

To: Members of the Special Sub-Group

Councillors Hayfield, Humphreys, Jenns, Singh, M Stanley and Sweet

For the information of the other Members of the Council

SPECIAL SUB-GROUP

18 AUGUST 2015

The Special Sub-Group will meet in the Committee Room, The Council House, South Street, Atherstone on Tuesday 18 August 2015 at **9.00am**.

AGENDA

PART I - PUBLIC BUSINESS

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests**
- 4 Public Participation**

Up to twenty minutes will be set aside for members of the public to ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact David Harris on 01827 719222 or email democraticservices@northwarks.gov.uk.

**PART A – ITEMS FOR DISCUSSION AND DECISION
(WHITE PAPERS)**

5 **Corporate Plan 2015/16** – Report of the Chief Executive

Summary

The purpose of this report is to consider proposed changes to the Council's Corporate Plan following the elections in May 2015.

The Contact Officer for this report is Jerry Hutchinson (719200).

6 **Constitutional Issues** – Report of the Chief Executive

Summary

The purpose of this report is to consider, following a review of the Council's Corporate Plan, what other governance issues need to be resolved to enable Council business to be carried out effectively following the change of Administration in May 2015.

The Contact Officer for this report is Jerry Hutchinson (719200).

7 **Progress Report on Human Resources Issues** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report advises Members of progress against the Human Resources Strategy Action Plan and work done by the Human Resources team in 2014/15. Performance Indicators for Quarter 1 2015/16 are also given.

The Contact Officer for this report is Kerry Drakeley (719300).

**PART C – EXEMPT INFORMATION
(GOLD PAPERS)**

8 **Exclusion of the Public and Press**

Recommendation:

That under Section 100A(4) 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 by Schedule 12A to the Act.

9 **Request for Flexible Retirement** – Report of the Assistant Director (Finance and Human Resources).

The Contact Officer for this report is Sue Garner (719374).

JERRY HUTCHINSON
Chief Executive

For general enquiries please contact David Harris, Democratic Services Manager, on 01827 719222 or via e-mail – davidharris@northwarks.gov.uk.

For enquiries about specific reports please contact the officer named in the report.

Agenda Item No 5

Special Sub-Group

18 August 2015

**Report of the
Chief Executive**

Corporate Plan 2015/16

1 Summary

- 1.1 The purpose of this report is to consider proposed changes to the Council's Corporate Plan following the elections in May 2015.

Recommendation to the Executive Board

That, subject to any further amendments made at the meeting, the revised Corporate Plan 2015/16 attached at Appendix A to the report of the Chief Executive, be agreed.

2 Background

- 2.1 Members will be aware that the Council recently authorised this Sub-Group to review the Corporate Plan Priorities and Key Actions for 2015/16 and make recommendations to the Executive Board meeting in September. An initial revision was submitted to the Sub-Group at its meeting on 10 August and Members are now invited to consider further revisions to the Corporate Plan attached at Appendix A to this report.

3 Report Implications

- 3.1 Any that arise will be set out in the report to the Executive Board.

The Contact Officer for this report is Jerry Hutchinson (719200).

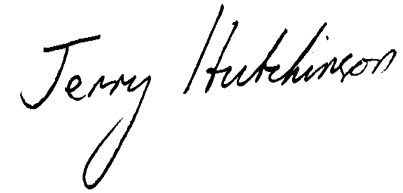
Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

CORPORATE PLAN

David Humphreys
Leader

A handwritten signature in black ink that reads "Jerry Hutchinson". The signature is written in a cursive style with a large, looping initial "J".

Jerry Hutchinson
Chief Executive

OUR VISION

OUR 6 PRIORITIES

- RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.
- CREATING SAFER COMMUNITIES Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.
- PROTECTING OUR COUNTRYSIDE & HERITAGE Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.
- IMPROVING LEISURE & WELLBEING OPPORTUNITIES Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.
- PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES Working with local residents and partners to make our communities sustainable and viable, both in terms of facilities and lifestyle.
- SUPPORTING EMPLOYMENT & BUSINESS Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.

