

# UNION/EMPLOYEE CONSULTATION COMMITTEE

**15<sup>TH</sup> JULY 2008  
AT 1400 HOURS**

**REMINDER – THOSE MEMBERS IN RECEIPT OF BROADBAND ARE REMINDED TO BRING THEIR LAPTOPS TO THIS MEETING AS PAPER COPIES WILL NOT BE PROVIDED. MEMBERS ARE REQUESTED TO DOWNLOAD THE AGENDA ONTO THEIR LAPTOPS IN ADVANCE OF THE MEETING. FOR ASSISTANCE PLEASE CONTACT ICT ON THE HELPDESK NUMBER 01246 242456**

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Sherwood Lodge  
Bolsover  
Derbyshire  
S44 6NF

Date: 1<sup>ST</sup> July 2008

Dear Sir or Madam,

You are hereby summoned to attend a meeting of the Union/Employee Consultation Committee of the Bolsover District Council to be held in Committee Room One, Sherwood Lodge, Bolsover, on Tuesday 15<sup>th</sup> July 2008 at 1400 hours.

For the convenience of both sides rooms are available for a pre-meeting prior to the Union/Employee Consultation Committee.

Council Side - Executive Meeting Room - 1300 hours  
Unions - Union Room

Members are reminded that under Section 51 of the Local Government Act 2000 the Bolsover Code of Conduct was adopted by the Council on 16<sup>th</sup> May 2007. It is a Councillor's duty to familiarise him or herself with the rules of personal conduct by which Councillors must conduct themselves in public life. In addition, Members should review their personal circumstances on a regular basis with these rules in mind and bearing in mind the matters listed on the Agenda for discussion at this meeting.

Copies of the Bolsover Code of Conduct for Members will be available for inspection by any Member at the meeting.

Register of Members' Interest - Members are reminded that a Member must within 28 days of becoming aware of any changes to their interests under paragraph 14 or 15 of the Code of Conduct provide written notification to the Authority's Monitoring Officer.

Members are reminded of the provisions of Section 106 of the Local Government Finance Act 1992 and the responsibility of Members to make a declaration at this meeting if affected by the Section and not to vote on any matter before this meeting which would have an affect on the Council's budget.

You will find the contents of the agenda itemised on page 48.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'Wes Lumley', written in a cursive style.

Chief Executive Officer

To: Members of the Union/Employee Consultation Committee

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Chief Executive Officer: Wes Lumley, B.Sc.,F.C.C.A.

**DECLARATION OF INTERESTS**

**COMMITTEE – UNION EMPLOYEE CONSULTATION COMMITTEE**

**DATE – 15<sup>TH</sup> JULY 2008**

**NAME OF MEMBER - \_\_\_\_\_**

- Levels of Interest    1.    Personal  
                                 2.    Personal and prejudicial

AGENDA ITEM	SUBJECT	LEVEL OF INTEREST
Signed		
Dated		

**Note**

- \* Completion of this form is to aid the accurate recording of your interest in the minutes only. This form, duly signed, should be provided to the Clerk at the commencement of the meeting
  
- \* A nil return is not required.
  
- \* It is still your responsibility to disclose any interests which you may have at the commencement of the meeting.

**AGENDA ITEM 6  
TERMS OF REFERENCE**

(6) UNION/EMPLOYEE CONSULTATION COMMITTEE

**OBJECTS**

1. The general objectives of this Union/Employee Consultation Committee are:-
  - (i) To bring together representatives of Management and employees in consultation with the object of furthering the aims of and improving the efficiency of the Council.
  - (ii) To afford a regular basis of consultation and negotiation as appropriate on matters relevant to these objectives and also on matters appertaining to employee relations, working and other arrangements and terms and conditions of employment which are not reserved for negotiation at national, provincial or other agreed local level.
  - (iii) Thus, to give the employees concerned a wider interest and greater responsibility in these matters.

**FUNCTIONS**

2. In pursuance of these general objectives the following are cited as specific matters for consideration by the Committee:-
  - (i) Operational matters which are for Management to decide but which Management should explain to the employees with the objective of affording them an opportunity of seeking views and thus encouraging a sense of personal involvement, e.g. organisational and reorganisation and provision of equipment and use.
  - (ii) Monitoring that, at every point where decisions are made about individuals including their engagement, promotion, training, treatment, remuneration, hours and other conditions there are no signs that:-
    - (a) Prejudice about sex, ethnic origin, age or disability or any other prejudice against a minority group are influencing decisions.
    - (b) Indirect discrimination, e.g. in the form of non essential age limits or qualifications criteria, or word of mouth recruitment is having an adverse

impact on women, ethnic minorities, people with disabilities or older people or any other minority group.

- (iv) Ensuring that necessary data is recorded to ensure monitoring is possible.
- (v) Administrative matters on which Management should keep the employees informed as to plans and intentions particularly in regard to changes, which will affect them. This will involve consultation with a view to assisting Management in decision making or negotiation according to the subject. Examples of the two types of classification are:-

\*Consultation:-

- (i) Current and probable business developments.
- (ii) Restructuring of employment and possible redundancies.
- (iii) Decisions likely to lead to substantial changes in work organisation or contractual relations, including collective redundancies or business transfers.
- (iv) Content and conduct of local training programmes, procedure for selection and promotion, physical and social welfare amenities, formulation and application of disciplinary rules and other people management policies.

*\* Consultation is defined as enabling employee representatives to put forward their views and to obtain a reasoned opinion from the employer to any such opinion.*

With regard to point (iii), consultation must take place with a view to reaching agreement.

Negotiation

- (i) Local terms and conditions of employment not reserved to the national, provincial or agreed local procedures; incentive bonus schemes and efficiency agreements; application of National and Provincial agreements and grievance procedure.

## CONSTITUTION

### 3. MEMBERSHIP

- (i) The Committee shall comprise representatives of Management and Employees holding office for a period of

one year and eligible for reappointment or re-election.

