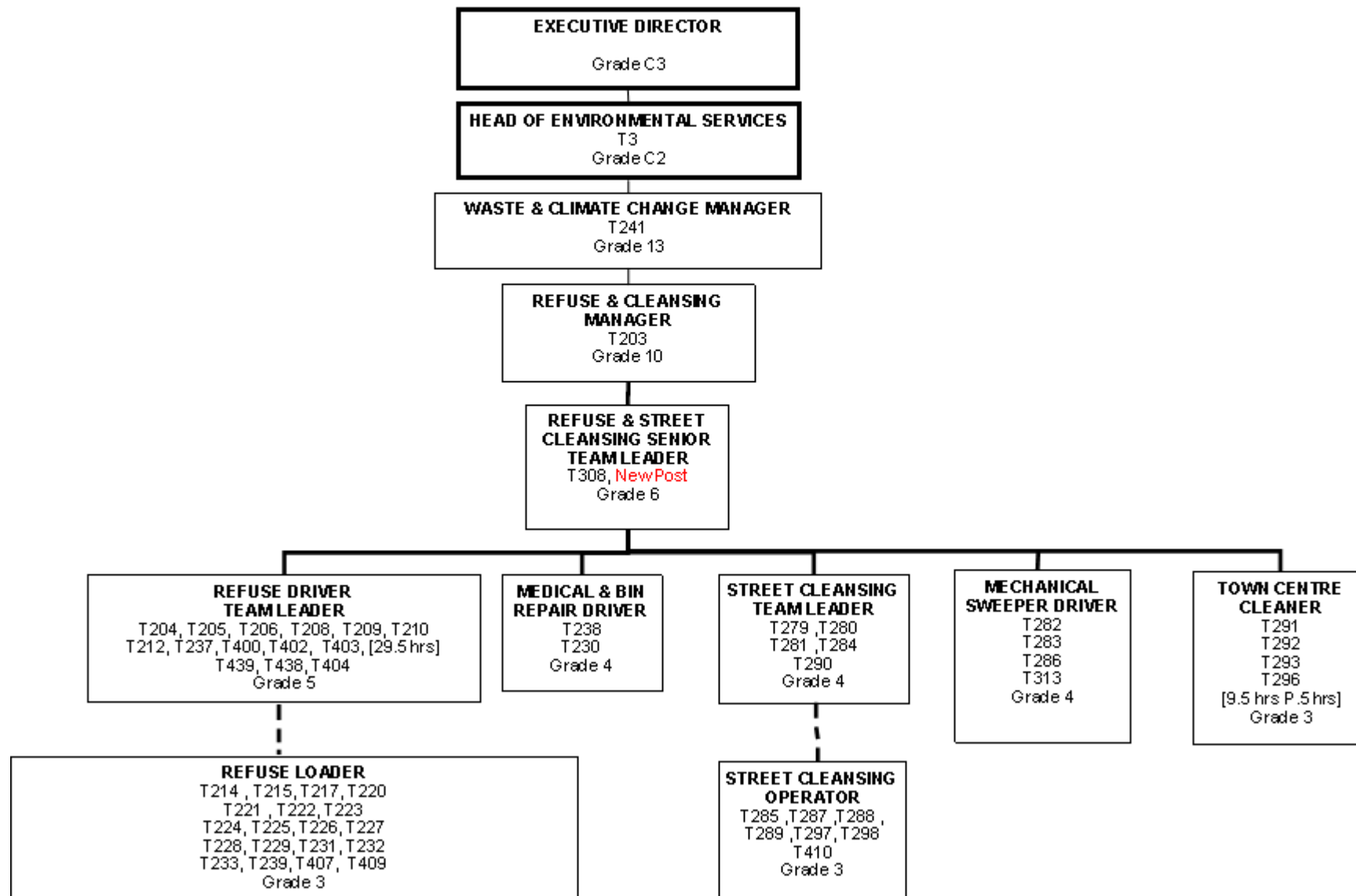


EXECUTIVE DIRECTOR'S DEPARTMENT WASTE SERVICES—REFUSE & CLEANSING (Current)





EXECUTIVE DIRECTOR'S DEPARTMENT WASTE SERVICES—REFUSE & CLEANSING (Proposed)



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Report of the Chief Executive

BOROUGH MARKETS OFFICER

1. Purpose of report

To request the establishment of a Markets Officer within the structure of the Economic Development and Regeneration Team. A short term post was created in 2020 to develop and promote markets as means of generating additional footfall in the Borough's Town centres. The work of the current post holder has been very well received, with the Beeston Markets performing strongly and further market development activities being replicated in Stapleford, Kimberley and Eastwood. It is now important to position the service on a firmer footing and secure the expertise that the Council has developed, by making the role permanent.

2. Detail

The current post holder (Post Ref: TMPP41) is an experienced markets operator and was appointed on a one-year temporary contract in 2020. Their work has been well received, especially during the pandemic which was material in the contract being extended until 31 March 2022.

The addition of new equipment for use by the current post holder, secured with external funding should help attract new market traders, especially business start-ups. A permanent team member with considerable markets expertise has other advantages, allowing the Regeneration Team to bid for and secure external funding and support wider town centre events and promotional activities, such as Beeston Light Nights, Platinum Jubilee and the Christmas Light Switch-ons.

Further detail supporting the permanency of the Markets Officer post can found in Appendix 1 and an Organisational Chart in Appendix 2.

3. Financial Implications

See Appendix 3 for further details.

4. Union Comments

The Union comments were as follows:

Unison would fully support this role being made permanent. Markets are important to the Community and for supporting small businesses, as well as bringing in an income.

Recommendation

The Committee is asked to RESOLVE that role of Markets Officer be made permanent, given car user status and added to the establishment.

Background papers

Nil.

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APPENDIX 1

Further supporting detail

The results of market development work since the temporary post was established, have been particularly encouraging especially in regard to generating extra footfall and creating a lively market experience.

The Council subscribes to GEOSense footfall monitoring software and whilst trends have fluctuated in Beeston across the pandemic, there is an upward trend on market days. In Stapleford a similar trend is developing with the establishment of a weekly Thursday market taking place on the Walter Parker V.C. Memorial Square. Pre-market, Thursday was typically a flat weekday in terms of footfall, whereas post market implementation, Thursday is now regularly the second busiest day of the week.

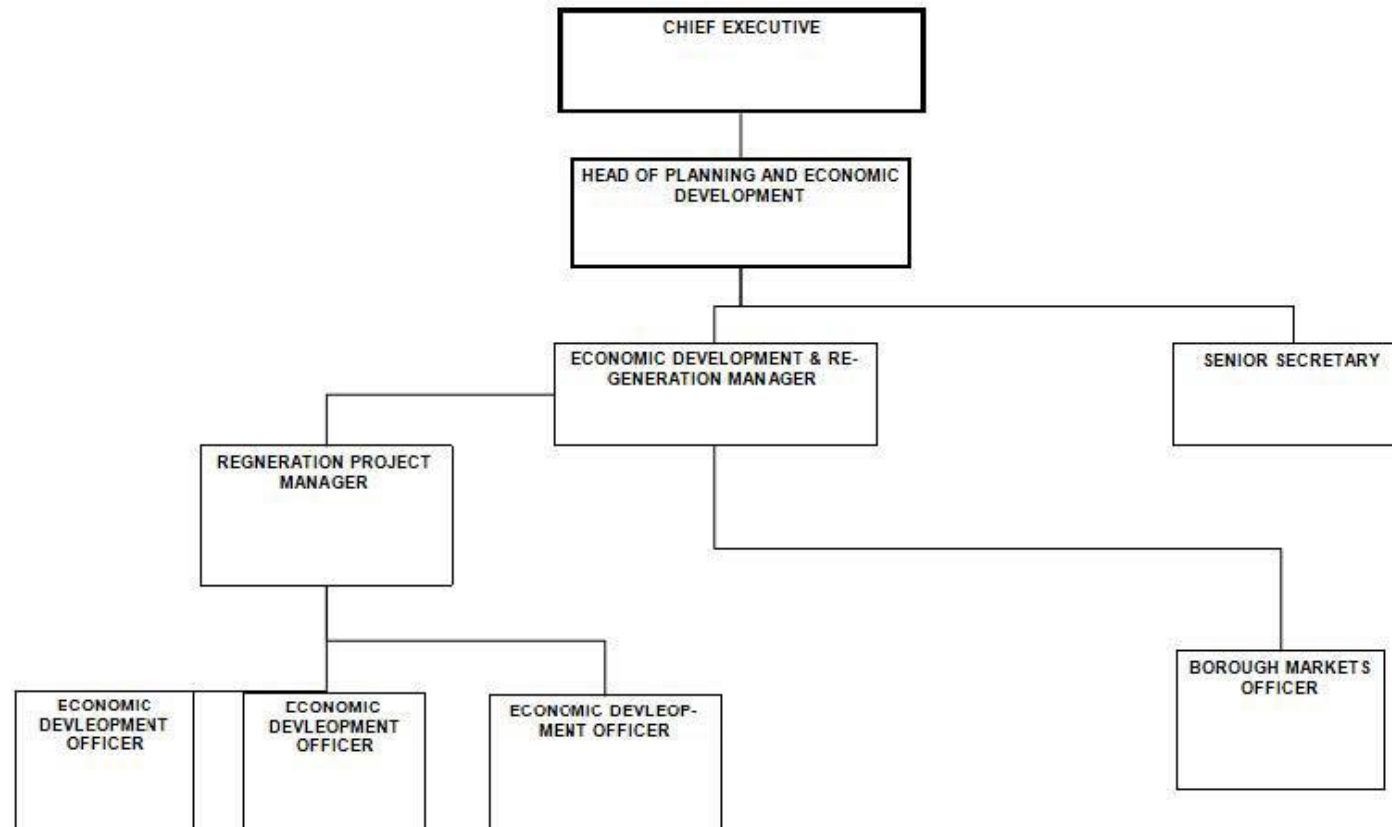
Maintaining and developing the Beeston markets is a service success story. The town feels more vibrant on Mondays, Wednesdays and Saturdays when the craft markets happen. The Beeston Market has also been refreshed with the markets officer working hard to secure new traders and retain existing ones on both market days. Stapleford's market launched in April 2021 and the number of stalls has steadily built to a core of around 7 regular traders.

In Kimberley a pilot Market was hosted, partly using Welcome Back funding, on the 22 December 2021. Traders and shoppers responded well to the event and at the time of writing this report plans are well in train for the launch of regular Tuesday market in Kimberley.

Work is on-going to agree a suitable location for a regular market in Eastwood, with the craft workshop area under consideration. The objective of establishing a market in each town centre should be delivered this year.

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CHIEF EXECUTIVE'S DEPARTMENT ECONOMIC DEVELOPMENT & PLANNING



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APPENDIX 3

Financial Implications

The post is a Grade 5 with an annual salary of £20,565 (SCP21) to £21,918 (SCP24) (pay award pending), which including oncosts equates to a total cost of up to £27,704 per annum).

Whilst the temporary post TMPP41 is not included in the establishment budget for Economic Development, the permanent post P41 (showing as vacant as at budget setting) is included at £27,040 including oncosts in 2022/23. The post holder will also require designated car user status and some PPE at nominal cost, which will be partially off-set by income. The financial impact on current budgets is therefore considered negligible.

Income related to Squares Use bookings

Whilst income generation was never the primary objective of the markets, annual targets are set for income from the use town squares. It is anticipated that a permanent post will help to generate a small surplus in time, as well as an uplift in footfall.

The income budget in the current financial year is £15,000.

The income received in this current financial year up to 1 February 2022 is £14,162 the majority of which received from Market ground rents.

At the November 2021 Jobs and Economy committee, a forecast for squares income in the period October 2021-March 2022 was provided, based on previous bookings and enquiries held. It was estimated total income for the financial year 2021-22 would reach £15,700.

A further revenue forecast from February 2022 to the end of the current financial year, suggests income in 2021/22 will reach £16,400.

Financial Year	£ Budget	£ Income
2016/17	4,000	7,600
2017/18	4,000	10,115
2018/19	7,500	8,524
2019/20	10,000	9,457
2020/21	12,000	2,940
2021/22 (to 1 February 2022)	15,000	14,162
Cumulative Total		52,798

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Report of the Chief Executive

REVIEW OF DOMESTIC VIOLENCE AND PRIVATE SECTOR CO-ORDINATOR OFFICER POSITION1. Purpose of Report

To propose the relocation of the domestic abuse and private sector co-ordinator officer from Housing to the Communities team under a changed job description and grade.

2. Detail

Reducing domestic violence is a key objective for Broxtowe under the Community Safety priority. The post of Domestic Abuse and Private Sector Co-ordinator currently sits within the Housing section (appendix 1). The post, which recently became vacant, will spend half of their time on domestic violence work and half on sourcing private sector accommodation for people needing to relocate following abuse experiences in their current accommodation. The role has helped the Council make significant progress, maintaining its White Ribbon accreditation, developing partnership relationships and action planning and supporting people who come into contact with Housing who are needing accommodation having had to leave their homes.

Consideration has been given to the future of the role and its best fit within the organisation. It is proposed that the domestic violence element of the post be moved from Housing into the Communities team (appendix 2) and made full time, for the reasons set out in appendix 3. The job description for this new role is attached at appendix 4. Meanwhile the private sector housing element of the role best fits with the Housing team, where it would remain as a full-time position. A new job description for this role is also attached at appendix 4.

3. Financial Implications

The new post is at Grade 8 with an annual salary of £26,537 (SCP36) to £28,095 (SCP39) (pay awards pending). The full-year cost in 2022/23 including assumed pay award and on costs ranges from £35,300 up to £37,450 per annum at the top of the grade). This full cost would need to be recognised in the establishment budget in 2022/23 and be funded from the General Fund balances. However, the existing Domestic Violence Coordinator post (also funded by General Fund) can be deleted.

It is proposed that the existing position within the Housing team, which is currently included within the General Fund budget, would be retained as a full-time post and be subject to job evaluation (currently Grade 6). This post would be part-funded by the Housing Revenue Account with the homelessness grant received from Central Government accommodating the additional costs of the extended private sector accommodation role within the HRA.

4. Union Comments

Unions are supportive of the proposals.

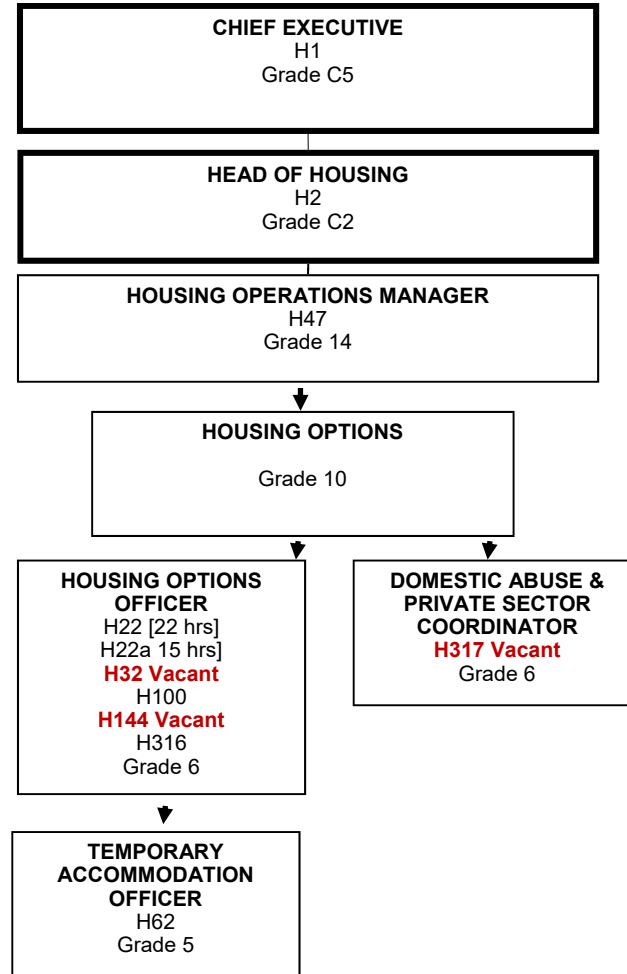
Recommendation

The Committee is asked to RESOLVE that the creation of the role of Senior Communities Officer (Violence and Domestic Abuse) be approved and that the private sector accommodation co-ordination duties of the existing domestic violence officer be retained within the Housing Options team in a full time Housing Options Officer (private sector) position.