PRIORITIES AND KEY ACTIONS

PRIORITY 1	
RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT	Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To achieve the savings required by the Budget Strategy including the commitment to keep Council Tax as low as possible and to update the Strategy to reflect future developments by September 2015.	Executive Board/Special Sub/DCE, AD (F&HR)	To be met within existing budgets.
To update the Medium Term Financial Strategy in September 2015 and February 2016, to take account of external funding changes relating to Business Rates.	Executive Board/DCE/AD (F&HR)	To be met within existing budgets.
To report on the Council's debt and reserves and options for narrowing the Council's capital funding gap by February 2016.	Executive Board/DCE, AD (F&HR), AD (S)	To be met within existing budgets.
To continue to implement more efficient ways of working, including exploring opportunities for shared working that may arise, with a view to achieving savings and/or increasing capacity.	Executive Board/Management Team	To be met within existing budgets.

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. ▪ Health and Safety 	Special Sub/Management Team, AD (F&HR)	To be met within existing budgets.
To ensure that the Council is making best use of its staff and other resources when taking forward its priorities and to report on this issue when new initiatives are considered.	Special Sub/Management Team	To be reported at the time initiatives are taken forward.

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to seek opportunities to rationalise the Council's property portfolio, including:-</p> <p>(a) Working with partners in the public and voluntary sectors to share facilities.</p> <p>(b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.</p> <p>(c) Continuing the review of leisure facilities.</p>	<p>Resources Board/AD (S), AD (L&CD)</p>	<p>The financial implications of any project will be included in the report.</p>
<p>To review and develop a revised Asset Management Plan for the Council's stock. (To be done between November 2015 & March 2016.)</p>	<p>Resources Board/AD (H)</p>	<p>To be met within existing budgets.</p>
<p>To act to ensure that the Council's revenue from housing rent income is collected by reviewing and acting on the action plan to mitigate the impact of welfare reforms. (From March 2015 onwards)</p>	<p>Resources Board/AD (H)/ACE (CS)</p>	<p>Staffing capacity to collect the rent income when Universal Credit is introduced will be considered as one of the action plan objectives, as will reviewing the impact of other changes introduced.</p>

DRAFT as at 10 August 2015

<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.</p>
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<p>Target</p>	<p>Board/Lead Officer</p>	<p>Additional Training/ Financial Implications</p>
<p>To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.</p>	<p>Executive Board/CE</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding.</p>	<p>Executive Board/AD (S)/ACE&StC</p>	<p>Investigations to be carried out within existing budgets.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2015-16 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan 2015 – 2016 actions and targets for the 2015/16 strategic priorities of Violent Crime relating to Anti-Social Behaviour, Property Crime; Reducing Re-offending, Reducing killed and serious injury road accidents; Tackling “boy racers” and preventing displacement within the Borough; and Supporting victims and vulnerable people to prevent victimisation and repeat victimisation.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&CD)</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>
<p>To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&CD)</p>	<p>External funding is often required to undertake appropriate actions.</p>
<p>To report to the remaining meetings of the Safer Communities Sub-Committee on progress to tackle Rural Crime (including any initiatives aimed specifically at vulnerable people) together with partners during 2015/16.</p>	<p>Safer Communities Sub-Committee/CE</p>	<p>External funding has been sought to take initiatives forward specifically in relation to rural crime.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement the work directed by the Borough Care Task and Finish Group and deliver any actions agreed by the Resources Board as part of the review. (From June 2015 onwards.)	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
Carrying out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, including those relating to the Child Protection Policy and the Section 11 Audit Action Plan and to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community, when appropriate	Community & Environment Board/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant Members and colleagues throughout the Authority.
To carry out a review of the use and effectiveness of CCTV in the Borough, taking account of its role in creating a safer environment. The review to include the use and impact of the Nomad 3G Mobile CCTV cameras.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.
Review the Council's overall and the Housing Division's specific policies and procedures for dealing with anti-social behaviour to ensure they are robust and accord with the requirements of the Anti-Social Behaviour Crime and Policing Act, 2014.	Resources Board/AD (H) Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.