- (ii) The composition of the Employers' Side of the Committee shall be ten elected Members with voting rights and substitutes in the event of nominated Members being unable to attend. The Chief Executive, Head of Human Resources and Payroll and Director of Resources shall attend in an advisory capacity without voting rights; together with such other officers of the Council as may be appropriate having regard to matters to be discussed.
- (iii) The Employees Side of the Committee shall comprise ten representatives selected by the local branch of the Trade Union representing the employees, together with full-time Trade Union officials (if required).
- (iv) The Union Side shall submit the names of their representatives forming the employees side to the Committee to the Chief Executive Officer of the Council not later than the beginning of each meeting.
- (v) The Committee shall appoint a Chairman and Vice Chairman from among the Committee. When the Chairman is appointed from one side of the Committee the Vice-Chairman will be appointed from the other side. These Officers will also act as Chairman of their respective sides of the Committee.
- (vi) The Chief Executive Officer will act as Secretary to the Joint Committee.
- (vii) The Members of the Committee shall hold office for one year and shall be eligible for re-appointment. Any vacancy that occurs shall be filled as it arises.

#### 4. ADVISERS

- (i) Either side shall have the right to have in attendance upon them, persons with a specialised knowledge, in a consultative or advisory capacity but without the right to vote. Such attendant shall be notified to the Secretary of the Employers' Side who will arrange for notices of meetings, agendas and minutes to be forwarded to such representatives unless requested otherwise.

#### PROCEDURE

- (i) The tenure of office of the Committee shall be from May each year to the following May (the Annual Meeting of the Council to the following Annual Meeting) (one year).

- (ii) Regular meetings shall be convened during working hours at three monthly intervals and held at Sherwood Lodge, Bolsover.
- (iii) Meetings may be called by the Chairman at any time at the request of either side submitted through their respective Chairmen.
- (iv) Employees will be granted time off with pay to attend meetings and will be entitled to payment in the event of meetings continuing beyond normal working hours.
- (v) Separate meetings of the Employers' Side and of the Employees Side of the Committee shall take place immediately prior to the meeting of the Union/Employee Consultation Committee and facilities for this purpose will be provided at the venue of the meeting.
- (vi) The Employees Side shall submit to their respective secretaries items which they wish to be included on the agendas of regular meetings, and they will be responsible for forwarding this information to the Chief Executive Officer not later than fourteen days prior to a meeting.
- (vii) In the event of a scheduled meeting being due and there being no items from either side, following consultation with the Chairman and Vice Chairman, the meeting be cancelled and members advised accordingly.
- (viii) The agenda for business of regular meetings shall be circulated by the Chief Executive Officer to each member and to any consultative or advisory representative not later than 10 days before a meeting. The matters to be discussed at any meetings of the Committee shall be stated on the agenda with a notice summoning the meeting provided that any other business may be considered if admitted by a majority vote of each side. Nominated Trade Union Officers shall be provided with 10 copies of the agenda and reports to circulate to their Members as appropriate and to their full-time Trade Union Officials.
- (ix) Four members of the Employers' Side and four members of the Employees Side of the Committee shall together constitute a quorum.
- (x) Recommendations shall be reached only by a majority of each of the two sides voting separately.



- (xi) An individual employee wishing to raise with the Committee any question within the function shall do this through his/her appropriate representative on the Committee.
- (xii) If the Committee cannot agree to a negotiable issue, officers of the Trade Union shall negotiate with the appropriate administrative officers of the Council. Failing agreement appropriate matters may thereafter be referred by either side to ACAS, if necessary.
- (xiii) The draft minutes of the Committee to be agreed between the Chairman and Vice Chairman of the Committee prior to submission to the Council and circulated to members of the Committee.
- (xiv) Both sides accept that this agreement is binding in honour upon them but both expressly agree that it is not intended to constitute a legally enforceable agreement between them. It is further agreed that the parties to the agreement will use their best endeavours to ensure that the spirit and intention of the agreement is honoured at all times.

## **UNION/EMPLOYEE CONSULTATION COMMITTEE**

Minutes of a meeting of the Union/Employee Consultation Committee of the Bolsover District Council held in Committee Room 1, Sherwood Lodge, Bolsover, on Tuesday, 18<sup>th</sup> March 2008 at 1400 hours.

### **PRESENT:-**

Council Representatives:-

Councillors K. Bowman, R.J. Bowler, P.M. Bowmer, J.A. Clifton, A.F. Tomlinson, A. Waring and E. Watts.

Unison Representatives:-

J. Ritchie – Chairman

R. Frisby and C. Shortland

Unite Representative:-

C. Dodsworth

Officer:-

S.E.A. Sternberg (Solicitor to the Council), L. Keeling (Head of Human Resources and Payroll), T. Robinson (Property and Estates Manager), L. Ball (Senior I.T. Projects Officer) and R. Leadbeater (Democratic Services Officer).

### **845. APOLOGIES**

Apologies for absence were received from Councillors B.R. Murray-Carr, R. Farnsworth (Unison) and S. Sambrooks (Unite).

### **846. URGENT ITEMS OF BUSINESS**

There were no urgent items of business to consider.

### **847. DECLARATIONS OF INTEREST**

There were no declarations of interest submitted.

## UNION/EMPLOYEE CONSULTATION COMMITTEE

### **848. TO APPROVE THE MINUTES OF A MEETING HELD ON THE 20<sup>TH</sup> NOVEMBER 2007**

Moved by Councillor K. Bowman, and seconded by Councillor P.M. Bowmer

**RESOLVED** that the minutes of a meeting held on the 20<sup>th</sup> November 2007 be approved as a true record subject to Councillor Clifton's initials being amended to J.A. on page 5.

### **849. REFERRED ITEM FROM EQUALITIES WORKING GROUP – INDUCTION LOOPS AT COUNCIL PREMISES**

The Property and Estates Manager gave a verbal update on the condition of the hearing loops within Sherwood Lodge. The meeting was advised that all loops had now been tested by a specialist third party company who were sub-contractors to Elyo. The maintenance contractors TIS had been instructed to rectify any problems found. The Property and Estates Manager advised that there was currently one remaining defective loop which would be attended to during the forthcoming week, otherwise all were working correctly. A member of staff with hearing difficulties had agreed to independently test all the loops.

A further issue had been raised by a member of staff with regard to the reception area. It had been noted that the loop system provided for customers with hearing difficulties but not the attendant staff. A further microphone could be added to the existing loop on the customer side to assist staff if required.