Background Papers: Nil

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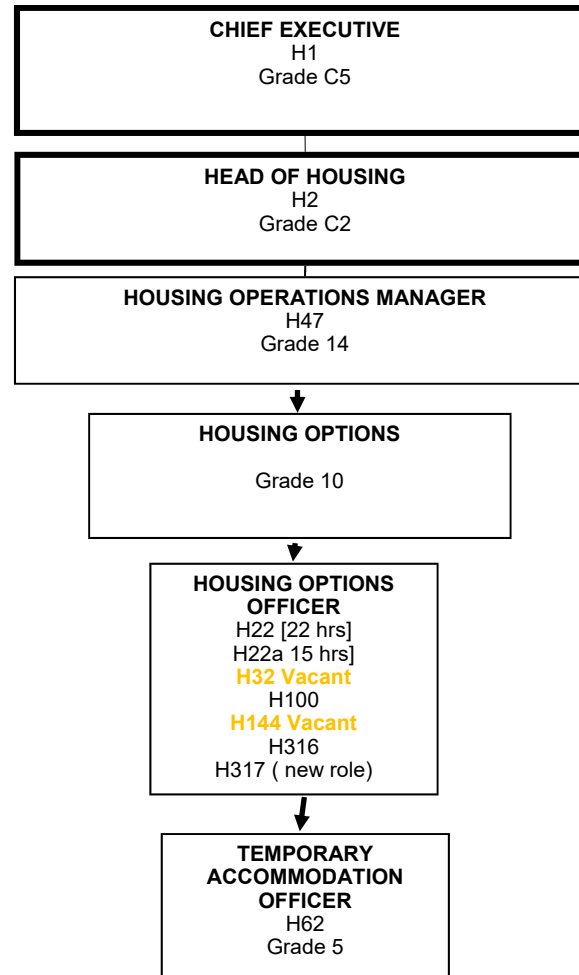
CHIEF EXECUTIVE'S DEPARTMENT HOUSING OPERATIONS EXISTING



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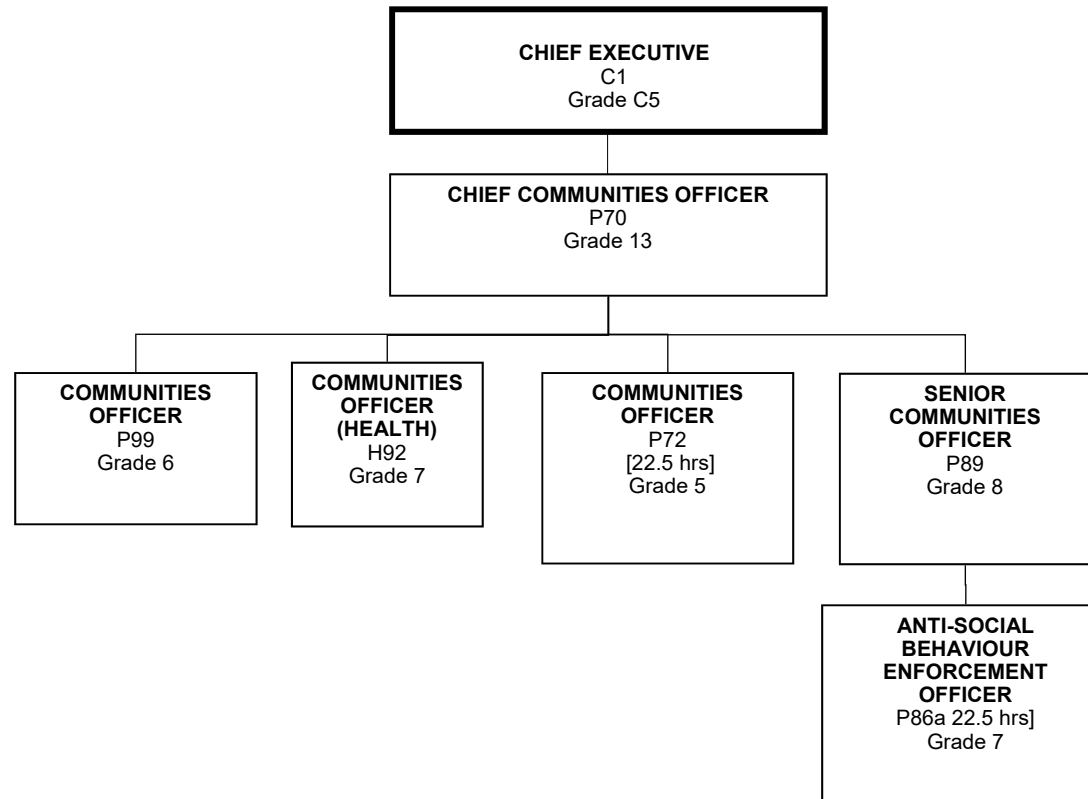
CHIEF EXECUTIVE'S DEPARTMENT HOUSING OPERATIONS PROPOSED

APPENDIX 2



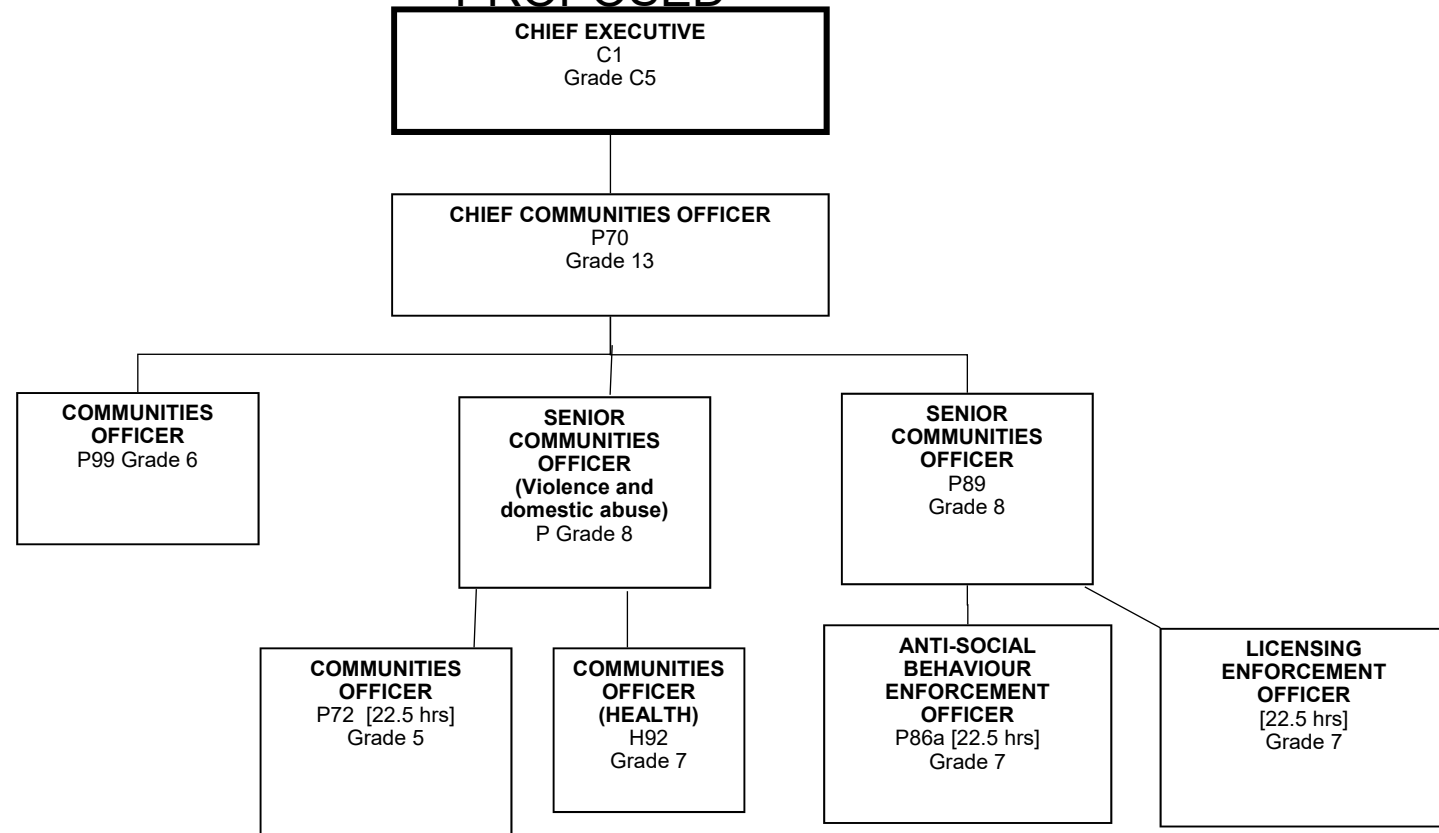
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CHIEF EXECUTIVES DEPARTMENT COMMUNITIES & COMMUNITY SAFETY CURRENT



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CHIEF EXECUTIVES DEPARTMENT COMMUNITIES & COMMUNITY SAFETY PROPOSED



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APPENDIX 3

- Making the post a senior role within communities on a slightly higher grade (a change from 6 to 8) makes it more likely that a good quality applicant will be attracted to the role.
- Locating the post in Communities enables the post to be located within the Police Station as part of the communities' team, and work in closer partnership with the Police, who have valuable information to share.
- Domestic violence is not just an issue affecting tenants – it affects people who are private householders and private tenants.
- Moving the role to Communities gives a better fit to the responsibilities and function of the role in relation to other officers located within the communities' team, compared with the other functions in the present housing team
- The creation of another senior role in Communities would strengthen that team and provide valuable support to the Principal Communities Officer who is currently having to undertake some functions relating to non-tenant DV cases (e.g homicide reviews) and whose workload is extensive.
- The council needs to make further progress on the agenda of reducing violence in its broader context – for example creating a strategy to make Broxtowe Safer for Women in accordance with current government priorities.
- Keeping the remaining work of private sector accommodation co-ordination work within Housing fits better with the responsibilities of the Housing Options team.
- Making the role of private sector accommodation officer a full time role within the housing options team can be funded by government grant for preventing homelessness and is fully justified with reference to the amount of demand for this activity within housing.

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APPENDIX 4

BROXTOWE BOROUGH COUNCIL**JOB DESCRIPTION**

Directorate:	Chief Executive
Division:	Public Protection
Post No & Job Title:	H317 – Senior Communities Officer (Violence and Domestic Abuse)
Grade:	Grade 8
Responsible to:	Chief Communities Officer P70
Responsible for:	Full management responsibilities for P72 Communities Officer (Children and Young People); H92 Communities Officer (Health)
Main purpose of the job	Provide the Councils strategic response to Violence and Domestic Abuse. Coordinate services on behalf of the Council for Violence and Domestic Abuse. To work as part of the Communities Team managing the Councils response and delivery of the Health, Mental Health, Dementia, Older People, Children and Young People, Tobacco Control, Child Poverty and Veterans agendas.

Main Duties and Responsibilities:**Violence and Domestic Abuse**

1. To act as the lead strategic officer for the Borough's approach to reducing the incidence of violence in the Borough and the negative impact that Violence and Domestic Abuse has on individuals and the community and ensuring that it maintains a profile in any relevant strategies and to support the implementation of corporate domestic abuse policies.
2. Develop, manage and deliver a multi-agency Violence Action Plan for the Borough providing monitoring reports to committee in line with committee work plans.
3. To lead the Council's efforts in implementing the government's aspirations for England to be Safer for Women and girls.
4. Develop, manage and deliver a multi-agency Domestic Abuse and White Ribbon Action Plan for the Borough providing monitoring reports to committee in line with committee work plans.

5. To act as Borough lead for MARAC attending meetings on behalf of the Borough and providing professional input and wrap around support to individuals where appropriate.
6. Assist the Chief Communities Officer in coordinating Broxtowe Domestic Homicide Reviews and implement recommendations from reviews locally and nationally.
7. Attend High Risk Youth Violence and Exploitation, Neighbourhood Safeguarding and Disruption meetings and case conferences on behalf of the borough to develop personalised wrap around services and action plans for young people involved in or at risk from violence identifying and delivering interventions in partnership with service providers and making referrals as appropriate.
8. Maintain and develop strong links with partner agencies regarding Violence and Domestic Abuse service provision.
9. To represent Broxtowe Borough Council locally and regionally on Violence and Domestic Abuse matters including attendance at Borough Domestic Homicide Reviews, Nottinghamshire Violence Reduction Unit, Domestic and Sexual Abuse Executive and Domestic Homicide Review Assurance, Learning and Implementation Group meetings.
10. To promote awareness of issues surrounding Violence and Domestic Abuse internally, assisting in the coordination and provision of staff and member training as appropriate.
11. Ensure that the Council's commitment to tackling Violence and Domestic Abuse is known to partners and the general public by developing, managing and maintaining existing corporate initiatives surrounding Domestic Abuse.
12. In partnership with other specialist providers, manage and develop the Borough's Sanctuary Scheme, ensuring that risk is managed, implementation decisions are made appropriately and within the budget assigned.
13. To work in a proactive and positive way building relationships with landlords to identify accommodation and support for survivors of domestic abuse promoting the benefits of private rented accommodation in resolving their housing circumstances and providing advice and assistance with regard to seeking private rented accommodation.

General

14. Manage the Communities Health and Children and Young Peoples Officers on a day to day basis, including Performance Development Reviews, training and development, absence management, disciplinary and grievance, equality and diversity issues and the development, delivery and monitoring of relevant action plans.
15. To build and maintain positive relationships with customers, colleagues, partners and external agencies such as health professionals, support agencies, charities and volunteer groups.
16. To keep accurate records, ensuring all data held is compliant with data protection and GDPR guidelines

17. Produce reports and provide statistical data for analysis and performance management purposes.
18. To assist with the control and monitoring of the section's budgets.
19. To follow lone worker protocols including the correct use of the lone worker device. To follow start on site and end of day lone worker arrangements.
20. To undertake any other relevant duties within the scope and grade of the post as may be required by the Chief Communities Officer.

Equality and Diversity

21. To adhere to the council's equality and diversity policy including working within professional boundaries
22. To provide an excellent customer centred service.

DESIGNATED CAR USER

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

SPECIAL CONDITIONS

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

RESTRICTIONS

This is not a politically restricted post.

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

The post will be required to undertake Police Security Vetting which will include details of any criminal convictions, cautions, reprimands and final warnings, driving endorsements, finance and your application is required for the purpose of asking an exempted question under the terms of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 and that the checks requested are in accordance with the relevant legislation.

NOTE

The above job description sets out the main responsibilities of the Senior Communities Officer (Violence and Domestic Abuse) 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:	Marice Hawley		22/11/2021
Job description authorised by:	Ruth Hyde		
Additional notes for JE/HR. JD updated to include; Move from Housing to Communities New responsibility for 2 posts posts H15 and P72. Inclusion of requirement for Police Vetting Highlight – Strategic responsibility for Violence and Domestic Abuse including interventions and casework			

Date of issue:

BROXTOWE BOROUGH COUNCIL

JOB DESCRIPTION

Directorate:	Chief Executive
Division:	Housing
Post No & Job Title:	H317 - Housing Options Officer (Private Sector)
Grade:	Grade TBC
Responsible to:	Housing Options Manager H10
Responsible for:	No direct responsibility for employees
Main purpose of the job	<p>To work as part of the Housing Options team developing access to the private-rented sector for clients at risk of homelessness.</p> <p>To coordinate supported accommodation placements for housing options clients</p> <p>To work in partnership with supported accommodation providers to improve services to clients</p>

Main Duties and Responsibilities:

Private Sector Liaison

1. To work in a proactive and positive way to promote to clients the benefits of private rented accommodation in resolving their housing circumstances
2. To attend appointments or visit individuals to provide advice and assistance with regard to seeking private rented accommodation.
3. To liaise with and build relationships with landlords in order to assist clients to access their accommodation.
4. To assist in the accessing and administration of the Council's Deposit Guarantee Scheme and promote this amongst private landlords.
5. To coordinate customer access to the Landlord Liaison Officer service provided through the Rough Sleeping Initiative.
6. To give advice and assistance to clients going into private rented accommodation in sustaining their tenancy with their private landlord.
7. To assist the Housing Options Officers in the provision of the Personalised Action Plans that are provided to clients when they are homeless or threatened with homelessness.