<p>PRIORITY 3</p> <p>PROTECTING OUR COUNTRYSIDE & HERITAGE</p>	<p>Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to:-</p> <p>(a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy;</p> <p>(b) Use the Design Champions to ensure the best achievable designs are implemented and developed; and</p> <p>(c) To seek to secure the best of the Borough's built and rural heritage.</p> <p>To report on Growth pressures on the Borough and how to protect the Green Belt as far as possible by February 2016 and at least annually thereafter.</p> <p>To report on these approaches and their impact on sustaining the rurality of the Borough by March 2016.</p>	<p>Planning & Development Board/Design Champions/ACE&StC</p>	<p>To be met within existing budgets.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(a) Whilst continuing to oppose HS2 in principle, to press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups; and</p> <p>(b) To continue to oppose the principle of Opencast Mining.</p>	Executive Board/ACE&StC	Should any additional funding be required, this will be subject to further report.
To maintain a very high standard of street cleanliness (95%) throughout the Borough and target those areas of highest community value to deliver as efficient and cost-effective service as possible and to continue to raise awareness (both of the public and other agencies) of the problems of litter, fly-tipping and dog fouling, using suitable enforcement measures where appropriate.	Community & Environment Board/AD (S)/ AD (H)	To be met within existing budgets.
To work in partnership with the Highways Authority, Highways England and other partners to improve both the appearance and safety of the Borough's main roads (see also Safer Communities priorities) .	Community & Environment Board/AD (S) Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.
To submit final Development Plan documents relating to Development Management Community Infrastructure Levy and Gypsy and Travellers by November 2015.	Executive Board/Planning & Development Board/LDF Sub-Committee/ACE&StC	To be met within existing budgets.

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Community & Environment Board/ACE&StC	To be met within existing budgets.

DRAFT as at 10 August 2015

<p>PRIORITY 4</p> <p>IMPROVING LEISURE & WELLBEING OPPORTUNITIES</p>	<p>Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To report on a phased basis on the various aspects of Leisure provision across the Borough, commencing with a report on Leisure facilities by February 2016.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>Any financial implications will be included in the report.</p>
<p>To implement phase 8 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan and corresponding Management Plans for Parks and Recreation Grounds, where appropriate.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>The significant resource implications are detailed in the supporting Action and Funding Plan and associated Management Plans.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the approved Health Improvement Action Plan, including its focus on priorities that are compatible with those of the Community Partnership and the Northern Warwickshire Health and Wellbeing Partnership, the promotion of healthy lifestyles and raising levels of physical activity, in particular for children and young people.	Community & Environment Board/AD (L&CD)	External funding is sought, and often required, to undertake appropriate actions.

DRAFT as at 10 August 2015

<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To report on options for reviewing local facilities and issues within individual Wards through a programme of Ward walks/audits (including engaging partner agencies) by March 2016.</p>	<p>Community & Environment Board/CE</p>	<p>Any additional financial implications would be identified in the report.</p>
<p>In order to promote and support community life, the Borough Council:-</p> <p>(a) Works in conjunction with partners, stakeholders and the local community in order to advance the priorities and objectives of the Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents;</p>	<p>Community & Environment Board/CE/ACE (CS)/AD (L&CD)</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(b) Will actively engage with the Warwickshire Third and Public Sector Partnership Group, with a view to ensuring the appropriate engagement of community groups, organisations and individuals in the co-ordinated delivery of local activity that is designed to support and enhance community life.</p>		
<p>To further review the new refuse and recycling service introduced in October 2013, to improve the efficiency and effectiveness of the service and maintain (subject to reviewing the impact of market changes) the Council's recycling rate and report to Board on the operational impact by March 2016.</p>	<p>Community & Environment Board/AD (S)</p>	<p>To be met within existing budgets, but with a view to achieving revenue savings.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To act on the objectives set out in the Local Housing Investment Plan by continuing to appraise opportunities to develop affordable homes. This will include having pipeline development schemes for new homes in the Council's own stock. (From March 2015 onwards)	Resources Board/AD (H)	Any financial implications will be identified as development schemes progress.
To work in partnership with other organisations to provide a shared service to deliver adaptations in the private sector. This will include revising the Business Plan and reporting proposals to the Resources Board by September 2015.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
To review the services delivered to sheltered schemes (including the Neighbourhood Warden and Older Person Support services) in accordance with the direction of the Borough Care review and Supporting People budget changes. (From April 2015)	Resources Board/AD (H)	To be met within existing budgets.
To report annually in March on the work of the local Financial Inclusion Partnership including for 2015/16 activity with the CAB and Warwickshire Welfare Rights Activity and the local impact of the Welfare Reform programme.	Community & Environment Board/ACE (CS)	Any financial implications will be reported as part of the decision making process.