Members raised questions with regard to why a third party was brought in to test the loop system. The Property and Estates Manager advised that testing the system required specialist equipment and a third party would give a more objective opinion. TIS were contracted to undertake repairs as and when required but there was no existing maintenance agreement in place. An annual inspection of all the induction loops had now been put in place with Elyo to ensure they were operating correctly.

### **850. THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

Moved by Councillor E. Watts, seconded by Councillor A.F. Tomlinson

**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public 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 the stated Paragraph of Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.

The Property and Estates Manager left the meeting.

## UNION/EMPLOYEE CONSULTATION COMMITTEE

### **851. EXIT INTERVIEWS 1<sup>ST</sup> OCTOBER 2007 TO 31<sup>ST</sup> DECEMBER 2007 EXEMPT – PARAGRAPH 2**

The Head of Human Resources presented the report to provide Members with a summary of primary reasons for employees leaving the authority for the period 1<sup>st</sup> October 2007 to 31<sup>st</sup> October 2007.

A summary of reasons for employees leaving the Authority was provided in the report.

The annual report would be provided to the next meeting.

Moved by Councillor E. Watts, seconded by Councillor J.A. Clifton  
**RESOLVED** that the report be received.

### **852. SICKNESS ABSENCE/OCCUPATIONAL HEALTH STATISTICS EXEMPT – PARAGRAPH 2**

The Head of Human Resources presented the report to advise the meeting of Sickness Absence/Occupational Health Referral Statistics from October to December 2007/8 with comparative figures for the previous year.

Members were advised that there had been an increase in absence which was wholly attributable to long term sickness, however the authority was still on track to meet the 9.5 days per full time equivalent corporate target.

Moved by Councillor E. Watts, seconded by Councillor A.F. Tomlinson  
**RESOLVED** that the report be received.

### **853. MOBILE PHONE POLICY EXEMPT – PARAGRAPH 2**

The Senior I.T. Projects Officer presented the report and accompanying policy which had been drafted to formalise the existing guidance in respect of the use of mobile phones.

Some additional amendments made to the policy following its presentation to the Heads of Service meeting were advised by the Senior I.T Projects Officer.

- a) the removal of the Section 7 Risk Assessment
- b) the Glossary of Terms was changed from capital to lower case letters.

Amendments made to the policy as a result of the review of the Equality Impact Assessments were:

## UNION/EMPLOYEE CONSULTATION COMMITTEE

**Equipment Requests** 'The ICT Training and Support Officer will take account of the recommendations of the Health and Safety Officer with regard to purchase of mobile devices with reasonable modifications for less able users such as large keys etc'.

**Responsibility of Implementing the Policy** 'Ensure that employees who may have difficulty with understanding a written policy or do not have English as their first language receive this information in a different format suitable for their needs'.

In response to questions from Members the Head of Human Resources and Payroll confirmed that there was a separate policy in respect of mobile phone use which included that disciplinary action would be taken against those employees using mobile phones whilst driving. Dismissal would be subject to the findings of any investigation undertaken. It was confirmed that to date, there had been no instances of disciplinary action arising from mobile phone use whilst driving.

Moved by Councillor E. Watts, seconded by Councillor A.F. Tomlinson

**RECOMMENDED** that (1) the report be received,

(2) the use of Mobile Phone Policy be referred to Council for approval.

(Council/Senior I.T. Projects Officer)

### **854. INTERNET AND EMAIL MONITORING EXEMPT – PARAGRAPH 4**

The Senior I.T. Projects Officer presented the report to advise Members that the existing use of Internet and Email Policy had been updated to make the statement on monitoring of internet and email more explicit for the benefit of employees. Staff would also be advised of the changes made to the policy via the weekly bulletin.

In response to questions from Members the Head of Human Resources and Payroll advised that access was granted to Heads of Service by a member of the Senior Management Team to monitor suspected abuse of internet and e-mail.

Moved by Councillor E. Watts, seconded by Councillor J.A. Clifton

**RECOMMENDED** that (1) the report be received,

(2) the use of the Internet and Email Policy be referred to Council for approval.

(Council/Senior I.T. Projects Officer)

The Senior I.T. Projects Officer left the meeting.

## UNION/EMPLOYEE CONSULTATION COMMITTEE

### **855. REVIEW OF INTERNAL SECONDMENT POLICY EXEMPT – PARAGRAPH 4**

The Head of Human Resources and Payroll presented the report to advise Members that the Internal Secondment Policy had been reviewed in accordance with the Policy Review Timetable.

Two additional paragraphs in respect of equalities issues were added to the policy, which were tabled for information by the Head of Human Resources and Payroll.

‘Where a disabled employee applies for a secondment the host department will be responsible for ensuring any required adaptations are made to working practices/equipment. Where the secondee has existing equipment this would transfer with the employee where possible, eg specially adapted chairs and risk straps.

Where an employee has agreed special arrangements for religious observance eg. prayer breaks it would be the responsibility of the secondee to agree these with their new manager’.

Moved by Councillor E. Watts, seconded by Councillor K. Bowman  
**RECOMMENDED** that (1) the report be received,

(2) the internal Secondment Policy be referred to Council for approval.

(Council/Head of Human Resources and Payroll)

### **856. DRAFT GRADING REVIEW PROCEDURE EXEMPT – PARAGRAPH 4**

The Head of Human Resources and Payroll presented the report and Grading Review Procedure which had been agreed at the Joint Steering Group in December 2007 and subsequently by Senior Management Team in February 2008.

The procedure would be used to deal with the evaluation of new posts and amendments to existing posts following the implementation of the pay and grading review.

Union Members raised concerns with regard to the policy being implemented prior to the outcome of the consistency group reviews currently being undertaken.

The Solicitor to the Council and Head of Human Resources and Payroll advised that the implementation of the policy would have no implications on the existing consistency checks. Following further discussion it was agreed to amend the recommendation in the report.

## UNION/EMPLOYEE CONSULTATION COMMITTEE

Moved by Councillor E. Watts, seconded by Councillor J.A. Clifton

**RESOLVED** that (1) the report be received,

(2) subject to the outcome of the consistency group checks the Grading Review Procedure be accepted in principle with both the Unions and Management sides having the option to refer the procedure back to Union/Employee Consultation Committee for further discussion should this be deemed necessary.