8. To give advice and assistance to Landlords to ensure that their accommodation that they let to customers is compliant with the Housing Health and Safety Rating System.
9. To assist the Housing Options Manager in ensuring that the Council responds to any changes in legislation that may affect the Council with regards to the provision of private tenancies.
10. To actively manage a caseload of clients in private rented accommodation and provide advice and assistance as necessary to ensure that clients tenancies are sustained with private landlords.
11. .
12. To coordinate referrals for Broxtowe clients with the Landlord Liaison Service commissioned by the County Rough Sleeping Initiative.

Supported Accommodation

13. To source and negotiate with new providers of supported accommodation to assist homeless clients find appropriate new accommodation offers
14. To liaise with existing providers over supported accommodation placements and liaise with new clients accordingly
15. To coordinate referrals to supported accommodation, ensuring that referrals appropriate and in accordance with local agreements
16. To complete supported accommodation referrals with customers

General

17. To provide cover in the absence of the Temporary Accommodation Officer to ensure that there is a continuity of business cover in this service area
18. To triage cases received through clients 'ready to move' from supported accommodation, received through 'Duty to Refer' or through direct service access
19. To build and maintain positive relationships with customers, colleagues, partners and external agencies such as health professionals, support agencies, charities and volunteer groups.
20. To keep accurate records, ensuring all data held is compliant with data protection and GDPR guidelines
21. Produce reports and provide statistical data for analysis and performance management purposes.
22. To assist with the control and monitoring of the section's budgets.
23. To follow lone worker protocols including the correct use of the lone worker device. To follow start on site and end of day lone worker arrangements.

24. To undertake any other relevant duties within the scope and grade of the post as may be required by the Head of Housing.

Equality and Diversity

25. To adhere to the council's equality and diversity policy including working within professional boundaries

26. To provide an excellent customer centred service.

DESIGNATED CAR USER

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

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 Housing Options Officer (Private Sector) 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:	Richard Smith		21/1/22
Job description authorised by:			
Additional notes for JE/HR. NEW JGRID HO318 .			

Date of issue:

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Report of the Executive Director

WORKFORCE PROFILE 2020/21

1. Purpose of report

To provide analysis of the workforce for Broxtowe Borough Council in 2020/21.

2. Background

The workforce profile is an annual report which is produced by the Payroll and Job Evaluation team covering areas such as recruitment, the workforce, employment issues and health and safety. It provides an opportunity for us to compare with previous years to see how the Council is progressing.

3. Detail

The workforce profile is an important document to the Council. The information and further analysis it provides allows the Council to see what we succeed in and which areas require further consideration and improvement.

The analysis within the report for recruitment helps us to identify the profile of candidates which are applying for posts. From this we can understand if the candidates we appoint are as diverse as the group which are applying.

One statutory part of the document is 4.14 Gender Pay Gap which needs to be reported and published each year by Broxtowe Borough Council. The Gender Pay Gap for 2020/21 must be published by 31 March 2022 in order to remain compliant. Broxtowe Borough council are required to publish the median and mean hourly rate.

Health and Safety is vital in ensuring employees feel their workplace is a safe and amenable environment. Analysis of accidents and RIDDOR accidents means we are able to see if improvements have been made and set targets for future years.

Recommendation

Committee is asked to NOTE the Workforce Profile 2020/21.

Background papers

Nil

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Broxtowe
Borough
COUNCIL

APPENDIX

Workforce Profile

2020/21

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1. INTRODUCTION

Welcome to Broxtowe Borough Council's Workforce Profile Report for 2020/21. The Workforce Profile is reviewed annually and has been produced by the Payroll and Job Evaluation Team.

The Council has a strong set of beliefs which are confirmed within our Corporate Plan and our People Strategy, both of which show that we continuously value, support, improve and develop the diversity, well-being, skills base and professional capabilities of our workforce.

The Council, on 31 March 2021, employed 486 (by headcount) people across a number of sites within the borough.

The turnover for employees leaving the council in 2020/21 was 7.48%. This equated to 38 employees.

2. ACHIEVEMENTS

As part of our strong commitment to the workforce, the Council continues to retain a number of national accreditations as well as demonstrate many local achievements.

Disability Confident

Broxtowe Borough Council has held the Disability Confident, previously called the Disability 'Two Ticks' Symbol, standard for over 20 years. This is a standard which, amongst other things, demonstrates that we have a positive approach towards the recruitment of applicants with disabilities. Any applicant who indicates that they have a form of disability and meets the essential criteria for the post is guaranteed an interview. Whilst this does not mean that all applicants with disabilities will be appointed, it does represent a positive commitment towards the recruitment of people with any form of recognised disability.

The average length of service at the Council for employees with disabilities during 2020/21 was 13.71 years compared with 2019/20 where the average length of service was 14.84. This average was higher than employees without disabilities whose average length of service was 10.74 years in 2020/21.

Broxtowe Learning Zone

The Learning Management System, introduced in November 2014, is now firmly established as the main platform for training delivery at the council. Since its launch over 30,000 e-learning modules have been completed by Broxtowe employees, Liberty Leisure employees and Members. Job roles are automatically assigned the mandatory training around areas such as information security, health and safety, the Code of Conduct, equality, safeguarding and prevent issues.

By March 2021, over 60 e-learning courses were available to employees and Members, with 3 new courses being launched during 2020/21. The new courses launched included Coronavirus, ICT Induction and DSE & Homeworking. April 2017 saw the launch of the new Performance Appraisal process, incorporating a core abilities assessment which is completed between manager and employee. By the closing date of the 31 March 2021, 72% of appraisals had been fully completed. This was a 4% drop on the previous year.

Work Experience

Whilst the Council is still committed to providing work experience placements to young people to gain employability skills, the COVID-19 pandemic didn't allow for any placements to be undertaken during 2020/21.

Employee Survey

During 2020/21 the Council was able to conduct an employee survey. The survey allowed employees to give their opinion of what working for Broxtowe Borough Council was like for them. Some of the findings from this survey are listed below.

More than 80% of employees said:

- I like my job and enjoy working at the Council.
- I am aware of my own training needs.
- I understand how my work contributes to the success of the organisation.
- I receive recognition from my manager when I do a job well.
- My manager is fair and honest.
- I understand how the Council's vision and values relate to the work I do.
- I am aware of the Council's values.
- I am aware of what means of support are available at / through work.
- I am able to balance my work and home life.

3. RECRUITMENT

3.1 Overview

Despite the challenging year, the Council continued to recruit to a wide range of jobs during 2020/21 of which temporary posts accounted for 18 of all positions advertised.

The following data has been obtained as part of our internal monitoring processes. It enables the levels of recruitment in 2020/21 and equality indicators to be determined, along with other comparative data such as the numbers of applicants compared with previous years. This provides insights including identifying trends. It also prompts appropriate action and help set realistic targets to monitor performance going forward.

3.2 Applicants and Candidates

During 2020/21 the Council received 894 applications for 96 advertised positions, of which 28 were re-advertised. There were 44 new starters appointed.

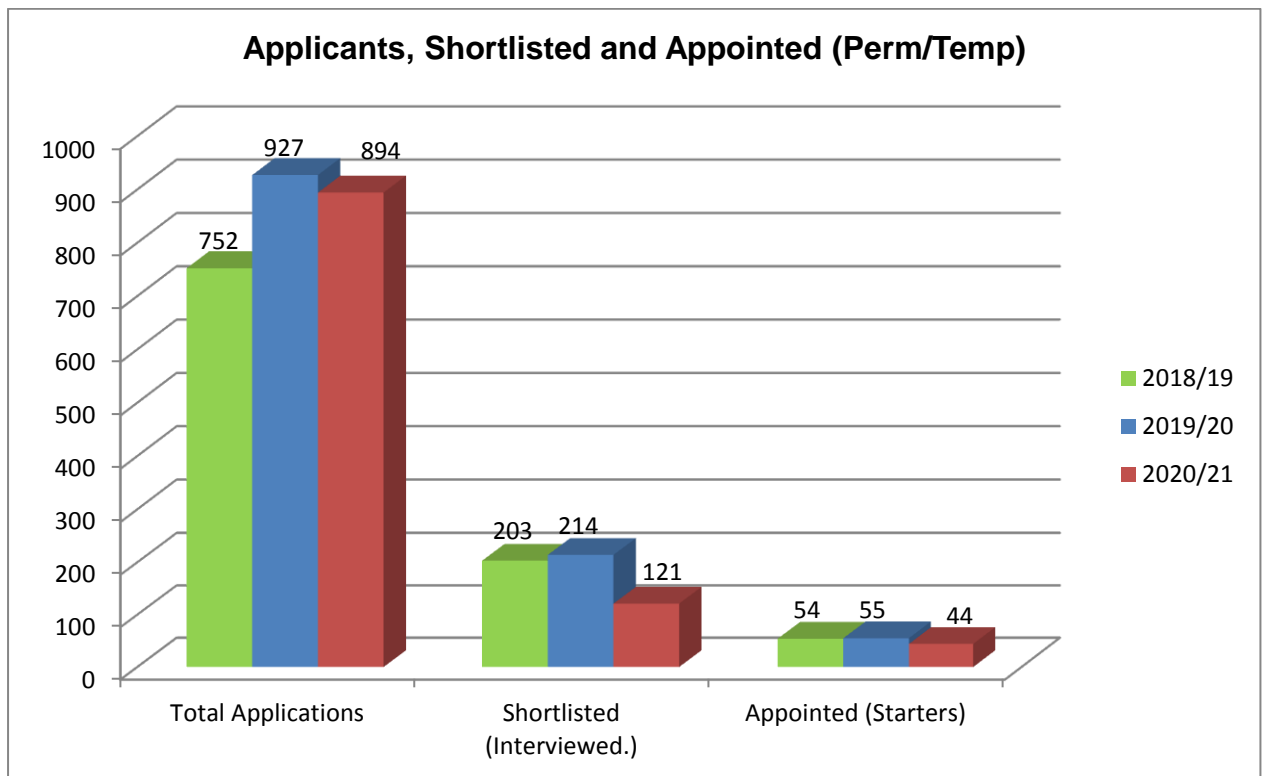
- There was a 3.56% decrease in the total number of applications received when compared with the number of applications received in 2019/20.
- There were 9.31 applications for every vacancy in 2020/21 with 9.76 applications for every vacancy in 2019/20 and 6.02 applications in 2018/19.
- Of the 96 jobs advertised 18 (18.75%) were for temporary positions.

3.3 Total Applications Received

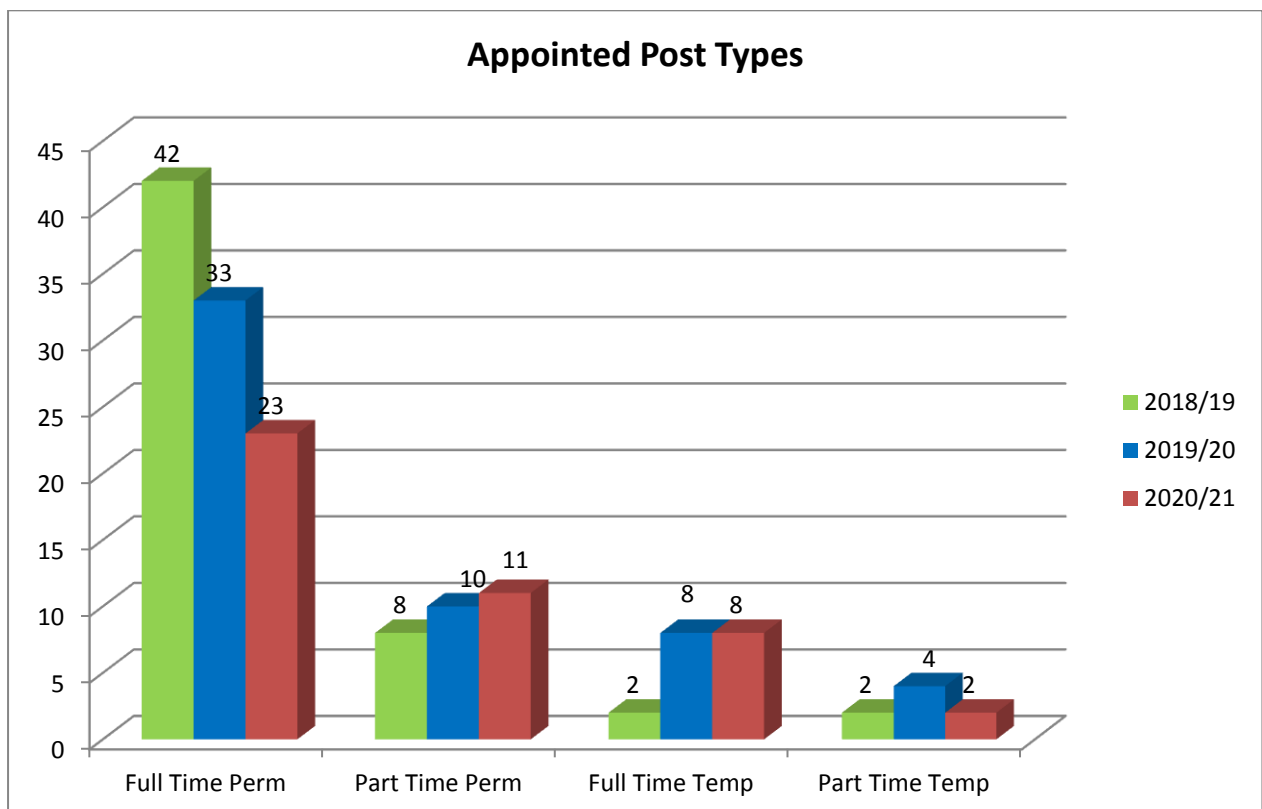
Most job applications are now made via the Council's website with only a small percentage received through the post.

	2018/19		2019/20		2020/21	
Online Applications	727	96.68%	920	99.24%	891	99.66%
Paper Applications	25	3.32%	7	0.76%	3	0.34%
Total Applications	752		927		894	

3.4 Overview of Recruitment Process Levels



The following table provides a breakdown of the type of post appointed to during 2020/21.



3.5 Average Age of Applicants

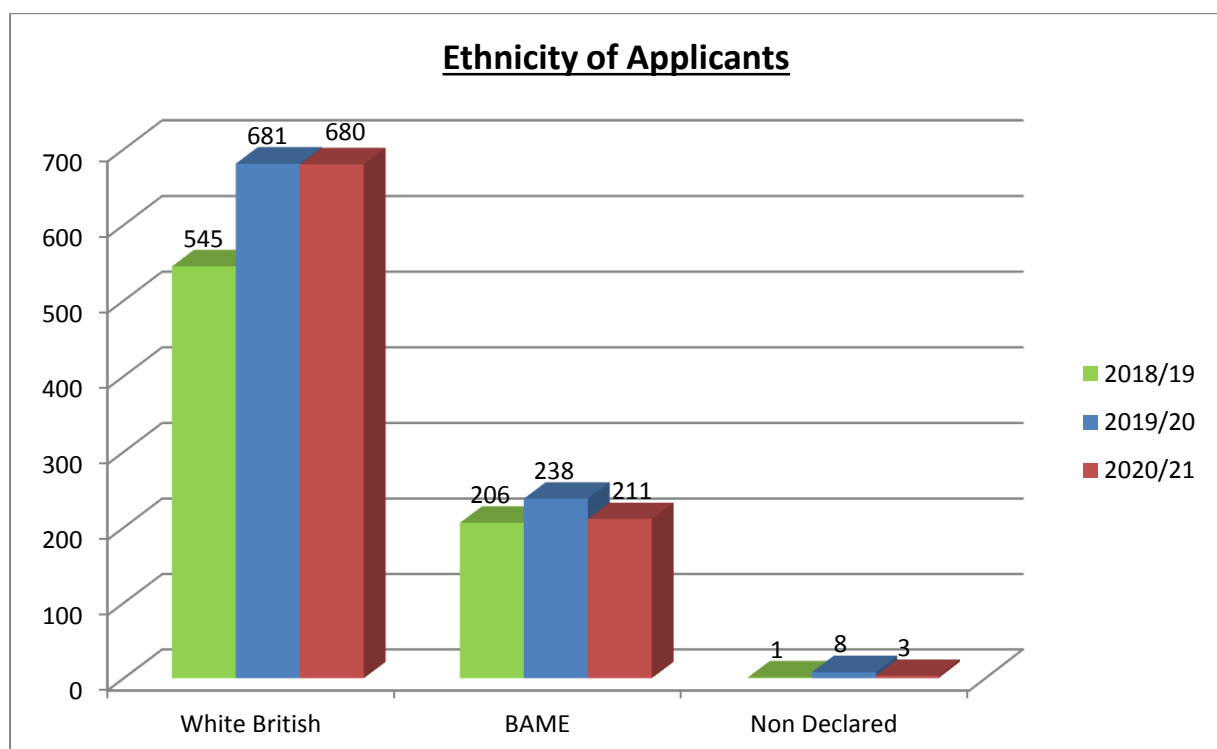
The average age of applicants has decreased for males and females. The overall age has continued to reduce when compared with the previous years, for all permanent and temporary jobs.