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To report annually on progress on the delivery of the Customer Access Strategy, including the development of existing Community Hubs, the BOB bus, increased take-up of online services, the success of driving channel shift and the ongoing provision of welfare support, together with partners.	Community & Environment Board/ACE (CS)/AS (IT&P)	Any financial implications will be reported as part of the decision-making process.
To build a model with Job Centre Plus to implement the requirements of Universal Credit and in particular our input into the Universal Support/Delivery local agenda. This will also be extended to supporting outcomes impacted by new disability rules.	Community & Environment Board/ACE (CS)/AD (H)	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.
To work with public, voluntary and business partners to deliver ongoing food-related projects to support individuals and community organisations and report to Community & Environment Board by March 2016.	Community & Environment Board/ACE (CS)	To be met through existing budgets and external funding.
To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and their opportunities to be involved in decision making via consultation and report on progress by February 2016.	Executive Board/AD (CS), ACE&StC, ACE (CS)	To be met within existing budgets.

DRAFT as at 10 August 2015

<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Through the North Warwickshire Community Partnership and in conjunction with partner agencies, continue to work with individuals and communities to help raise levels of aspiration, attainment and skills and report on progress by March 2016.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>External funding will be required to undertake appropriate actions.</p>
<p>To report on the findings of the LGA economic development report on ways to develop the economy of the Borough with our partners by December 2015 and to report in October each year thereafter on progress on agreed objectives.</p>	<p>Executive Board/ACE&StC</p>	<p>To be identified as part of consideration of the LGA report.</p>
<p>To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy within statutory timescales.</p>	<p>Executive Board/CE/ACE&StC</p>	<p>To be identified as part of the negotiating process.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) work with the County Council, Job CentrePlus and other partners to provide apprenticeships/training, including reporting by December 2015 on the feasibility and cost of directly employing more apprentices; and</p> <p>(b) to administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training.</p>	<p>Planning and Development Board/ACE&StC, ACE (CS)</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>To encourage new active rural businesses and, in particular, in partnership with the Local Action Group and Hinckley & Bosworth Borough Council, ensure the successful delivery of the first year of engagement with the new LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and report on progress by March 2016.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

DRAFT as at 10 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
Looking to improve transport links to local employment.	Planning & Development Board/ACE&StC	Section 106 funding.
To build a model with Job Centre Plus to implement the requirements of Universal Credit and in particular our input into the Universal Support/Delivery local agenda. This will also be extended to supporting outcomes impacted by new disability rules.	Community & Environment Board/ACE (CS)/AD (H)	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

Agenda Item No 6

Special Sub-Group

18 August 2015

Report of the Chief Executive

Constitutional Issues

1 Summary

- 1.1 The purpose of this report is to consider, following a review of the Council's Corporate Plan, what other governance issues need to be resolved to enable Council business to be carried effectively following the change of Administration in May 2015.

Recommendation that the Board:-

- (a) Determines what action it wishes to take to review Board and Committee arrangements, particularly in relation to Area Fora and Scrutiny Board; and**
- (b) Authorises officers to arrange for the Members Allowances Panel to carry out a review, taking account of any proposed changes as a result of recommendation (a).**

2 Background

- 2.1 This Sub-Group has now considered and recommended changes to the Corporate Plan and subject to the amendments being agreed at this meeting, the Corporate Plan will be recommended to Executive Board for adoption at the September Council meeting.
- 2.2 There are, however, a number of other constitutional issues to be resolved.