(Head of Human Resources and Payroll)

### **857. INVESTORS IN PEOPLE ACCREDITATION UPDATE – FEBRUARY 2008 EXEMPT – PARAGRAPH 4**

The Head of Human Resources and Payroll presented the report to update Members on the work carried out in respect of the Investors in People Accreditation.

The Training and Development Policy had been approved and the Appraisals Policy would be completed shortly. A central training budget had now been put in place.

Members were advised of the proposed timetable, it was expected that the final accreditation would take place during the first two weeks of July 2008.

Moved by Councillor J.A. Clifton, seconded by Councillor E. Watts

**RESOLVED** that the report be received.

The meeting concluded at 1428 hours.

Committee:	Union/Employee Consultation Committee	Agenda Item No.:	8.
Date:	15th July 2008	Category	
Subject:	Sickness Absence/Occupational Health Statistics	Status	Open
Report by:	Head of Human Resources and Payroll		
Other Officers involved:			
Director	Chief Executive Officer		
Relevant Portfolio Holder	People and Performance Portfolio Holder		

#### **RELEVANT CORPORATE AIMS**

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation by providing monitoring information which can be used to shape future policy decisions

#### **TARGETS**

The subject matter of this report contributes towards the achievement of the Council's target of 1.25% non cashable efficiency gains.

#### **VALUE FOR MONEY**

As this report relates to retrospective monitoring data value for money criteria is not applicable

### **THE REPORT**

#### **1. Sickness Absence/Occupational Health Referral Statistics 2007/8 and 2006/7.**

- 1.1 The new Managing Sickness Absence Procedure has been implemented from 1<sup>st</sup> April 2006, and was updated from April 2008.



- 1.2 The impact of these measures for 2007/8 are shown below, with comparisons for 2006/7:

Target 2007/8	Out turn 2007/8	Out turn 2006/7
9.5 days	7.37 days per FTE	7.4 days per FTE

A breakdown of these figures for 2007/8 by Department is attached for information.

- 1.3 The outcome of occupational health referrals in 2007/8, with comparisons for 2006/7 are shown below:

	2007/8	2006/7
Rehabilitation	37	39
Resigned	1	1
Ill Health Retirement	2	1
Death in Service	1	0
Dismissed	1	1
Outstanding	1	0
<b>TOTAL</b>	<b>43</b>	<b>42</b>

- 1.4 The top three causes of sickness absence for 2007/8 and 2006/7 are as follows:

2007/8		2006/7	
Cause	Days Lost	Cause	Days Lost
Stress	712	Stress	736
Musc/Skeletal	550.8	Back	563.9
Back	751.7	Musc/Skeletal	560.5
Other	2065	Other	2203.1
<b>TOTAL</b>	<b>4079.5</b>	<b>TOTAL</b>	<b>4063.5</b>

- 1.5 The following routine health surveillance clinics have been held during the period January to March 2008:

17th and 30th January  
6th February  
5th March

and covered topics such as Hand Arm Vibration, audiometry, driver medicals, blood tests and hepatitis B immunisation to 'at risk' groups.

## **ISSUES FOR CONSIDERATION**

The report is for monitoring purposes only and there are no specific issues for consideration.

## **IMPLICATIONS**

Financial :               None  
Legal :                   None  
Human Resources : None

## **RECOMMENDATION**

**That the report be received.**

ATTACHMENT:           **Y (1)**  
FILE REFERENCE:       **N/A**  
SOURCE DOCUMENT:     **N/A**

<b>BVPI12 - 2007/8 LONG TERM SHORT TERM SPLIT - OUT-TURN</b>							
<b>DEPARTMENT</b>	<b>AVERAGE FTE</b>	<b>DAYS LOST</b>	<b>FTE DAYS</b>	<b>LONG TERM ABSENCE NO OF DAYS</b>	<b>SHORT TERM ABSENCE NO OF DAYS</b>	<b>LT ABSENCE PER FTE</b>	<b>ST ABSENCE PER FTE</b>
CHIEF EXECUTIVES OFFICE	6.50	0.00	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>
COMMUNITY SERVICES	19.75	86.00	4.35	21.50	64.50	<b>1.09</b>	<b>3.27</b>
CONTACT CENTRES	25.50	485.50	19.04	360.50	125.00	<b>14.14</b>	<b>4.90</b>
CUSTOMER SERVICE/PERFORMANCE	15.25	94.00	6.16	65.00	29.00	<b>4.26</b>	<b>1.90</b>
DEMOCRATIC	13.05	122.00	9.35	74.00	48.00	<b>5.67</b>	<b>3.68</b>
ENVIRONMENTAL HEALTH	31.42	97.50	3.10	46.50	51.00	<b>1.48</b>	<b>1.62</b>
FINANCIAL SERVICES	14.53	90.50	6.23	63.00	27.50	<b>4.34</b>	<b>1.89</b>
PROCUREMENT	4.00	1.00	0.25	0.00	1.00	<b>0.00</b>	<b>0.25</b>
HOUSING (INC REPAIRS AND WARDEN SERVICE)	118.67	971.50	8.19	590.50	381.00	<b>4.98</b>	<b>3.21</b>
HUMAN RESOURCES AND PAYROLL	8.13	88.00	10.82	86.00	2.00	<b>10.58</b>	<b>0.25</b>
ICT SERVICES	14.50	25.00	1.72	0.00	25.00	<b>0.00</b>	<b>1.72</b>
LEGAL SERVICES & LAND CHARGES	13.28	21.00	1.58	0.00	21.00	<b>0.00</b>	<b>1.58</b>
LEISURE SERVICES	36.51	172.00	4.71	22.00	150.00	<b>0.60</b>	<b>4.11</b>
PLANNING SERVICES	29.75	34.00	1.14	0.00	34.00	<b>0.00</b>	<b>1.14</b>
REGENERATION INCLUDING SECURITY	49.22	359.00	7.29	222.50	136.50	<b>4.52</b>	<b>2.77</b>
REVENUE SERVICES	45.00	234.00	5.20	84.00	150.00	<b>1.87</b>	<b>3.33</b>
STREET SERVICES	108.76	1198.50	11.02	728.50	470.00	<b>6.70</b>	<b>4.32</b>
<b>GRAND TOTAL</b>	<b>553.82</b>	<b>4079.50</b>	<b>7.37</b>	<b>2364.00</b>	<b>1715.50</b>	<b>4.27</b>	<b>3.10</b>

Street Services include Depot Resources, GM and Cleansing and Waste Services  
Human Resources includes Payroll from October 2007

Committee:	Union Employee Consultation Committee	Agenda Item No.:	9.
Date:	15 <sup>th</sup> July 2008	Category	
Subject:	Draft People Strategy 2008-11	Status	Open
Report by:	Head of Human Resources and Payroll		
Other Officers involved:	HR & Payroll Team Members Senior Management Team Heads of Service Group		
Director	Chief Executive Officer		
Relevant Portfolio Holder	People and Performance Portfolio Holder		

### **RELEVANT CORPORATE AIMS**

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation by having in a place a People Strategy which maximise the benefit obtained from resources committed and ensures that the highest level of employee satisfaction and morale is established.