	2018/19	2019/20	2020/21
Male	35.94	33.86	33.46
Female	36.49	35.05	34.43
Overall	36.22	34.46	33.95

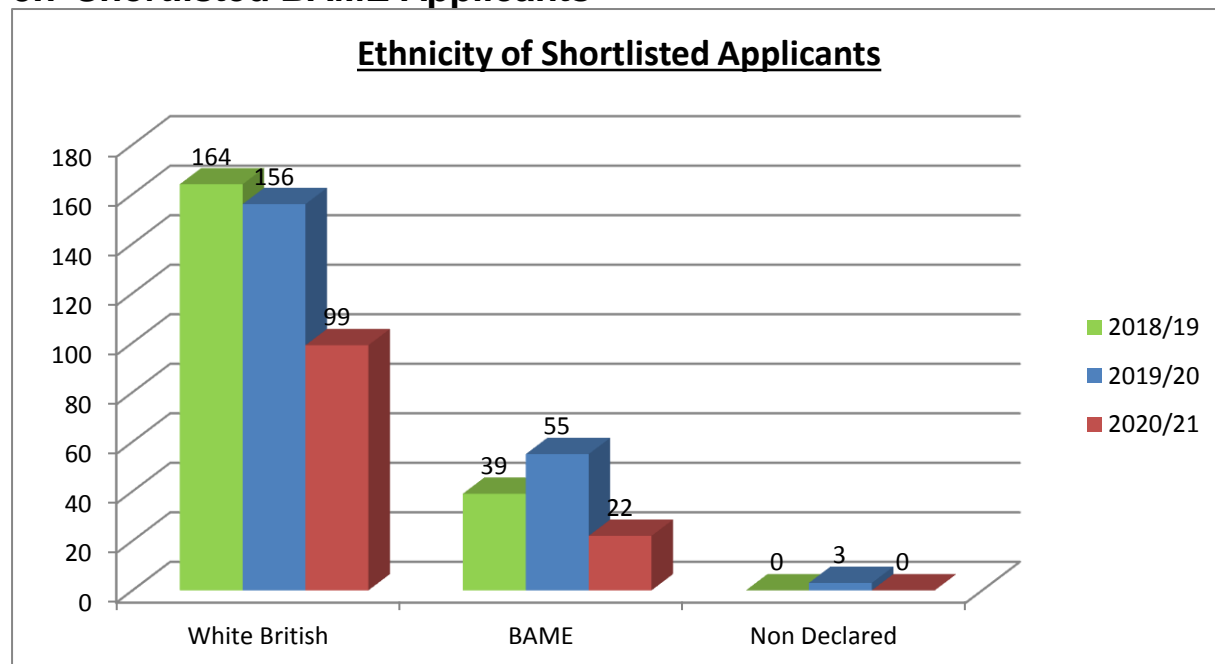
3.6 Ethnicity and Recruitment

The following graphs show the breakdown of applicants by the Black, Asian and Minority Ethnic (BAME) group during 2018/19, 2019/20 and 2020/21. Some key points to note are:

- There was a 15.53% rise in applications received from BAME applicants in 2019/20 when compared with the previous year and a decrease of 11.34% in 2020/21. An increase of 2.43% can be seen between BAME applications received in 2018/19 and those received in 2020/21
- White British applicants accounted for; 76.06% during 2020/21, 73.46% during 2019/20 and 72.47% during 2018/19.
- BAME applications received accounted for 23.60% of all applications.

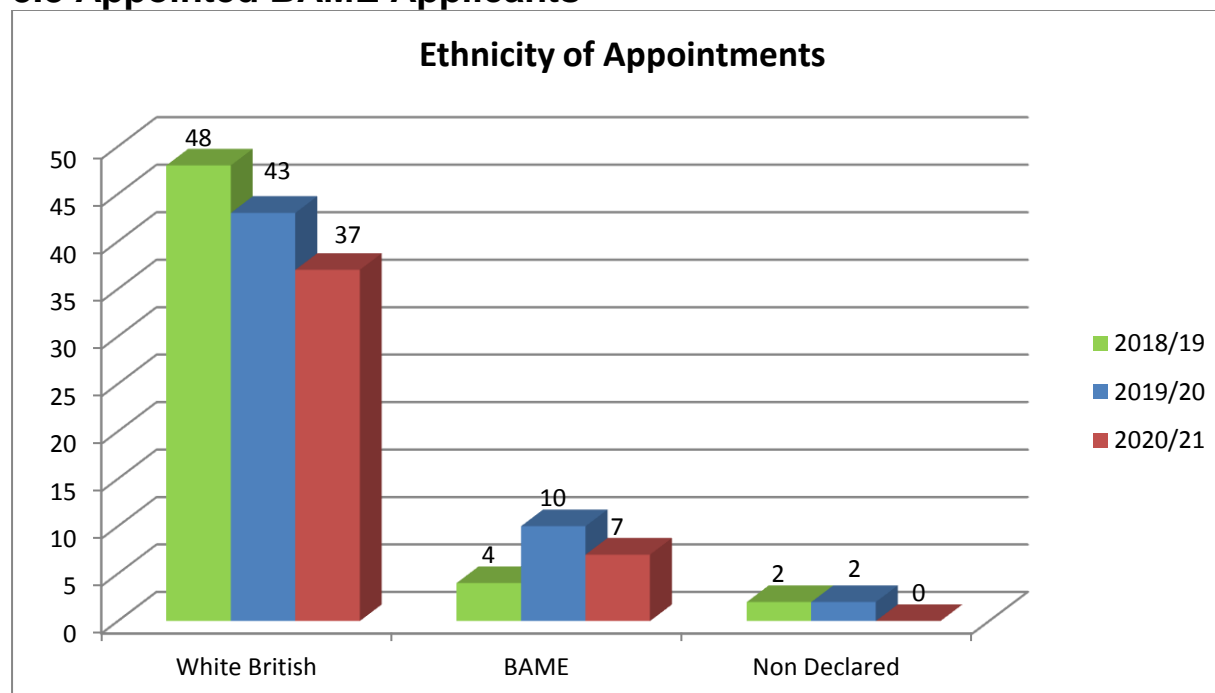


3.7 Shortlisted BAME Applicants



There were 22 BAME applicants shortlisted in 2020/21. The percentage of BAME applicants shortlisted has fallen over the past 3 years by 43.59% overall. This stage of recruitment is anonymised with no personal information made available to shortlisting managers in line with the council's recruitment policy. Comparing 2019/20 with 2020/21 shows the percentage of shortlisted BAME applicants has dropped by 60% and shortlisted White British has fallen by 36.54%.

3.8 Appointed BAME Applicants



The comparison between the percentage of BAME applicants shortlisted and appointed is shown in the below table.

Year	Applicants	Shortlisted	Appointed
2018/19	27.39%	19.21%	7.41%
2019/20	25.67%	23.11%	18.18%
2020/21	23.60%	18.18%	15.91%

Of the BAME applicants shortlisted in 2018/19 there were 10.26% appointed compared with 29.27% of shortlisted White British applicants. In 2019/20 the BAME figure was 18.18% with White British being 27.56%. Finally, in 2020/21 31.82% of BAME applicants shortlisted were appointed by the council with 37.37% of White British shortlisted applicants appointed. This shows the number of shortlisted applicants appointed from each group (White British and BAME) is getting closer each year. This shows a positive trend in the recruitment of BAME applicants at a point in the recruitment process when ethnicity is known by managers.

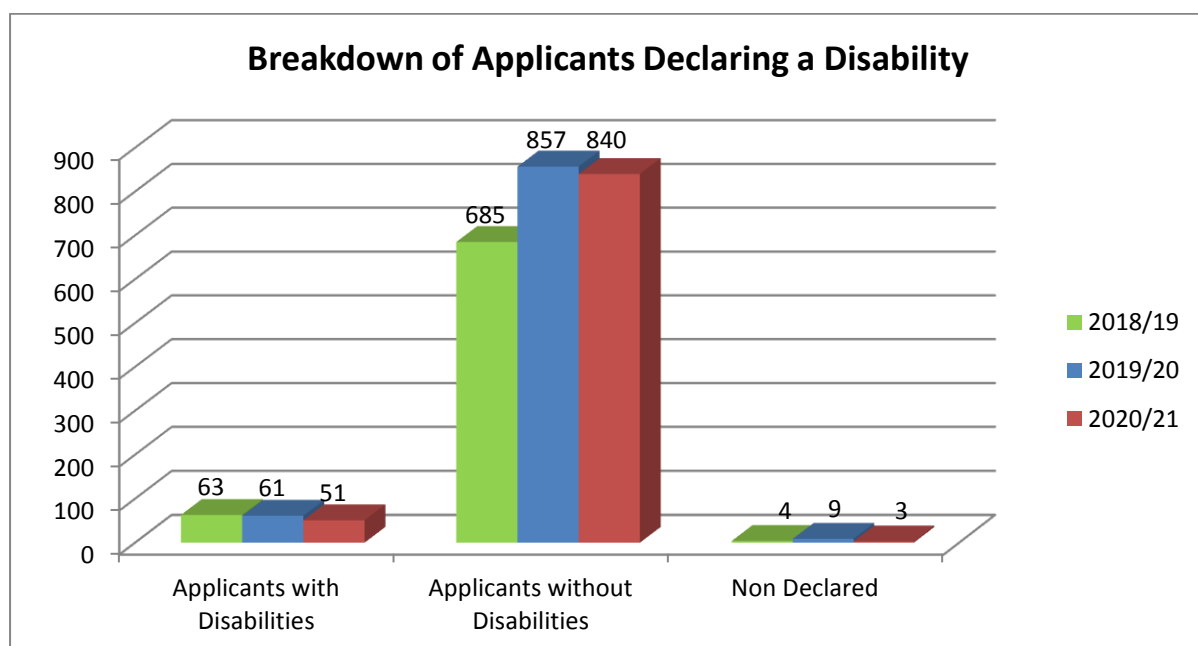
3.9 Disability and Recruitment

The Council is committed to providing equality of opportunity to all applicants, including those with disabilities. Applicants with disabilities who meet the essential criteria of a role are automatically invited for interview. This is supported and promoted by the Council's Disability Confident Status.

People with disabilities are actively supported and assisted on appointment through the provision of equipment or other reasonable adjustments where necessary and by reviewing working practices to ensure that everyone has the opportunity to be successful during their time with the Council.

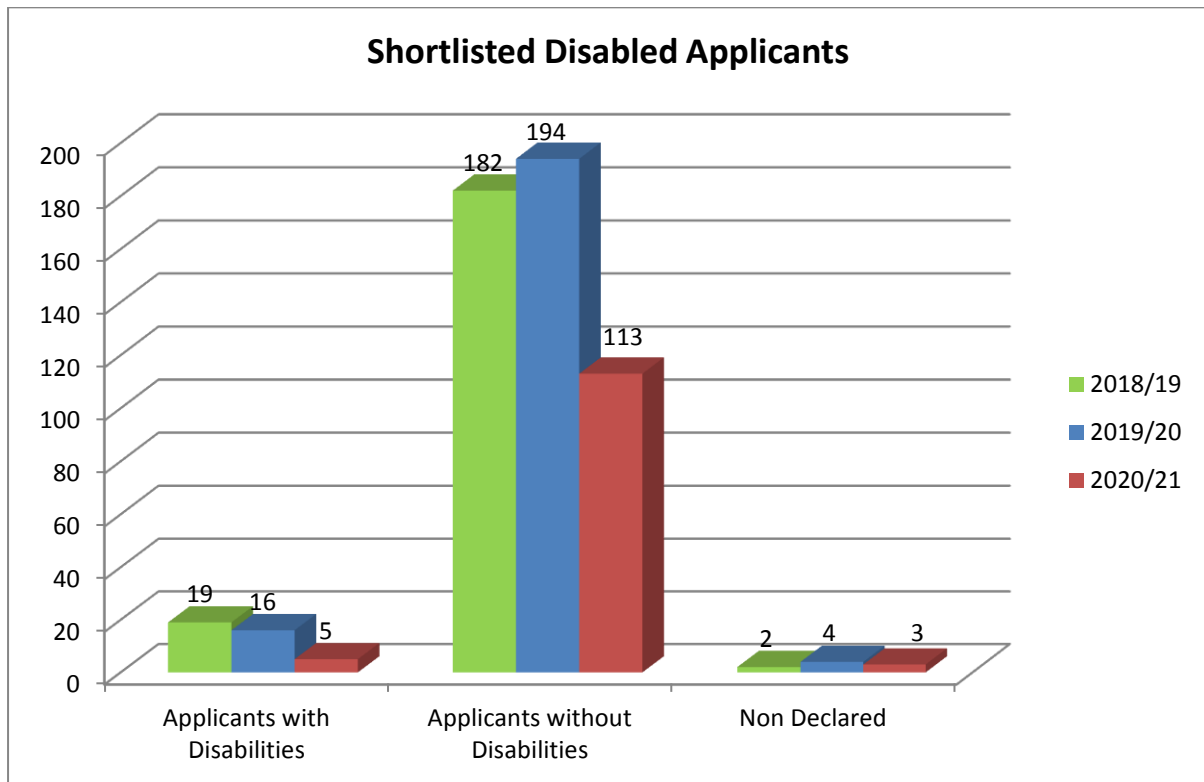
3.10 Applicants with Disabilities

The Council received 51 applications from people with disabilities. This is a decrease of 19.05% when comparing 2018/19 to 2020/21.