3 Boards and Committees

- 3.1 The Council has already made one change to the old structure by disbanding the Housing Sub-Committee.
- 3.2 Leading Members have indicated that they wish to review the role and remit of both Area Fora and the Scrutiny Board to make sure that these provide an effective and productive way of conducting Council business.
- 3.3 Members views are sought on how this issue should be taken forward.

4 **Members Allowances**

- 4.1 The Members Allowance Scheme was last reviewed in May 2012. Recent changes have meant that there are a number of anomalies in the scheme, largely as a result of some posts not attracting an allowance because previously the Councillor in that post received another allowance.
- 4.2 As a result, there are four significant posts, which stand out as generating a considerable amount of work, but not receiving an allowance.
- 4.3 These are the Chairs of Licensing Committee, Special Sub-Group, the Local Development Framework Sub-Committee and the Vice Chair of Planning.
- 4.3.1 These four posts clearly need to be reviewed, but the opportunity should be taken to look at the whole scheme, as the Council was already near the upper limit for Special Allowances.
- 4.4 It is recommended, therefore, that officers are authorised to ask the Members Allowances Panel to carry out a review, but that this should take account of the review of the role of Scrutiny Board and Area Fora referred to above.

The Contact Officer for this report is Jerry Hutchinson (719200).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 7

Special Sub-Group

18 August 2015

**Report of the Assistant Director
(Finance and Human Resources)**

**Progress Report on Human
Resources Issues**

1 Summary

- 1.1 This report advises Members of progress against the Human Resources Strategy Action Plan and work done by the Human Resources team in 2014/15. Performance Indicators for Quarter 1 2015/16 are also given.

Recommendation to the Sub-Group

That the report be noted.

2 Report

- 2.1 This report provides an update on the Human Resources (HR) Strategy Action Plan and under Health and Absence Management gives the position on sickness for 2014/15.

3 Recruitment, Retention and Selection

- 3.1 There were a number of starters and leavers between April 2014 and March 2015. There were 43 leavers, including 7 employees who retired, 1 early retirement, 2 ill-health retirements, 2 end of contracts, 2 redundancies and 3 dismissals. There were 21 starters. This equates to a labour turnover of 13.39%.
- 3.2 The Council has continued with the strategy of reviewing all posts that become vacant. Those posts that need to be filled are recruited to internally where possible.
- 3.4 The induction process was updated during 2014/15. Part of the corporate induction process is an E learning module which enables us to capture part time and casual workers e.g. employees working in Leisure for a couple of hours per week, as well as full time staff. A further update is required to reflect changes to the Council's Administration so the module on the intranet is temporarily unavailable whilst it is updated.

4 Policies, Procedures and Processes

4.1 A number of existing policies were reviewed during 2014/15, and updated where necessary. These were:

- Retirement;
- Management of Contractors;
- Flexible Working and Leave Guidance;
- Asbestos;
- Legionella;
- Display Screen Equipment;
- First Aid; and
- Accident.

Briefing sessions for staff on the revised policies were held where appropriate.

4.2 One new policy was agreed during the year, covering the issue of references for employees / former employees.

4.3 The right to shared parental leave (SPL) is a type of leave that is available to parents with babies due or where the date of placement of a child for adoption is on or after 5 April 2015. SPL enables mothers to commit to ending their maternity leave and pay at a future date, and to share the untaken balance of leave and pay as SPL and pay with their partner, or to return to work early from maternity leave and opt in to SPL and pay at a later date. Guidelines have been produced and are on the intranet.

5 Pay and Benefits

5.1 The national pay award for all staff was implemented from 1 January 2015.

5.2 There is a requirement under Section 38 of the Localism Act 2011 for Councils to have and to publish a Pay Policy Statement, agreed by full Council, which will be subject to review at least annually. The Pay Policy was updated for 2015/16 and was adopted by Full Council on 24 June 2015.