### **TARGETS**

The People Strategy links to the following targets in the Corporate Plan 2008-11

Achieve Level 3 of the Equalities Standard by March 2008

Achieve Investors in People Accreditation by September 2008

Review and Replace the People Strategy by March 2009 and implement all milestones by March 2011

### **VALUE FOR MONEY**

The People Strategy ensures value for money by maximising the benefit obtained from resources committed.

## **THE REPORT**

### **1. Key Issues**

- 1.1 The Council first created a People Strategy in 2005 in response to the Government's National Pay and Workforce Strategy. Prior to this, the Council had taken forward key initiatives, but these had never been drawn together into one document.

- 1.2 An evaluation of the key outcomes for the People Strategy 2005-7 is included in the Draft People Strategy 2008-11 at Appendix One.
- 1.3 The Draft People Strategy 2008-11 outlines how we seek to improve our approaches to resourcing, development and reward to enable our people to reach their full potential and help ensure the Council realises its objectives.
- 1.4 The Strategy also sets out links to the National Workforce Strategy and the local workforce issues, which have been identified in partnership with Heads of Service, as well as providing a workforce profile and identifying the issues that this profile raises.

### **ISSUES FOR CONSIDERATION**

Union Employee Consultation Committee are requested to consider the draft People Strategy 2008-11 and following any amendments requested, recommend the document for approval by Council

### **IMPLICATIONS**

Financial : None  
Legal : None  
Human Resources : None

### **RECOMMENDATIONS**

1. **The report be received, including consultation feedback.**
2. **Subject to any amendments received as a result of feedback at the meeting, the Draft People Strategy 2008-11 be referred to Council for approval.**

ATTACHMENT: Y (1)  
FILE REFERENCE: N/A  
SOURCE DOCUMENT: N/A

# BOLSOVER DISTRICT COUNCIL

## People Strategy 2008-11

June 2008 (Draft)

**This Strategy addresses the following Corporate Aims:**



COMMUNITY  
SAFETY



CUSTOMER  
FOCUSED SERVICES



ENVIRONMENT



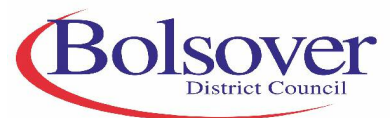
REGENERATION



SOCIAL INCLUSION



STRATEGIC ORGANISATIONAL  
DEVELOPMENT



## **Bolsover District Council Equalities Statement**

Bolsover District Council is committed to equalities as an employer and in all the services provided to all sections of the community.

- The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with the Equality Strategy.
- The Council also has due regard to eliminate racial discrimination and to proactively promote equality of opportunity and good relations between persons of different racial groups when performing it's functions.

This document is available in large print and other formats from any of the Council Offices or by contacting the Chief Executives Directorate on 01246 242323. Please bear in mind we will need a few days to arrange this facility.

If you need help to read this document please do not hesitate to contact us.

Our Equality and Diversity Officer can be contacted via [Email](#) or by telephoning 01246 242407.

Minicom: 01246 242450

Fax: 01246 242423

<b>Details of Document</b>	<b>Comments / Confirmation</b>
Title	People Strategy 2008-11
Document type – i.e. draft or final version	Draft
Location of Strategy	L:Drive/Pers/Lindk
Lead Author of Strategy	Head of Human Resources and Payroll
Member route for Approval & Cabinet Member concerned	People and Performance Portfolio Holder
Reviewed by Director of Strategy	18/3/08
Date Risk Assessment completed	20/3/08
Date Equality Impact Assessment approved	May 2008
Consultation Undertaken (Internal or External) if required	Equalities Service Development Group Heads of Service Group Senior Management Team UECC Disabled Employees Group Elected Members
Partnership Involvement (if applicable)	Not Applicable
Strategy Approved by	Council
Date Approved	
Strategy Review Date	April 2011
Date forwarded to CSPD (to include on Intranet and Internet if applicable to the public)	



# **CONTENTS**

**1. The Principles of the Strategy**

**2. Background to the Strategy**

**3. The Scope of the Strategy**

**4. Workforce Profile**

**5. Consultation**

**6. Implementation of the Strategy**

**7. Glossary of Terms**

Appendix One – Evaluation of People Strategy 2005-7

Appendix Two – Implementation Plan 2008-11

# 1. Principles

## 1.1 Aim

It is often said by organisations that ‘people are our greatest asset’. For Bolsover District Council, employees are our greatest asset and our greatest resource commitment. We spend over £13 million per annum on salaries and every aspect of the core business and wider range of activities is to act for, with or on behalf of people. The intention of this Strategy is to enable the Council to continue to value and develop our employees in order to ensure that the maximum community benefit is obtained from resources committed and the highest possible employee satisfaction and morale is established.

The aim of this Strategy is:

**To develop a flexible and high performing workforce by creating a culture which inspires, empowers and supports all of the Council’s employees.**

## 1.2 Vision/Link to Corporate Aims

The Council’s Corporate Plan, which has been adopted, on an all-party basis, has a clear vision for the Council, which is aligned to the Sustainable Community Strategy.