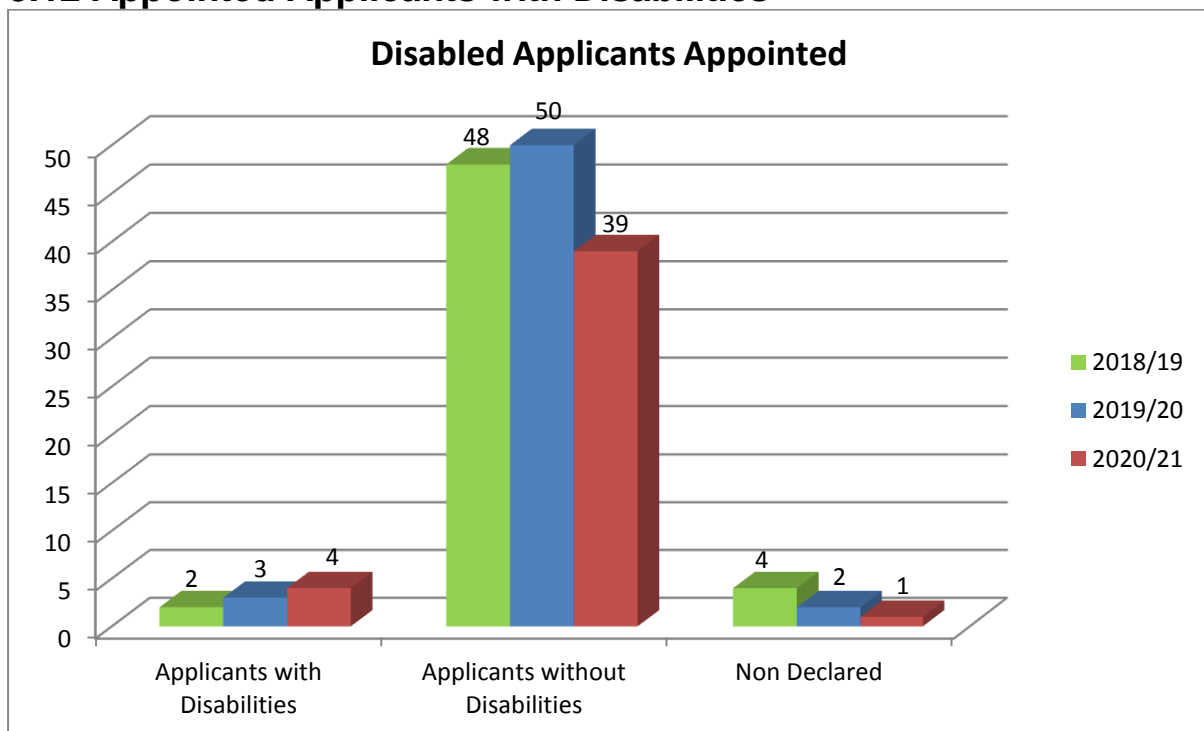


3.11 Shortlisted Applicants with Disabilities

2020/21 shows the number of shortlisted applicants with disabilities has decreased by 41.75% from the previous year.



3.12 Appointed Applicants with Disabilities



3.13 Internal Promotions

This section captures the work undertaken to provide employees with career progression opportunities at Broxtowe Borough Council. Promotions fall under two categories; the employee's post has been re-graded to a higher grade representing they have taken on additional responsibility or by moving into a different position where the grade is higher.

	2020/21
Post has been re-graded	10
Appointed to higher graded post	17
Total	27

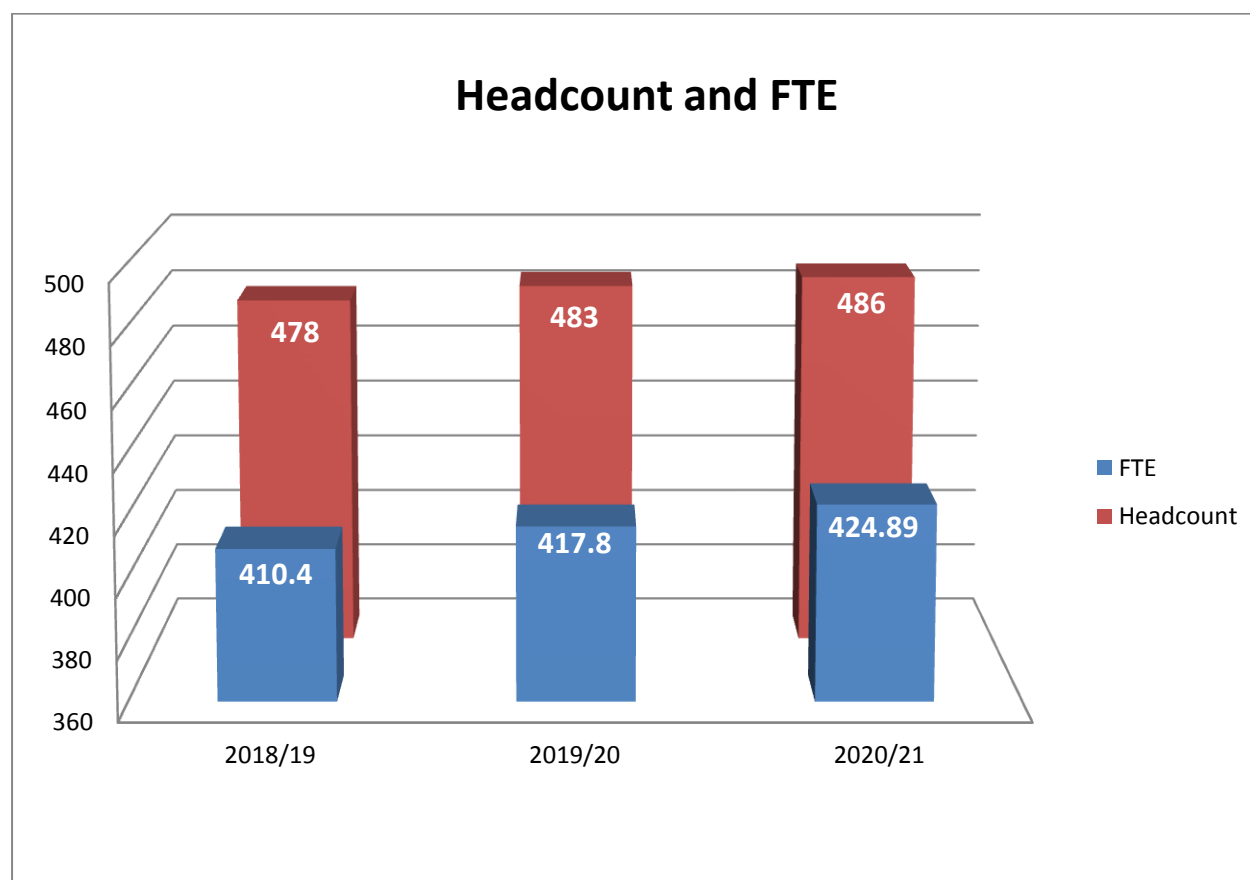
4. OUR WORKFORCE

4.1 Introduction

This section of the report aims to identify the current make up of our workforce and will provide statistics that can be analysed and used to identify trends.

4.2 Headcount and FTE

The following chart shows the Full Time Equivalent (FTE) and headcount of employees of the Council for the last three years as at 31 March 2021.



4.3 Ethnicity

During 2020/21, 8.26% of the workforce was from a BAME background, based on the 460 employees who submitted a response. This is an increase of 1.82% since 2018/19. Below is a snapshot of the ethnic diversity of our workforce which includes those employees who have declined to state their ethnic origin.

Ethnicity	2018/19	2019/20	2020/21
Any other ethnic group	1	1	1
Asian - Other	0	0	0
Bangladeshi	1	1	1
Black or British African	2	2	3
Black or British Any Other	0	0	0
Black or British Caribbean	3	3	3
Chinese	1	1	1
Indian	5	4	6
Mixed - Other	1	1	1
Mixed - W/B Caribbean	2	7	6
Mixed - White/Asian	2	3	3
Pakistani	7	6	8
Undeclared	28	27	26
White - British	421	423	422
White - Irish	0	0	0
White Other	4	4	5
Grand Total	478	483	486

At 31 March 2021, the Council had 486 employees of which 422 (86.83%) declared themselves to be White British, 38 (7.82%) employees declared a BAME background and a further 26 employees (5.35%) did not submit or disclose their ethnicity.

The workforce BAME, based on those that submitted a response, is 8.26% which is higher than the borough's BAME background in the 2011 census which was 7.82%.

4.4 Ethnicity of Workforce - Breakdown

Ethnic Origin	Gender	Full Time	%	Part Time	%	Grand Total	%
Any other ethnic group	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	1	0.70%	1	0.21%
Bangladeshi	F	0	0.00%	0	0.00%	0	0.00%
	M	1	0.29%	0	0.00%	1	0.21%
Black or British African	F	2	0.59%	0	0.00%	2	0.41%
	M	1	0.29%	0	0.00%	1	0.21%
Black or British Any Other	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	0	0.00%	0	0.00%
Black or British Caribbean	F	1	0.29%	0	0.00%	1	0.21%
	M	2	0.59%	0	0.00%	2	0.41%
Chinese	F	1	0.29%	0	0.00%	1	0.21%
	M	0	0.00%	0	0.00%	0	0.00%
Indian	F	3	0.87%	0	0.00%	3	0.62%
	M	3	0.87%	0	0.00%	3	0.62%
Mixed - Other	F	1	0.29%	0	0.00%	1	0.21%
	M	0	0.00%	0	0.00%	0	0.00%
Mixed - W/B Caribbean	F	3	0.87%	1	0.70%	4	0.82%
	M	2	0.59%	0	0.00%	2	0.41%
Mixed - White/Asian	F	1	0.29%	0	0.00%	1	0.21%
	M	2	0.59%	0	0.00%	2	0.41%
Pakistani	F	2	0.59%	2	1.40%	4	0.82%
	M	3	0.87%	1	0.70%	4	0.82%
White - British	F	108	31.49%	112	78.32%	220	45.26%
	M	184	53.64%	18	12.59%	202	41.55%
White - Irish	F	0	0.00%	0	0.00%	0	0.00%
	M	0	0.00%	0	0.00%	0	0.00%
White Other	F	3	0.87%	2	1.40%	5	1.03%
	M	0	0.00%	0	0.00%	0	0.00%
Undeclared	F	4	1.17%	5	3.51%	9	1.85%
	M	16	4.66%	1	0.70%	17	3.50%
Grand Total		343	100%	143	100%	486	100%

4.5 Employees with Disabilities

	2018/19		2019/20		2020/21	
	No.	%	No.	%	No.	%
Employees with Disabilities	30	6.27%	29	6.00%	31	6.38%
Employees without Disabilities	405	84.73%	415	85.93%	417	85.80%
Non-Declared	43	9.00%	39	8.07%	38	7.82%
Total	478		483		486	

The Council offers on-going support to employees who may, either on a short or long term basis, need support whilst at work. The Council also seeks guidance through an independent occupational health service which enables medical advice to be obtained regarding any reasonable adjustment or other action which helps employees to remain at work.

4.6 Employees average length of service

	2018/19 Years	2019/20 Years	2020/21 Years
Employees with Disabilities	14.27	14.84	13.71
Employees without Disabilities	11.11	10.81	10.74
Non-Declared	16.87	18.54	18.46
All Staff	11.82	11.68	11.53

The average length of service is 27.65% longer for those employees with disabilities, compared with those who do not have a disability. This is a good indicator of the systems and support the Council has in place for this group of employees.

4.7 Age and Service Length

The following section provides a breakdown of our workforce on 31 March 2021 by service length:

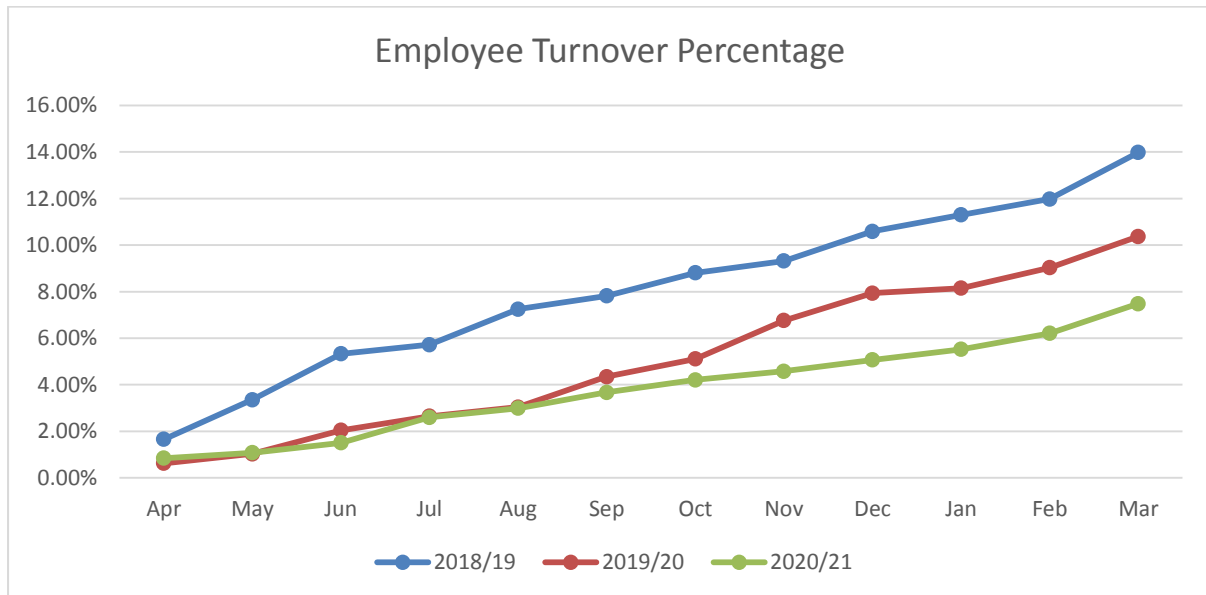
Years	Gender	Total	%
0-4	F	86	17.69%
	M	84	17.28%
5-9	F	34	7.00%
	M	45	9.26%
10-14	F	39	8.02%
	M	33	6.79%
15-19	F	45	9.26%
	M	34	7.00%
20-24	F	15	3.09%
	M	22	4.53%
25-29	F	16	3.29%
	M	8	1.65%
30-34	F	13	2.67%
	M	5	1.03%
35-39	F	2	0.41%
	M	2	0.41%
40-44	F	1	0.21%
	M	2	0.41%
45+	F	0	0.00%
	M	0	0.00%
Grand Total		486	100%

The average length of service for employees is:

	2018/19	2019/20	2020/21
Female Full Time	10.53	10.38	10.02
Female Part Time	14.84	14.11	14.18
Male Full Time	11.34	11.39	10.94
Male Part Time	7.12	8.28	11.40

4.8 Employee Turnover Percentage

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2018/19	1.66	3.36	5.33	5.72	7.25	7.82	8.81	9.32	10.59	11.30	11.98	13.98
2019/20	0.63	1.03	2.04	2.65	3.04	4.35	5.11	6.76	7.94	8.15	9.03	10.37
2020/21	0.85	1.08	1.51	2.60	2.99	3.67	4.21	4.58	5.07	5.52	6.21	7.48



4.9 Age Ranges

The following table shows a breakdown of our workforce by Age Ranges of Full Time and Part Time Employees (This includes temporary employees):

Age Range	Gender	FT-PT	Total
16-19	F	FT	2
		PT	0
	M	FT	0
		PT	0
20-29	F	FT	17
		PT	0
	M	FT	16
		PT	1
30-39	F	FT	25
		PT	23
	M	FT	45
		PT	6
40-49	F	FT	32
		PT	24
	M	FT	53
		PT	1
50-59	F	FT	36
		PT	57
	M	FT	70
		PT	5
60-64	F	FT	14
		PT	14
	M	FT	24
		PT	5
65-69	F	FT	3
		PT	3
	M	FT	5
		PT	2
70+	F	FT	0
		PT	1
	M	FT	1
		PT	1
Grand Total			486

4.10 Breakdown of Reasons for Leaving by Age and Gender (Permanent and Temporary Employees)

Reason for Leaving	Female 16-19	20-29	30-39	40-49	50-59	60-64	65-69	70+	Female Total	Male 16-19	20-29	30-39	40-49	50-59	60-64	65-69	70+	Male Total	Grand Total
Career Change		1	1	4	2		3		11		1	2						3	14
Career Progression LA				1					1				1	1				2	3
Career Progression Other			1						1									0	1
Death in Service									0									0	0
Dismissal – Attendance Management									0									0	0
Dismissal – Capability									0									0	0
Dismissal – Gross Misconduct									0			1						1	1
Dismissal - Probation									0									0	0
Dismissal - Other									0			1						1	1
Maternity – Not Returned			1						1									0	1
Personal Reasons		1			1				2						1			1	3
Redundancy - Compulsory									0									0	0
Redundancy - Voluntary						1			1									0	1
Relocation		1							1									0	1
Early Retirement					1	1			2						5			5	7
Retirement – Age 65 & Over									0							2	1	3	3
Settlement						1			1				1					1	2
Temp. Contract Ended*									0									0	0
Grand Total	0	3	3	5	4	3	3	0	21	0	1	4	2	1	6	2	1	17	38