6 Learning, Training and Development

6.1 In the 2014/15 training year, the second level of Principal Officers received a 360-degree appraisal, with the HR section managing the process and producing the analysis in house. An external consultant provided the feedback to the officers and produced a report of the overall findings. There were some suggestions to improve the 360 degree appraisal process further, which will be considered for the 360 degree appraisals due to be undertaken in 2015/16.

6.2 The HR Manager is part of the group leading the learning and development arm of the Staffordshire Plus Project, which continued to share information, learning and training. Our E learning programme is sourced through this partnership and in 2014/15 covered Health & Safety, Fraud Awareness,

Equality & Diversity, Customer Service, Data Protection, Freedom of Information, Bribery Act 2010, Staff Reviews (Appraisals) and Safeguarding Adults. The partnership allows us to benefit from cost effective or free training.

- 6.3 The Council also participates in the Coventry, Solihull and Warwickshire Training Consortium which delivered cost effective and free training on motivation, recruitment training and personal leadership during the year. The consortium also has a group membership of the West Midlands Coaching and mentoring pool, which makes these services more cost effective for each Council.
- 6.4 During the 2014/15 training year, the Council ran in house courses including Child Protection, Attendance Management and Health and Safety courses (e.g. First Aid, Fire Marshall, Personal Safety and Conflict Management, Manual Handling, Risk Assessment and Safety Audit).
- 6.5 The Council continues with its apprenticeship programme. Currently we have one apprentice, who is on an advanced apprenticeship (Level 4).
- 6.6 There is a shortage of skills in the construction industry. The Housing Maintenance Section is currently up skilling a driver with a training plan to become a qualified plumber.

7 Safety Management

- 7.1 The HR Team has 3 officers with the NEBOSH qualification. This enables the team to provide support for managers in completing risk assessments and providing health and safety advice, where needed.
- 7.2 Following the decision to use TRIM to hold all of the risk assessments and safe systems of work, the HR Officer is working with IT and Assistant Directors to get this completed. Once completed, HR will be able to monitor more easily whether records are kept up to date and to undertake audits of the risk assessments.
- 7.3 The Council continues to run Healthy Workforce days and the European Health and Safety week is held every year in October. The focus for the European Health & Safety week in 2014 was raising awareness of managing stress and psychosocial risks at work. The Council ran several sessions during October 2014 focusing on 'Improving Mental Wellbeing'. Examples of other activities undertaken include healthy eating and hazard awareness information sessions for employees.
- 7.5 The Council ran a stress survey and overall the results were pleasing. Each Assistant Director has received their Division's results and is identifying areas for action where it is required.

8 Health and Absence Management

8.1 Summary of Sickness Absence 2014/15 (April 2014 – March 2015)

8.1.1 The number of recorded days sick for the period April 2014 to March 2015 was 4,049.55 days, equating to 12.38 days per full time employee (FTE). For 2013/14 the number of recorded days sick was 3,600.66 days with a FTE of 10.54 days per employee. The variations between the two years show that there has been an overall increase of 449.89 days in sickness in 2014/15, an increase of 1.84 days per FTE.

... 8.1.2 Appendix A shows these figures by Division for both years, and also shows the split between long and short-term sickness. Short-term sickness in 2014/15 has decreased by 0.02 days per FTE, compared with the previous year. However long-term sickness in 2014/15 increased by 1.86 days per FTE, compared to the previous year.

8.1.3 Sickness absence reports are sent to Assistant Directors on a monthly basis. HR meet with the Assistant Directors on a bi-monthly basis to provide advice and to discuss what action they have taken within their Divisions. The aim of these reports and meetings is to increase managers' awareness of sickness absence within their Divisions, which should aid proactive and consistent management of absence issues.

8.1.4 The long-term sickness absence is being managed either by getting staff back to work or them exiting the organisation either on ill-health retirement or by resignation. Those with significant long-term absence equates to 19 employees having lost a total of 1,783 days. Thirteen of these employees have successfully returned to work, 2 have left the Council, 1 was ill health retired, 1 employee was temporarily redeployed and 2 employees are currently still absent and their cases are being managed in line with the Attendance Management Policy.