This vision is being delivered through six Corporate Aims:

1. **Community Safety**
2. **Customer Focused Services**
3. **Environment**
4. **Regeneration**
5. **Social Inclusion**
6. **Strategic Organisational Development**

## 1.3 Core Values

The Council’s Corporate Aims are underpinned by a set of core values:

**Accessible** Listening to and responding to the needs of people

**Accountable** Accepting responsibility for and explaining our decisions

**Democratic** Taking decisions in the public interest

**Equality** Ensuring that everyone is treated equally and with dignity

**Equitable** Being fair in dealing with people and making

decisions

**Ethical** Behaving with integrity

**Open** Telling people about what the Council does

**Sustainable** Minimising the adverse impact of our actions

## 2. Background

### 2.1 National Perspective

The national employers through IDEA have created a national workforce strategy “Local government, the place to be, the place to work”. This sets out five strategic priorities over the period 2007-2010. It looks at the following areas:

**Organisational development** – building workforce support for new structures and ways of working

**Leadership and management development** – developing visionary and ambitious leadership, which makes the best use of the political and managerial role, in a partnership context

**Skills** – developing skills and knowledge in an innovative, high performance, multi-agency context

**Recruitment and retention** - working with partners to address current and future skills shortages, promoting careers, developing talent and addressing diversity issues

**Pay and reward** – reviewing systems to ensure they reflect the new structures and priorities and reinforce high performance

### 2.2 Local Perspective

The Council has now delivered the majority of objectives in its People Strategy 2005-7, which covered the period January 2005 to December 2007. An evaluation of what has been achieved during the life of this strategy is shown as Appendix One.

The majority of objectives in the People Strategy 2005-7 were achieved by December 2007. The following remain outstanding and have been included in the People Strategy 2008-11.

To achieve Investors in People accreditation

To implement the Single Status Agreement

The Council is facing the following challenges in terms of workforce issues:

New structures required to deliver services in partnership

Continuing to improve leadership development skills

Improving workforce/succession planning systems

Continuing to address equalities issues within the workforce and complete Equality Impact Assessments

Developing reward systems which are flexible to different employee needs

Improving communication/consultation with the workforce  
 Developing ways of valuing high performing individuals  
 Introduction of the statutory Independent Safeguarding Scheme  
 Competing need for resources  
 Cross functional/cross cutting working and ownership across departments

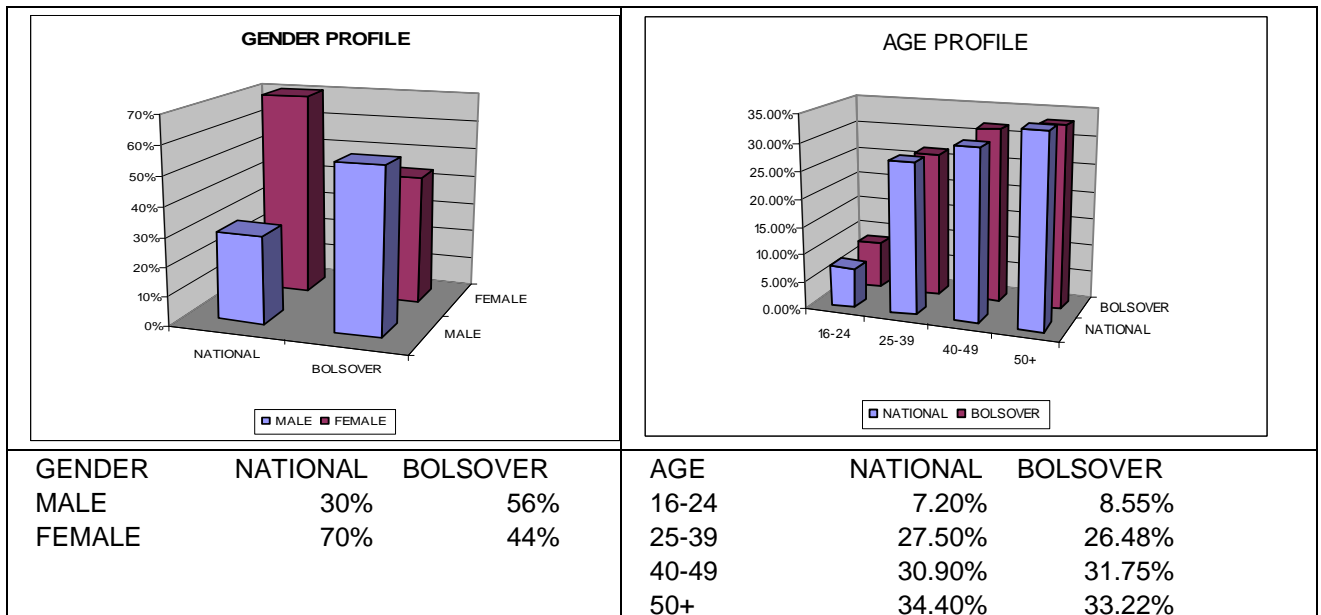
### 3. Scope

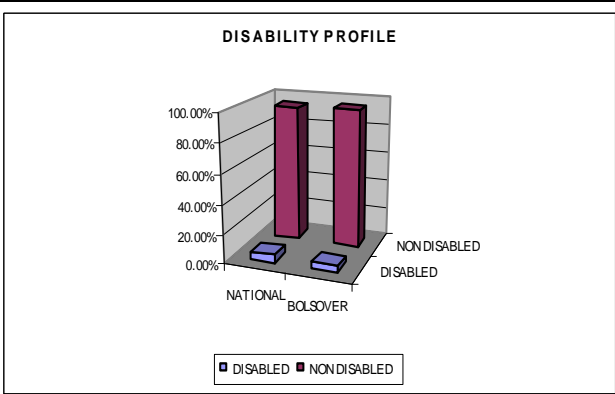
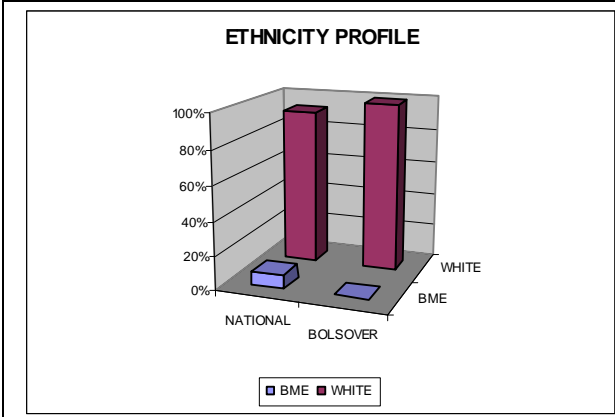
This Strategy applies to all employees of the Council, regardless of whether they are full time, part time, fixed term or casual employees. i.e. anyone who has a paid employment contract with the Council, but excludes Agency Workers.