4.11 Grade Profile of Workforce

Grade	FT		FT	PT		PT	Grand
	F	M	Total	F	M	Total	Total
G2	4	1	5	22	7	29	34
G3	5	29	34	8	1	9	43
G4	14	43	57	25	2	27	84
G5	38	29	67	37	7	44	111
G6	13	25	38	7	2	9	47
G7	13	29	42	9	1	10	52
G8	9	13	22	0	1	1	23
G9	5	7	12	6	0	6	18
G10	11	9	20	2	0	2	22
G11	4	9	13	4	0	4	17
G12	5	4	9	1	0	1	10
G13	2	3	5	0	0	0	5
G14	1	4	5	0	0	0	5
G15	2	0	2	0	0	0	2
Head of Service	2	7	9	1	0	1	10
Chief Officer	0	1	1	0	0	0	1
Deputy Chief Exec.	0	1	1	0	0	0	1
Chief Executive	1	0	1	0	0	0	1
Grand Total	129	214	343	122	21	143	486

4.12 Workforce Profile Starters (Permanent and Temporary)

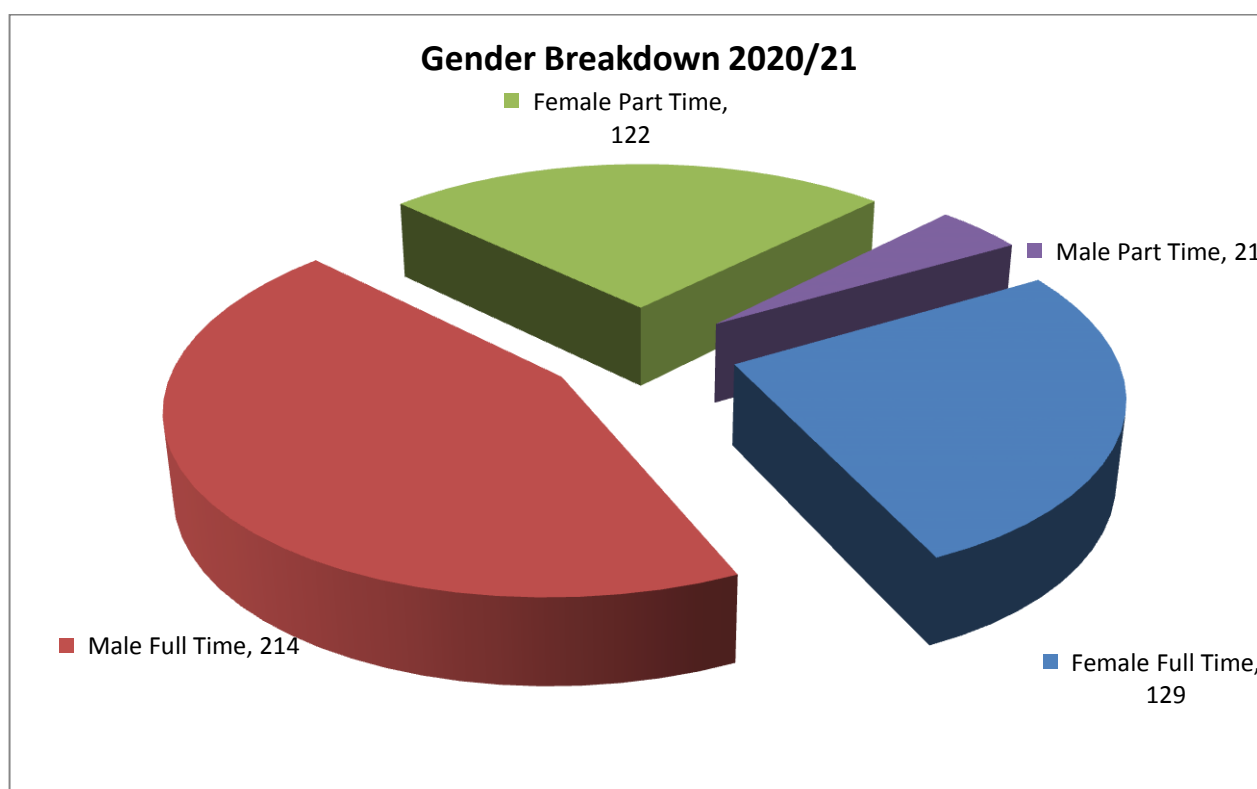
Age Range	Gender	FT	PT	Total
16-19	F	1	0	1
	M	0	0	0
20-29	F	6	0	6
	M	4	0	4
30-39	F	1	6	7
	M	5	0	5
40-49	F	4	4	8
	M	3	0	3
50-59	F	5	1	6
	M	1	0	1
60-64	F	0	2	2
	M	1	0	1
Grand Total		31	13	44

4.13 Gender

This section provides information on the gender breakdown of our employees and can be used to ensure that our commitment to equality is maintained.

	2018/19		2019/20		2020/21	
Female Full Time	114	23.85%	121	25.05%	129	26.54%
Male Full Time	212	44.35%	216	44.72%	214	44.03%
Female Part Time	125	26.15%	123	25.47%	122	25.10%
Male Part Time	27	5.65%	23	4.76%	21	4.32%
Total	478		483		486	

Broxtowe's commitment to equality in the recruitment of staff is emphasised in the gender split of the current workforce. Broxtowe employed 251 females and 235 males as at 31 March 2021. The chart below shows the gender breakdown in diagrammatic form.



4.14 Job Evaluation

Job evaluation is a means of determining the relative values of jobs within an organisation, so that all posts are graded appropriately to their duties and responsibilities. The Council's JE processes provide a systematic and consistent approach to defining the relative worth of jobs. It also enables a rank order to be developed according to the complexities of tasks, duties and responsibilities undertaken by post holders.

Following implementation of its Single Status programme in March 2011, the Council has continued to maintain a robust approach to the evaluation of posts at all levels across the organisation which ultimately demonstrates non-discriminatory pay practices.

During 2020/21, 26 jobs were evaluated which covered 18 different job groups. The outcomes of those evaluations are shown in the table below:

Job Evaluation Outcome	Number of posts
JE points score increase resulting in no change in grade of post	1
JE points score increase resulting in grade increase of post	10
JE points score unchanged	0
JE points score decrease resulting in no change in grade of post	0
JE points score decrease resulting in decrease in grade of post	5
Number of new posts evaluated	10
Total posts evaluated	26

4.15 Gender Pay Gap

The Council's Job Evaluation scheme provides equal pay for work of equal value so no inequality in pay exists.

The Council has a commitment to calculate and publish its gender pay gap each year and it does this through its Pay Policy and within the annual Workforce Profile. The gender pay gap is the difference between men's and women's earnings as a percentage of men's earnings.

Whilst Broxtowe has produced its gender pay gap annually for many years it became mandatory to do so in 2017 within the scope of a fixed set of guidelines laid down by government. These are not dissimilar to the way Broxtowe has calculated the figures previously, using annual full time equivalent salary, except that the new regulations use the hourly rate of pay including certain regular allowances. It is also a requirement to report the proportion of males and females in each quartile pay band.

An analysis of the current gender pay gap levels at Broxtowe (as at 31 March 2021) using both the mean and median calculations are as follows:

Mean Calculation*

All Employees

Mean Male Hourly Rate 13.3527

Mean Female Hourly Rate 12.8736

Gender Pay Gap 3.59%

Full Time Employees

Mean Male Hourly Rate 13.6182

Mean Female Hourly Rate 13.8973

Gender Pay Gap -2.05%

Part Time Employees

Mean Male Hourly Rate 10.8942

Mean Female Hourly Rate 11.6502

Gender Pay Gap -6.94%

Median Calculation*

All Employees

Median Male Hourly Rate 11.3607

Median Female Hourly Rate 11.3607

Gender Pay Gap 0.00%

Full Time Employees

Median Male Hourly Rate 12.0812

Median Female Hourly Rate 11.9669

Gender Pay Gap 0.95%

Part Time Employees

Median Male Hourly Rate 10.8932

Median Female Hourly Rate 11.3607

Gender Pay Gap -4.29%

Calculated as the average difference between male and female earnings as a percentage of male earnings.

*The mean calculation is the average figure and the median calculation is the middle number in a range.

Rushcliffe Borough Council reported their mean gender pay gap to be 0.50%, whilst Gedling Borough Council reported a mean gender pay gap of 4.67%. The median gender pay gap for Gedling Borough Council was 0.00% and -6.44% for Rushcliffe Borough Council.

Since 2017/18 the Gender Pay Gap at Broxtowe Borough Council has fallen from 7.92% to 3.59%.

5. EMPLOYMENT ISSUES

Broxtowe Borough Council is strongly committed to the equal and fair implementation of its people policies and procedures.

5.1 Disciplinary, Grievance, Capability and Attendance Management

The following statistics are related to all disciplinary, grievances, attendance management and capability proceedings based upon the date upon which the incident took place.

5.2 Disciplinary

	Gender	2018/19	2019/20	2020/21
Suspended	F	0	0	0
	M	2	3	0
Number of working days suspended	F	0	0	0
	M	103	36	0
First Formal Warning	F	1	1	0
	M	1	1	0
Final Formal Warning	F	0	2	0
	M	1	1	2
Dismissed (Gross misconduct, Summary Dismissal)	F	0	1	0
	M	3	0	1
Resigned during investigation	F	0	0	0
	M	0	0	0

5.3 Grievances

The level of grievances received during 2020/21 decreased by 88.88% from 2019/20.

	2018/19	2019/20	2020/21
Female	2	3	0
Male	4	6	0
Collective	1	0	1
Total	7	9	1

5.4 Capability Policy and Procedure

The table below indicates the stages of support employees have received:

	Gender	2018/19	2019/20	2020/21
Stage 1	F	1	0	0
	M	0	0	0
Stage 2	F	0	0	0
	M	0	0	0
Stage 3	F	0	0	0
	M	0	0	0
Dismissal	F	0	0	0
	M	0	0	0
Total		1	0	0

5.5 Attendance Management Policy and Procedure

The Council has a wide range of measures to support employees who are absent from work through sickness. This includes a robust Attendance Management Policy, as well as support from an external occupational health provider and a free Employee Assistance Programme. The table below highlights the stages of the policy at which employees were supported within the framework.

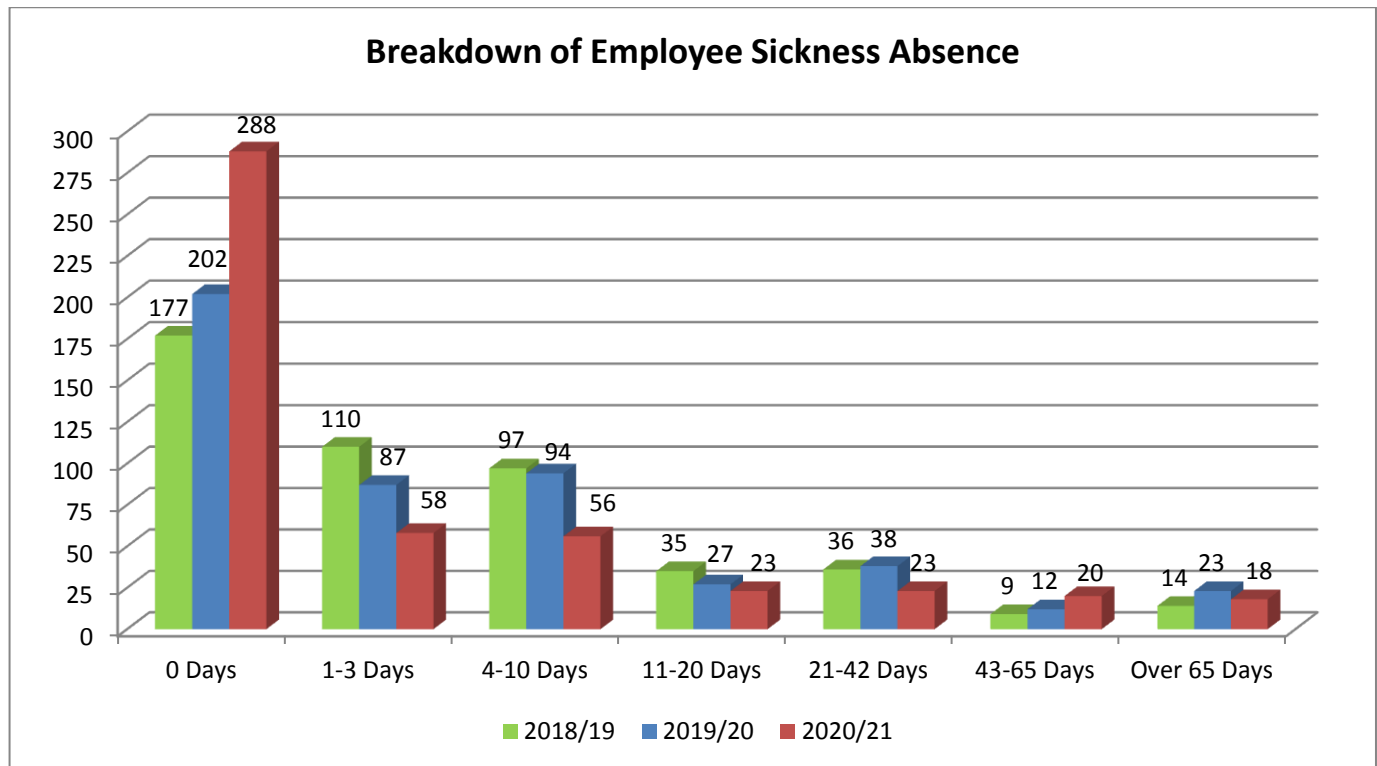
	Gender	2018/19	2019/20	2020/21
Stage 1	F	17	15	13
	M	16	22	13
Stage 2	F	2	1	2
	M	2	2	0
Stage 3	F	0	0	0
	M	0	0	0
Stage 3 (Dismissal)	F	0	0	0
	M	1	0	0
Total		38	40	28

The Council also promotes employee wellbeing and attendance at work by the provision of initiatives including flu vaccinations, health surveillance programmes, hepatitis vaccinations, eye and eyesight tests, audiometry assessments and specialist health screening initiatives together with welfare support and advice. The council also offers confidential counselling and occupational health.

All absences are monitored and employees with longer term sickness are actively supported through return to work programmes.

5.6 Breakdown of Employee Sickness Absence

The following chart shows the number of occasions of employee sickness absence by the total number of days of absence as of 31 March 2021.



Whilst the average level of sickness during 2020/21 was 7.89 days per employee, 59.26% of the workforce had no sickness absence at all, compared with 41.82% of employees who had no sickness absence in 2019/20 and 37.03% of employees who had no sickness absence in 2018/19. This shows an increase in the number of employees having no sickness absence during each financial year, a positive trend.