... 8.1.5 Appendix B shows the reasons for the number of days lost per FTE. The main reasons for absence relate to: Operation/Post Op, Muscular and Anxiety/Depression.

8.2 Ill Health Monitored Under the Attendance Management Policy

8.2.1 Under the Attendance Management Policy where ill health is having a detrimental effect on an individual's ability to perform their job, or where the trigger points have been exceeded under the policy, then managers will seek to manage these cases in a pro-active way. The Attendance Management Policy sets out the procedures to be used, starting with management reviews to Case Management stages 1, 2 and working through, if necessary, to the end of the process at stage 3.

8.2.2 There are a number of cases currently being dealt with under the Attendance Management Policy, and the current status of these cases are as follows:

- 2 employees are due to start having management/formal reviews

- 10 employees are having management/formal reviews
- 18 employees are at Stage 1
- 2 employees are at Stage 2

8.2.3 Attendance Management training was carried out by ACAS for all managers and supervisors followed by briefings on the use and implementation of the Council's Attendance Management Policy. The aim of the training was to assist managers and supervisors to manage difficult cases more proactively.

9 **Human Resource Management Systems**

9.1 The HR Manager and the HR Officer are involved in providing advice to Managers on policies, procedures, employment law and best practice.

10 **Organisational Development**

10.1 The Council has a Workforce Plan (WFP) for 2013-2016. The overall plan was last updated in January 2014, and is currently under review.

11 **Employee Relations**

11.1 The HR team provides advice and support to managers on all HR issues. The HR Manager and the HR Officer provide support to managers and lead, where appropriate, on investigations, disciplinary, grievance, and capability relating to performance or attendance. There were 18 investigations under the Disciplinary Policy and Procedure undertaken from April 2014 to March 2015. In addition there have been 5 grievances. Four of these were resolved informally and the final one is still ongoing.





11.2 The HR Manager and HR Officer also provide considerable support in the preparation for hearings and appeals. Of the investigations – 3 resulted in dismissal, 3 resulted in a final written warning, 3 in a written warning and 5 resulted in the employees' resignations and 4 resulted in no case to answer.

11.3 The results of the 2014 staff survey have been published, and Assistant Directors are taking action where appropriate. A total of 175 employees completed the survey. This is a response rate of 37%, which is a decrease of 6% from the previous survey. There were 42 questions in total. In comparison to last year's staff survey –

- 20 questions received best ever results or improved to some degree
- 21 questions received a worse result
- 1 question was new last year and received the same score again this year

12 **Performance Indicators 2015/16**

12.1 Previously the performance Indicators relating to HR were reported to the Resources Board. These will now be reported to the Special Sub Group, so the indicators for 2015/16 quarter 1 are set out in the table below.

Ref	Description	Year End Target	Performance	Traffic Light	Direction of Travel
NWLPI 054	The proportion of working days / shifts lost to sickness absence (former BV12)	8.5	2.84	Green 	Red 
NWLPI 055	Voluntary leavers as a % of staff in post (former BV13)	10	2.75	Green 	Red 

12.2 The sickness figures are being affected by some cases of long term sickness. These are being managed through the Attendance Management Policy and Procedure.

13 Report Implications

13.1 Finance and Value for Money Implications

13.1.1 These will depend on whether additional resources are used to cover periods of absence. Most short-term absence is absorbed within sections. However, if sickness is long term, and the service could potentially fail as a result of staff shortages, then there would be additional costs to maintain services, either through buying in extra resources or acting up arrangements.

13.2 Human Resources Implications

13.2.1 As detailed in the report.

13.3 Environment and Sustainability Implications

13.3.1 The work on NVQ's is bringing the employee skills up to a minimum standard and will directly contribute towards the priorities of the North Warwickshire Sustainable Communities Strategy 2009 – 2026 of raising aspirations, education, attainment and skills.

13.4 Equality Implications

13.4.1 Under the Equality Act there are specific responsibilities specified under the public sector equality duty to ensure that local authorities meet the general equality duty. In terms of Human Resources there are specific codes of practice for employment and for equal pay.