### 4. Workforce Profile

Currently the Council employs over 620 employees. The number of people employed directly by the Council has increased by 12% over the last three years, due to the increased number of fixed term employees employed on specific improvement projects for the Council. This represents a risk to the Council in terms of recruitment and retention in these posts, as attracting and retaining employees in these posts is more difficult than in permanent posts.

The following graphs show the gender, age and ethnicity of the workforce:





ETHNICITY	NATIONAL	BOLSOVER
BME	8%	1%
WHITE	92%	99%

DISABILITY	NATIONAL	BOLSOVER
DISABLED	5.25%	4.27%
NON DISABLED	94.75%	95.73%

This highlights the following issues:

Whilst Bolsover's gender split appears reasonably balanced this masks pockets of gender workforce segregation which lead to cultural difficulties. A commitment was given to consider ways to address this issue as part of the Gender Equality Scheme.

Bolsover has an ageing workforce, in line with the national picture. This means that workforce/succession planning is essential to ensure future skills gaps can be avoided.

Employees from a Black & Ethnic Minority background (BME) are representative of the make up of our community. We will, of course, continue to target 'hard to reach groups to try and increase this figure.

Whilst the percentage of disabled employees has increased from 2.57% in 2006/7 to 4.27% in 2007/8, the Council is striving to increase this to the national best quartile figure of 5.25%.

## 5. Consultation

In preparing this Strategy consultation has taken place with the following bodies:

- Heads of Service Group
- Senior Management Team
- Trade Unions
- Disabled Employees Group
- Elected Members

## 6. Implementation

If the Council is to meet the challenge of constant change and improvement, the implementation programme must be owned at all levels in the organisation and will require the commitment of motivated employees. The actions required to address the challenges identified in Section 2 are set out in Appendix Two.

## 7. Glossary of Terms

**360-degree appraisal** – this is a system of assessing Senior Managers competency by getting an assessment completed by peers and subordinates as well as the more traditional method of manager assessment.

**Flexible Benefits** – this a system of 'total reward' which allows employees to vary the benefits received within a defined package. For example an employee may decide to use salary sacrifice to purchase childcare vouchers or health care.

**Statutory Independent Safeguarding Scheme** – this is a scheme whereby all employees are required to register with the Independent Safeguarding Authority before being employed in a position involving working with children/vulnerable adults. The scheme will commence in autumn 2009 and be rolled out over a 5-year period.

**Gender Workforce Segregation** – a term used to describe where sections of the workforce are exclusively from one gender. For example Refuse Collectors are currently all men and Customer Services Advisors are currently all women.



**EVALUATION OF WHAT WAS PLANNED IN THE PEOPLE STRATEGY 2005-7**

<b>CORPORATE AIM</b>	<b>WHAT WAS ACHIEVED</b>	<b>IMPACT</b>
Strategic Organisational Development	<p><b>Organisational Development:</b>                      Workforce Planning Template introduced into Service Plan and Qualifications Matrix produced identifying future skills shortages and clear career paths to aid succession planning                      Competency Framework Developed across all levels of Managers/Leaders                      Leadership Development Programme completed with Senior and Middle Managers. Junior Managers will be completed by March 2009 and Team Leaders completed in 2009/10.                      Support staffing structures reviewed and efficiencies achieved.</p>	<p>Succession Planning systems implemented in Environmental Health and Street Services, Housing and ICT. These systems now need to be developed and extended across the Council.</p> <p>There has been an increase in the percentage of employees stating that they felt “very well” or “fairly well” managed has increased from 50% in 2004 to 84% in 2007.</p> <p>Efficiency gains of £76,793 have been gained over the life of the strategy as a result of the review of staffing for back office functions</p>
Strategic Organisational Development	<p><b>Employee Learning and Development:</b>                      Reviewed the format of appraisals and put in place systems to ensure appraisals take place through a corporate wide Appraisal Working Group</p>	<p>The percentage of employees reporting they have received an appraisal increased from 53% in 2004 to 92% in 2007.</p> <p>Those stating they had benefited from their Appraisal increased from 66% in 2004 to 75% in 2007.</p>
Strategic Organisational Development And Social Inclusion	<p><b>Employee Relations:</b>                      Corporate Roll Out of Work Life Balance</p>	<p>The percentage of employees reporting they believe their contribution at work is valued increased from 66.7% in 2005/6 to 77% in 2007, and short-term absence fell from 4.16 days in 2004/5 to 3.10 days in 2007/8. Flexible Working is now the major reason given by employees for working for the Council.</p>

<b>CORPORATE AIM</b>	<b>WHAT WAS ACHIEVED</b>	<b>IMPACT</b>
Strategic Organisational Development	<b>Employee Relations:</b> Introduction of Consultation Framework	The percentage of employees reporting they think the Council keeps them “very well” or “fairly well” informed has increased from 61% to 74%.
Social Inclusion	<b>Equalities:</b> 28 Equality Impact Assessments have been undertaken in the last 3 years which resulted in changes to policies, practice, service and functions. Achieved Level 2 of the Local Government Equalities Standard Level 3 of the Local Government Equalities Standard declared Equalities Awareness Training delivered to all new employees through the Induction process Disabled Employees Group established	As a result of identification/removal of barriers the following outcomes have been achieved:  Top 5% of earners that are women (BVPI11A) increased from 30% in 2003/4 to 42.85% in 2007/8  Top 5% of earners from ethnic minorities (BVPI11B) increased from 0% in 2003/4 to 3.57% in 2007/8.  Employees from ethnic minority backgrounds as a percentage of those in the workforce have increased from 0.37% in 2003/4 to 0.9% in 2007/8.  Employees with a disability increased in from 1.07% to 4.27% as a result of work carried out through the Disabled Employees Group.
Strategic Organisational Development	<b>Recruitment and Resourcing:</b> Developed E-Recruitment Capacity  Introduced Modern Apprenticeships	Achieved a reduction in spend on recruitment advertising of £15,500 per annum by 2007/8.  3 Modern Apprenticeships established in Housing Repairs and ICT. The first ICT apprentice has gone on to fill a permanent vacancy and a second apprentice has now been recruited.