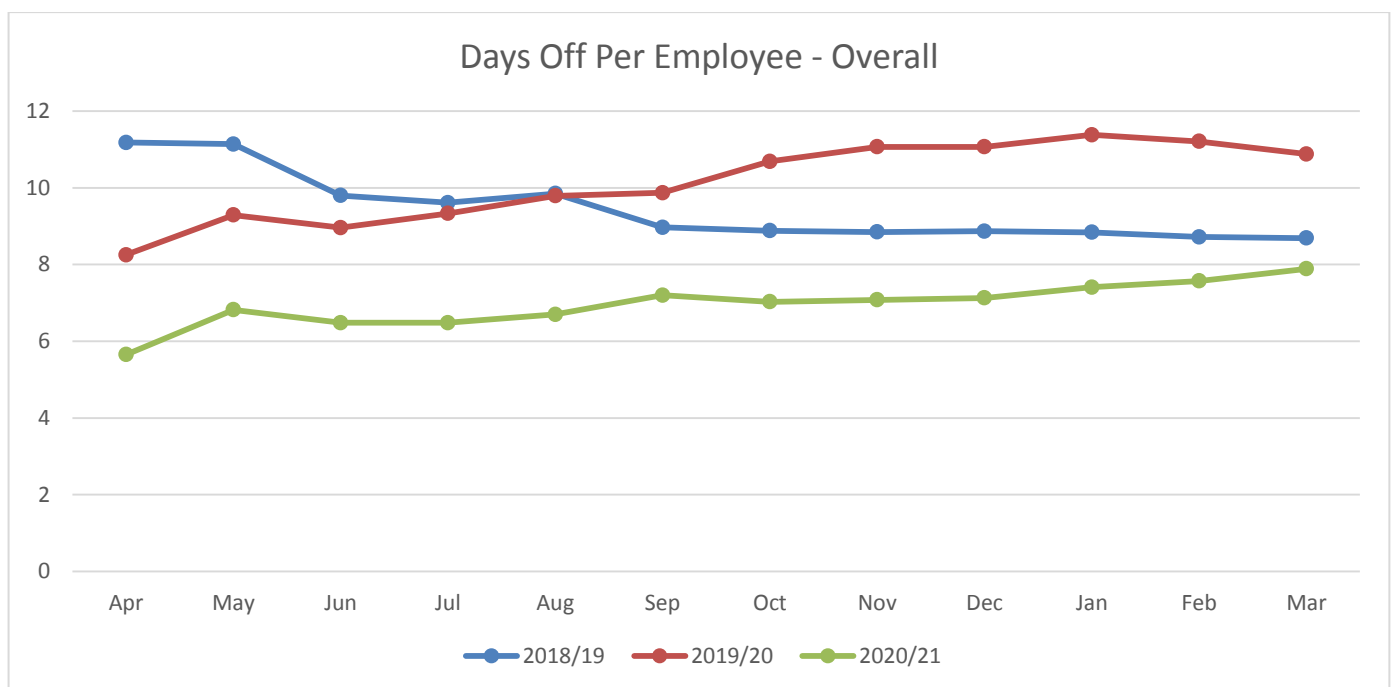
5.7 FTE Absence (Average sickness days per employee)

Year	Average
2020/21	7.89
2019/20	10.88
2018/19	8.69
2017/18	13.64
2016/17	9.73
2015/16	9.39
2014/15	8.66
2013/14	7.94
2012/13	9.79
2011/12	6.89

The average sick days per employee has decreased by 27.48% on the previous year.

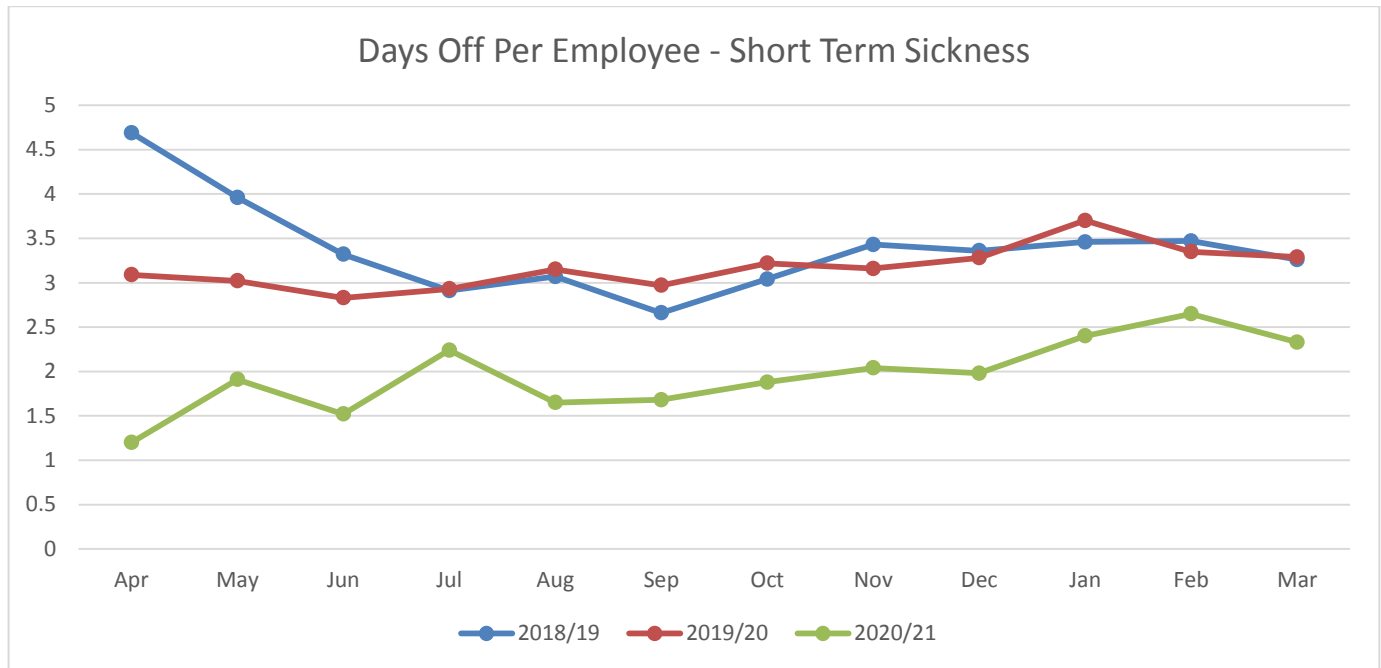
FTE Absence Comparison 2018-2021

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2018/19	11.18	11.14	9.80	9.61	9.85	8.97	8.88	8.85	8.87	8.84	8.72	8.69
2019/20	8.25	9.29	8.96	9.33	9.79	9.87	10.69	11.07	11.07	11.38	11.21	10.88
2020/21	5.65	6.82	6.48	6.48	6.70	7.20	7.03	7.08	7.13	7.41	7.57	7.89



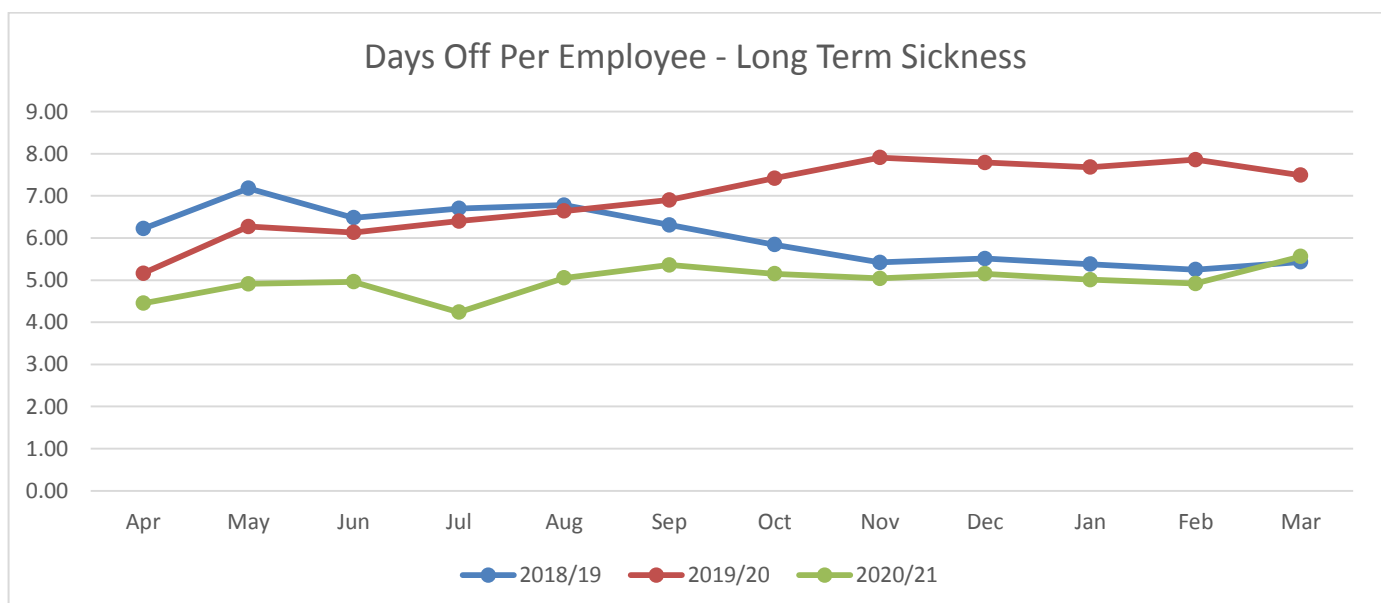
FTE Absence Comparison 2018-2021 – Short Term Sickness

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2018/19	4.69	3.96	3.32	2.91	3.07	2.66	3.04	3.43	3.36	3.46	3.47	3.26
2019/20	3.09	3.02	2.83	2.93	3.15	2.97	3.22	3.16	3.28	3.70	3.35	3.29
2020/21	1.20	1.91	1.52	2.24	1.65	1.68	1.88	2.04	1.98	2.40	2.65	2.33



FTE Absence Comparison 2018-2021 – Long Term Sickness

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2018/19	6.22	7.18	6.48	6.70	6.78	6.31	5.84	5.42	5.51	5.38	5.25	5.43
2019/20	5.16	6.27	6.13	6.40	6.64	6.90	7.42	7.91	7.79	7.68	7.86	7.49
2020/21	4.45	4.91	4.96	4.24	5.05	5.36	5.15	5.04	5.15	5.01	4.92	5.56

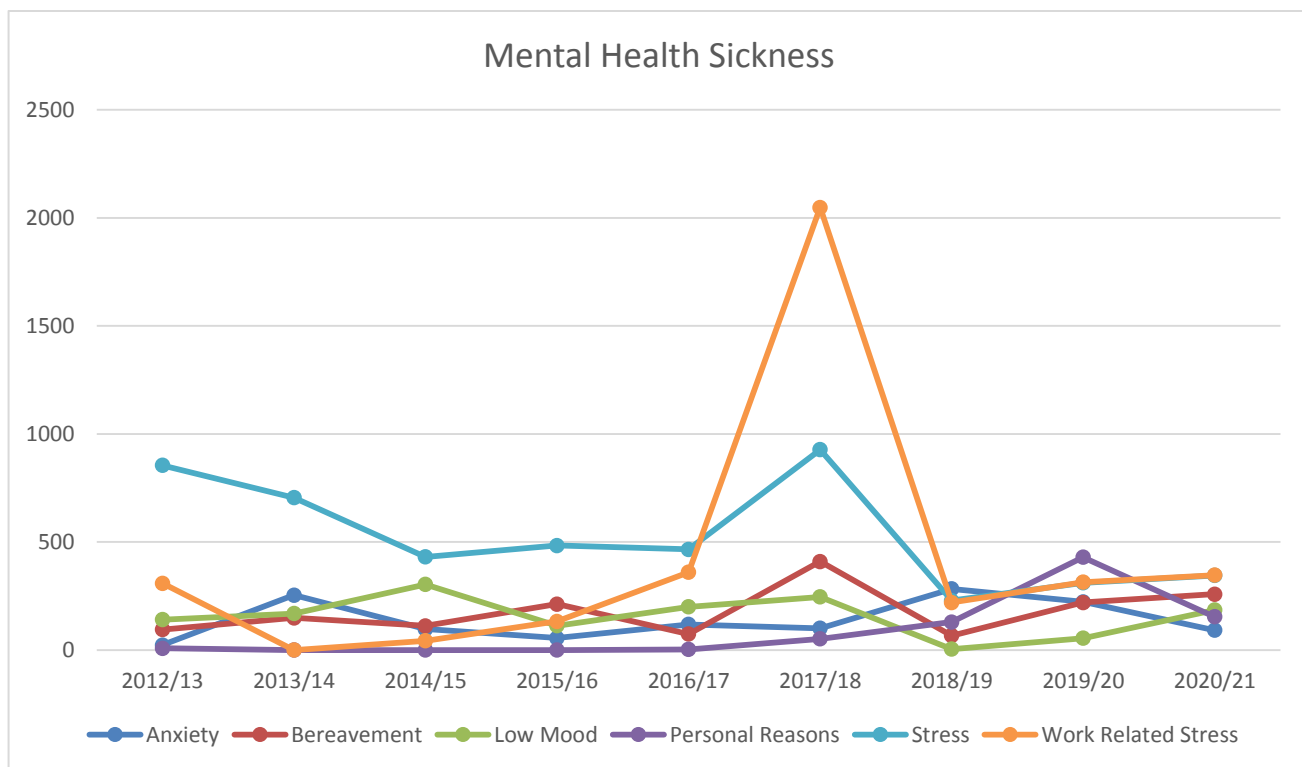


5.8 Mental Health Related Sickness Absence

The below table shows the number of days Broxtowe Borough Council employees were absence due to stress related illness.

Year	Anxiety	Bereavement	Low Mood	Personal Reasons	Stress	Work Related Stress	Total
2012/13	23	95	141	8	855	309	1431
2013/14	254	149	169	0	705	0	1277
2014/15	97	112	304	0	431	43	987
2015/16	56	213	113	0	483.5	132.5	998
2016/17	119	74	200	3	466	360	1222
2017/18	101	410	246	52	927.5	2048	3784.5
2018/19	283	67	5	130	229	220	934
2019/20	223	220	55	430	311	314	1553
2020/21	92	259	185	154	345	347	1382

The council first started collecting data regarding mental health related sickness in April 2012. The graph below shows the level of absence due to mental health at Broxtowe Borough Council since 1 April 2012.



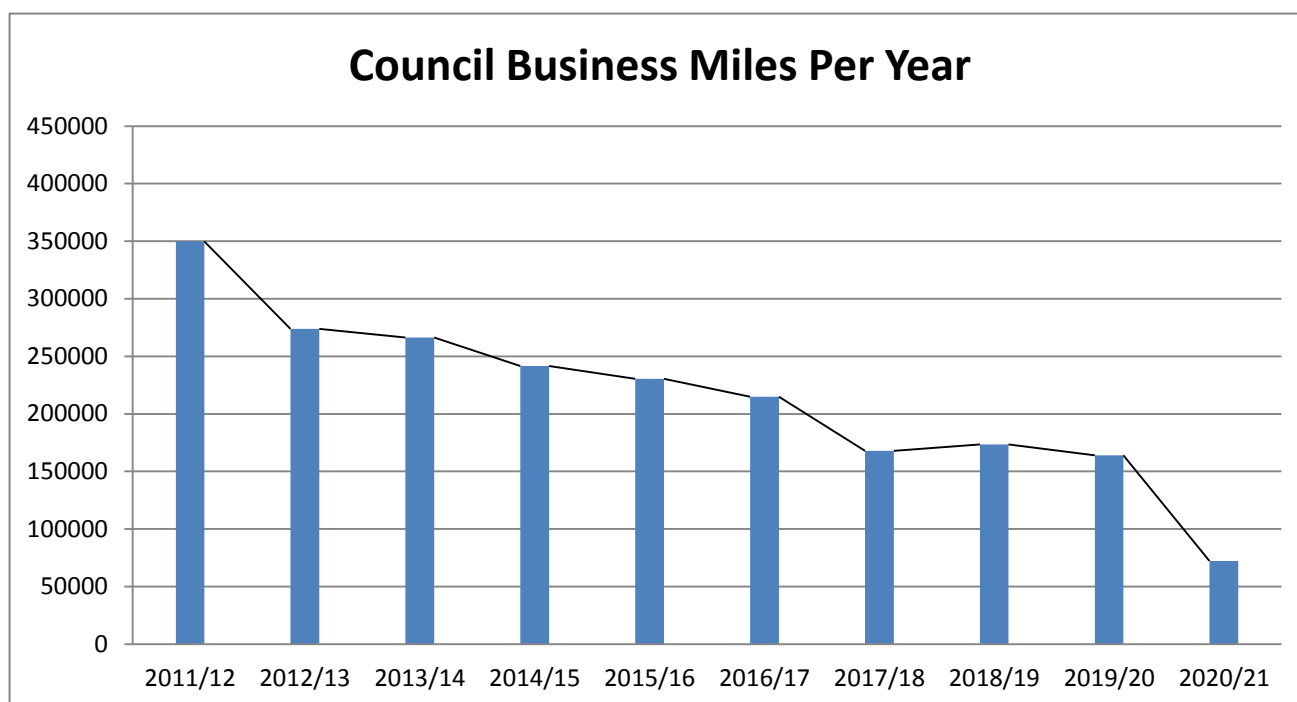
5.9 Business Mileage

Business mileage undertaken by employees in their own car. The table below shows the reductions in business mileage that have been achieved over the last 10 years. Only in the past year has mileage increased at Broxtowe. Within the last 10 years Broxtowe has implemented three major changes to the process and payment of business mileage;

- Mileage rate changed to 45p per mile (HMRC rate) from August 2013.
- VAT Receipt required when claiming mileage with effect from April 2014.
- Mileage claimed online via HR21 with effect from April 2018.