13.4 Links to Council's Priorities

13.4.1 The Council has a priority for Local Employment, bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce.

The Contact Officer for this report is Kerry Drakeley (719300).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

APPENDIX A

ALL SICKNESS

	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.83	30.80	200.73	218.80	6.51	7.10
Corporate Services	31.34	30.24	100.07	284.60	3.19	9.41
Streetscape	64.84	58.23	953.22	1,173.33	14.70	20.15
Leisure & Comm Dev	58.25	54.31	1,022.01	492.32	17.55	9.06
Community Services	41.79	39.40	214.90	335.46	5.14	8.51
Finance & HR	15.71	16.72	97.89	123.92	6.23	7.41
Housing	92.46	91.15	981.83	1,363.37	10.62	14.96
Internal Audit	2.48	2.48	2.50	7.43	1.01	3.00
Chief Exec	3.86	3.86	27.51	50.32	7.13	13.04
Total	341.56	327.19	3,600.66	4,049.55	10.54	12.38

SHORT TERM SICKNESS

	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.83	30.80	93.93	120.80	3.05	3.92
Corporate Services	31.34	30.24	78.07	138.40	2.49	4.58
Streetscape	64.84	58.23	370.22	234.33	5.71	4.02
Leisure & Comm Dev	58.25	54.31	322.39	284.72	5.53	5.24
Community Services	41.79	39.40	161.90	215.46	3.87	5.47
Finance & HR	15.71	16.72	28.16	38.92	1.79	2.33
Housing	92.46	91.15	523.91	471.37	5.67	5.17
Internal Audit	2.48	2.48	2.50	7.43	1.01	3.00
Chief Exec	3.86	3.86	27.51	21.32	7.13	5.52
Total	341.56	327.19	1,608.59	1,532.75	4.71	4.69

LONG TERM SICKNESS

	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	30.83	30.80	106.80	98.00	3.46	3.18
Corporate Services	31.34	30.24	22.00	146.20	0.70	4.83
Streetscape	64.84	58.23	583.00	939.00	8.99	16.13
Leisure & Comm Dev	58.25	54.31	699.62	207.60	12.01	3.82
Community Services	41.79	39.40	53.00	120.00	1.27	3.05
Finance & HR	15.71	16.72	69.73	85.00	4.44	5.08
Housing	92.46	91.15	457.92	892.00	4.95	9.79
Internal Audit	2.48	2.48	0.00	0.00	0.00	0.00
Chief Exec	3.86	3.86	0.00	29.00	0.00	7.51
Total	341.56	327.19	1,992.07	2,516.80	5.83	7.69

Reasons for Sickness

	Accident At Work	Anxiety / Dep	Back	Cancer	Chest	Cold	ENT / Eye	Flu	Geni- Urin	Heart	Hyper ten	Musc	Neuro	Op & Post Op	Preg	Stom	Stress	Total
NWBC	1.00	363.14	206.42	267.66	224.20	86.34	112.93	166.74	25.06	246.43	0.00	750.33	121.01	891.69	37.82	251.52	297.27	4049.55

<u>Sickness Code</u>	<u>Description</u>
Accident At Work	Accident At Work
Anxiety/ Depression	Anxiety, Depression
Back	Back & Neck problems
Cancer	Cancer related
Chest	Chest & Respiratory: to include Chest infections
Cold	Cold symptoms
ENT/Eye	Eye, Ear, Nose & Mouth/Dental : to include sinusitis
Flu	Flu symptoms
Genito-Urinary	Genito Urinary: to include menstrual problems
Heart	Heart Blood pressure& circulation
Hypertension	High Blood Pressure
Muscular	Other musculoskeletal problems
Neurological	Neurological; to include headaches and migraine
Operation & Post Op	Operation, Post Op
Pregnancy	Pregnancy related
Stomach	Stomach, Liver, Kidney & Digestion; to include gastro-enteritis
Stress	Stress, Mental health & fatigue
Unknown	No reason known for absence