In 2020/21 COVID-19 had a major impact on the amount of business mileage undertaken.

Year	Miles	% Reduction on previous year
2020/21	72323	55.88
2019/20	163929	5.95
2018/19	173679	-3.48
2017/18	167833	15.61
2016/17	198886	9.06
2015/16	218700	5.84
2014/15	232262	13.39
2013/14	268179	1.84
2012/13	273216	21.88
2011/12	349739	4.78

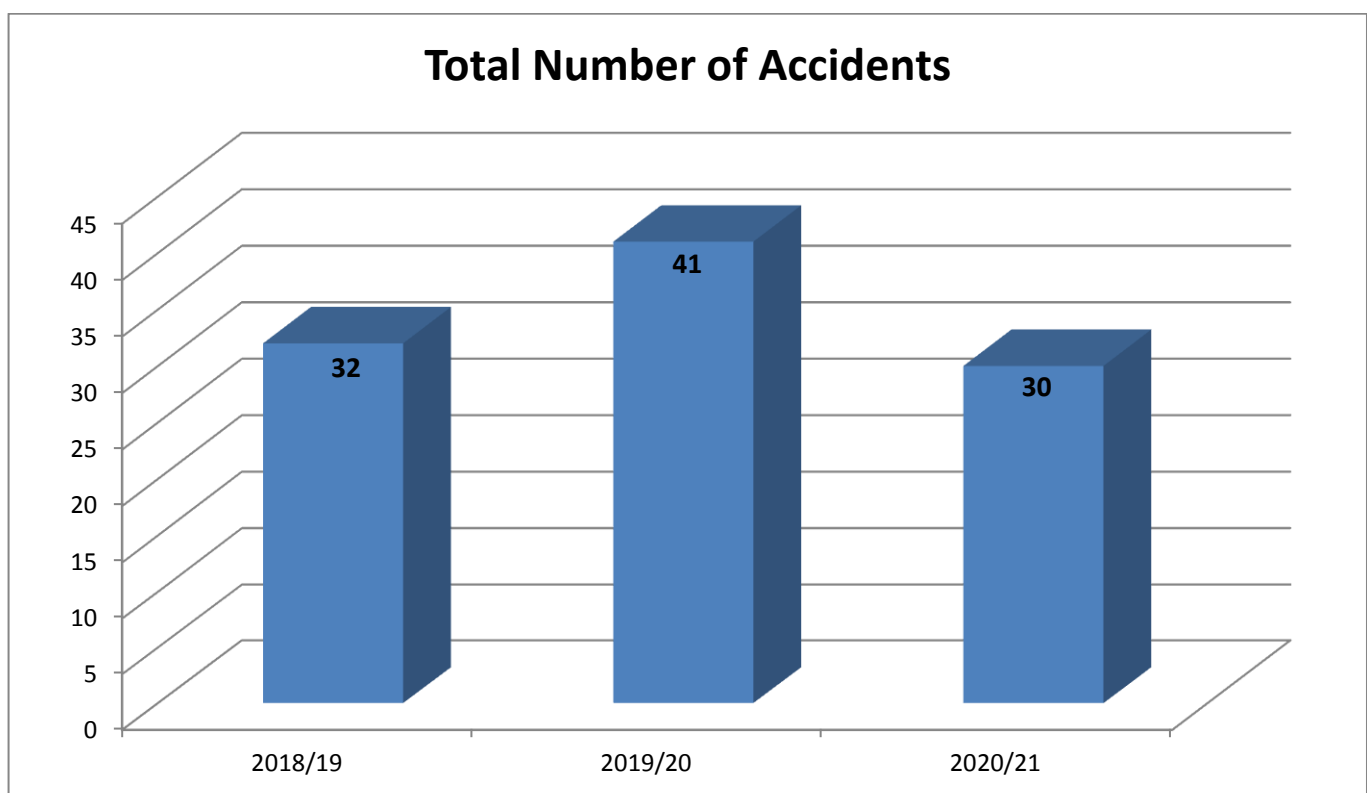


6. HEALTH AND SAFETY

This section provides an analysis of accident figures at the Council during 2020/21 and the preceding 2 years. The figures are for employees only and are split into RIDDOR and Non-RIDDOR accidents.

RIDDOR stands for the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Employers have legal duties under RIDDOR requiring them to report and record more serious work-related accidents and incidents. Depending on the type of incident, the report needs to be made within a maximum of 15 days.



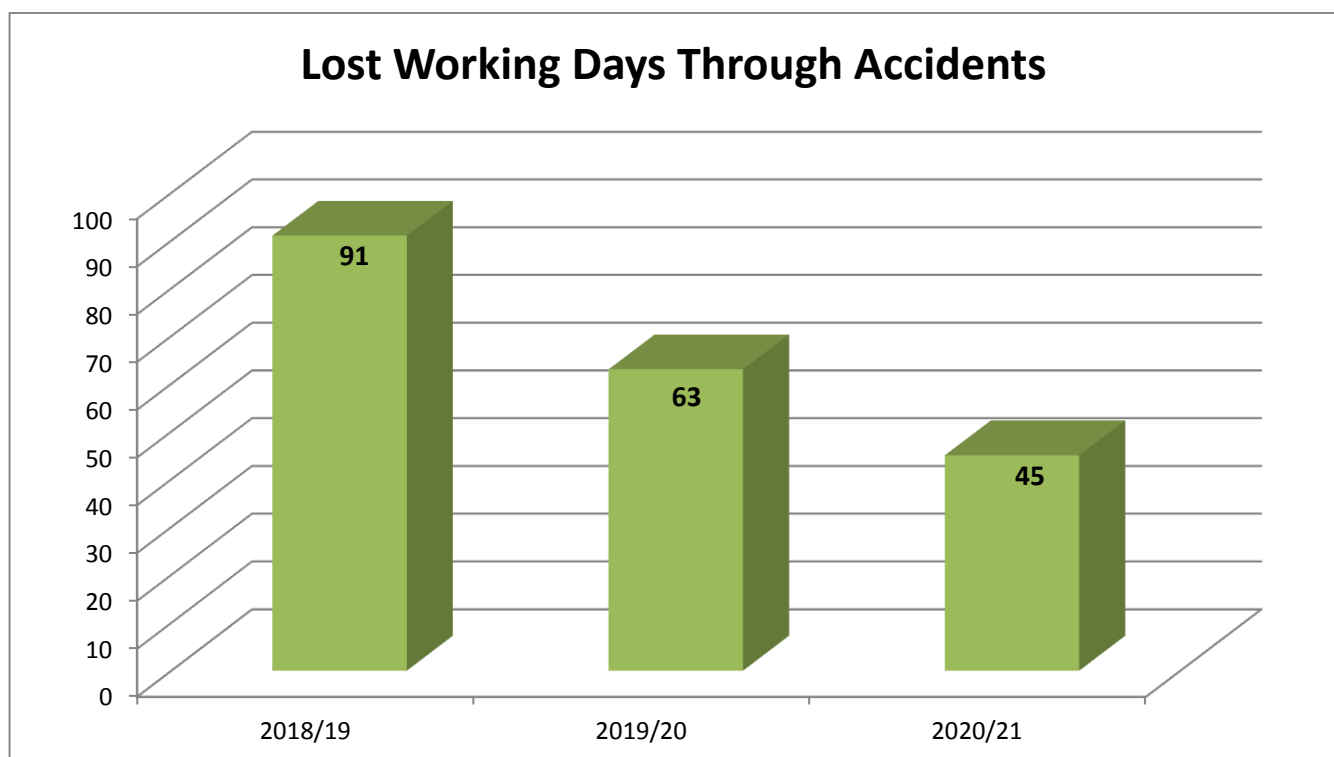
The total number of accidents has decreased by 26.83% from the previous year.

During 2020/21, 3 (10.00%) out of the total number of accidents were classified as “RIDDOR” accidents. These are more serious accidents, which must be reported to the Health and Safety Executive (HSE), and are detailed in the following table.

6.1 RIDDOR Type of Accident

	Total
2018/19	
Manual Handling	2
Slips, trips and falls	2
Striking a fixed object	0
Struck by a moving object	1
Other	1
Total	6
2019/20	
Manual Handling	0
Slips, trips and falls	2
Striking a fixed object	0
Struck by a moving object	0
Other	0
Total	2
2020/21	
Manual Handling	1
Slips, trips and falls	2
Striking a fixed object	0
Struck by a moving object	0
Other	0
Total	3

6.2 Lost Working Days through Accidents at Work



During 2020/21, 45 working days were lost from three employees suffering RIDDOR injuries. This is a decrease of 28.57% from the previous year.

The average RIDDOR injuries sustained by employees:

	Total Days	Total Employees	Average
2020/21	45	3	15
2019/20	63	2	31.5
2018/19	91	6	15.16

7. CONCLUSIONS

In conclusion, this document has highlighted the profile of our Council as it stood at 31 March 2021.

For each section of the report a notable point has been highlighted below:

- **Achievements:** The average length of service was 27.56% longer for employees declaring themselves as having a disability.
- **Recruitment:** 31.82% of BAME applicants who were shortlisted were successfully appointed.
- **Our Workforce:** The 2011 Census declared 7.82% of the borough's population were from a BAME background. Broxtowe's current BAME representation in the workforce, of those employees who have declared their ethnicity, is 8.26%.
- **Employment Issues:** The number of average sick days per employee decreased by 37.50% to 7.89 days per employee in 2020/21 when compared with 2019/20.
- **Health & Safety:** The number of accidents reported in 2020/21 was 30. This is a 36.67% decrease in comparison to the previous year.

If you have any questions or comments about this report, please contact the Payroll and Job Evaluation Service.

Obtaining alternative versions of this document

If you would like this document in another language or format, please contact the Payroll and Job Evaluation Service on 0115 917 3273 or 0115 917 3219.

Report of the Chief Executive

CARERS IN EMPLOYMENT PLEDGE

1. Purpose of report

To note the new accreditation on the Carers in Employment Pledge.

2. Detail

The Council signed the Carers in Employment Pledge in January 2022 to support employees, and prospective new employees.

The purpose of signing the Pledge was to acknowledge and support informal carers within our organisation. We have agreed to nominate a Carers Champion, communicate the support available to informal carers and to review our policies and procedures to be inclusive of carers and make adjustments where necessary. These are all objectives we currently meet, the contact at the Nottinghamshire Carers Association has recommended we implement a Career Break Policy to best support those who need time out for caring responsibilities.

The accreditation and support is provided through Nottinghamshire Carers Association. According to the Nottinghamshire Carers Association 1 in 7 employees in the UK are juggling work and caring responsibilities. House of Commons Informal Carer (June 2021) have stated that the number of carers are expected to double by 2030. Carers UK have recorded that 468000 people left employment as a result of caring which shows a great need for this accreditation.

The Carers in Employment Pledge is at appendix 1 and the Supporting Carers in Employment Leaflet is at appendix 2.

Recommendation

The Committee is asked to NOTE the new accreditation on the Carers in Employment Pledge.

Background papers

Nil.

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Nottinghamshire
Carers
Association

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www.nottinghamshirecarers.co.uk



**Carer-friendly
Employer**

Carers in Employment Pledge

A Carer is someone of any age who provides unpaid support to family or friends who cannot manage without this help due to illness, disability, mental health or a substance misuse problem. Carers are the largest source of care and support in each area of the UK. It is in everyone's interest that they are supported. In order to care safely and in good health, Carers need information, support, respect and recognition. There are currently **13.6 million Carers** living in the UK, **6.5 million** of which are combining work and caring responsibilities, with up to **92,000 Carers living in Nottinghamshire**.

Our Challenge

To encourage all organisations throughout Nottinghamshire to sign up to our Carers in Employment Pledge and show their commitment to the unpaid Carers within their organisation. Employers will benefit from free training, resources and ongoing support from NCA, to support and encourage retention of those staff who, due to their unpaid caring responsibilities, are at risk of leaving the workforce.

We hope that the Carers Pledge will ensure Carers feel valued and will be supported to continue in their caring role.

Your Pledge

- We will acknowledge and support informal Carers within our organisation.
- We will nominate a Carers Champion.
- We will review our policies and procedures to ensure they are inclusive of Carers and make adjustments where necessary.
- We will communicate the support available to Carers throughout our organisation.

In return, Nottinghamshire Carers Association will:

- Train your nominated Carers Champion
- Work with your organisation to provide support to Carers within your company remit
- Provide up to date information and resources relevant to your organisation

Name

Organisation

Date

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Nottinghamshire Carers Association
Carers in Employment

Supporting Carers in Employment



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Supporting Carers in Employment

Nottinghamshire Carers Association are working with major employers and SMEs to help organisations to identify and support the unpaid carers in their employment.

Our Carers in Employment initiative supports and encourages organisations to become carer Friendly Employers and, in doing so, retain those staff who, due to their unpaid caring responsibilities, are at risk of leaving the workforce, as a result of stress, ill health, lack of understanding and/or simply lack of time.

The initiative is a free service open to organisations across Nottinghamshire.

Organisations taking part will pledge to nominate a key member of staff to attend training and events and become a Carers Champion. Each champion will become a point of contact between NCA and the employer and will be training in bespoke carer awareness to cascade through their organisation.

Our events will provide information to support both the carer and the employer. NCA will help review existing policies to enable the organisation to offer appropriate levels of support within the workplace.

Supporting unpaid carers will help skilled, experienced staff members to continue in employment and achieve a realistic work/life balance.

There are more than 5 million people who currently combine work and caring responsibilities in the UK. 1 in 7 of the UK workforce has unpaid caring responsibilities at any one time.

Our work results in British businesses and the UK economy saving up to £1.3 billion a year (www.gov.uk).

Providing employees with support to manage their caring responsibilities alongside their paid work, benefits them, their families and their employer.

Examples of support include:

- flexible working hours
- access to a telephone
- car parking space at/near work
- unpaid and paid leave
- career breaks

The Business Case for Supporting Carers

Organisations that recognise and support the carers in their employment, and have become carer friendly, report positive outcomes. Their message is that it makes good business sense to care for carers.

- **Retention of staff**
 - 92% of employers saw better staff retention*
 - Keeping skilled, trained and experienced colleagues in the workplace.
- **Hiring staff**
 - 61% saw improved recruitment*
 - Incentivising carers to apply for jobs within your organisation
- **Reduction in recruitment and training costs**
 - Studies demonstrate direct cost of losing a working carer is between 100% to 150% of annual salary
- **Reduction in sickness and absences**
- **Increased productivity**
 - 69% saw improved productivity*
- **Increased staff morale**
- **Improved people management**
- **Enhanced reputation amongst employees, suppliers, customers and the wider business community**

*EfC The Case for Care Leave 2013

Bespoke Training

Using local and national research we have created a bespoke training programme which will inform and empower nominated carers champions.

The training will cover the following areas:

Understanding & Identification

- Understanding of what caring can look like for the individual as every carer's experience is unique to individual circumstances
- How carers are identified at work, or how could they be
- What are the barriers discouraging carers from identifying themselves

Policies & Procedures

- Recognition of carers in policies & procedures
- Compliance with current statutory obligations
- Managers/supervisors aware of organisational policies and support

Support

- Access to information about support at work
- Access to external support and services
- Carers Passport

Communication

- Workplace support, policies & procedures communicated to all members of staff
- Communication tools
- Promotional materials
- Wider business community

Assessment

- Assessment to review positive outcomes for the carer and the organisation

Next Steps

If your organisation would like to be a part of the Carers in Employment Initiative, please **contact our Carers in Employment Team:**

Email: employers@nottinghamshirecarers.co.uk

Phone: 01773 833833

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