<b>CORPORATE AIM</b>	<b>WHAT WAS ACHIEVED</b>	<b>IMPACT</b>
Regeneration And Strategic Organisational Development	<p><b>Safety Management:</b>            Implement Risk Assessment Framework with Managers            Benchmark current processes            Review Induction process of Manual Workers            Implement HSE Stress Standards through Stress Working Group</p>	<p>No of reportable accidents per 1,000 employees reduced from 23.8 in 2003/4 to 12.94 in 2007/8.</p> <p>No. of working days lost due to stress reduced from 780 in 2003/4 to 712 in 2007/8. Further work is included in the People Strategy 2008-11 to try and reduce this further.</p>
	<p><b>Health and Absence Management</b>            To achieve and maintain best quartile in relation to days lost due to sickness absence            To develop health promotion initiatives for the Authority</p>	<p>Health and Well Being Group set up to monitor sickness absence and implement health initiatives such as the introduction of access to physiotherapy. This has led to a reduction in days lost due to sickness, which was 12.57 days per FTE in 2003/4 and is now 7.37 days per FTE in 2007/8.</p>

## Appendix Two

### Improvement Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Seek accreditation to Investors in People Standard	Senior Training Officer	September 2008	National accreditation of quality standard Increase in % of employees who believe their contribution at work is valued (Employee Survey Q1)	Internal resources to embed the process £6,000 allocated for accreditation purposes	Corporate systems in place.	
To complete the Leadership Development Training Programme	Senior Training Officer	March 2009	Increase in the % of employees who feel that overall they are being well managed (Employee Survey Q9)	£17,500 existing budget for 2008/9	Senior/Middle/Junior Manager programmes completed	
Completion of Pay and Grading Review	Head of Human Resources & Payroll	October 2009	Compliance with Equal Pay legislation	Significant internal resources. Budgetary cost to meet equal pay claims	Job Evaluation completed.	

<b>Improvement</b>	<b>Lead Officer</b>	<b>Target Date</b>	<b>Expected Outcome</b>	<b>Resources</b>	<b>Progress Update</b>	<b>Actual Outcome</b>
Review workforce/succession planning systems	Head of Human Resources and Payroll	March 2010	Reduction in the number of unfilled vacancies. (Vacancy Monitoring Log)	Internal resources to implement/embed		
Introduce 360 degree appraisals for Senior Managers	Senior Training Officer	June 2010	Increase in development needs identified through the competency framework	Internal resources £5,000 budgetary cost for consultancy support		
Review consultation mechanisms, including Employee Survey, to identify improvements	Head of Human Resources and Payroll	September 2010	Increase in the % of employees who feel the Council keeps them well informed (Employee Survey Q35)	Internal resources		
To introduce a programme of stress busting events	Health & Safety Officer	October 2010	Reduction in the number of working days lost due to stress (Safety Committee statistics)	Internal resources to arrange		
To identify ways of valuing performance	Senior Management Team	December 2010	Increase in % of employees who believe their contribution at work is valued (Employee Survey Q1)	Internal resources to implement/embed		

<b>Improvement</b>	<b>Lead Officer</b>	<b>Target Date</b>	<b>Expected Outcome</b>	<b>Resources</b>	<b>Progress Update</b>	<b>Actual Outcome</b>
To conduct a feasibility study regarding cover for maternity/ paternity leave	Head of Human Resources and Payroll	September 2010	To establish the need for a central budget for covering maternity/ paternity leave to reduce pressure on services	Internal resources		
To implement actions in the Gender Equality Scheme	Senior HR Officer	April 2009	Introduce monitoring systems for sexual orientation/religion and set improvement targets	Internal resources		
	Senior HR Officer	October 2009	Information systems established to identify gender workforce segregation/ improvement plans established			
	Head of Human Resources and Payroll	October 2010	Review Harassment & Bullying Policy to include transsexual/ transgender employees Issue Gender Re-assignment Guidance to Managers			

<b>Improvement</b>	<b>Lead Officer</b>	<b>Target Date</b>	<b>Expected Outcome</b>	<b>Resources</b>	<b>Progress Update</b>	<b>Actual Outcome</b>
Consider expansion of flexible benefits	Head of Human Resources and Payroll	March 2011	Increase in the % of employees rating good pay and conditions as a reason for working for Bolsover (Employee Survey Q2)	Internal resources for background research ICT assistance required to automate administration		
To provide guidance on HR matters in relation to delivery of new structures required for the delivery of services which are cross cutting internally as well as in partnership outside the Council	Head of Human Resources & Payroll	Ongoing to March 2011	Compliance with legislation/introduction of the most relevant staffing structure for all future joint projects	Internal resources		
To consider skills shortages, including the possibility of signing the 'Skills Pledge'	Senior Management Team	Ongoing to March 2011	Signing of skills pledge Increased level of skills in the workforce	Internal resources across the Council		
Implementation of the Statutory Independent Safeguarding Scheme	Head of Human Resources & Payroll	Autumn 2009- Autumn 2014 (Statutory phasing timetable)	Compliance with legislation	Internal resources across the Council Budgetary requirement for existing employees over a 5 year period		

Committee:	Union Employee Consultation Committee	Agenda Item No.:	10.
Date:	15 <sup>th</sup> July 2008	Category	3
Subject:	Skills Pledge	Status	Open
Report by:	Director of Strategy		
Other Officers involved: Director	Chief Executive Head of Human Resources Strategy		
Relevant Portfolio Holder	People and Performance		

### **RELEVANT CORPORATE AIMS**

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation.

Continuing to develop the effective contribution of all our employees

### **TARGETS**

Review and replace the People Strategy by March 2009 and implement all milestones by March 2011

### **VALUE FOR MONEY**

Any learning and development for employees arising from the Skills Pledge is likely to receive external funding support.

### **THE REPORT**

The purpose of this report is to obtain authority to sign the Skills Pledge which seeks to ensure that all employees are qualified to at least a Level 2 qualification. It is intended to lead to a rapid increase in the numbers of skilled and qualified adults in the workplace.

The Council is a member of the sub-regional Alliance Employment and Skills Board and has representation on the regional Employment, Skills and Productivity Partnership through the Worklessness Task and Finish Group. Among other things, both of these bodies seek to raise skill levels in the sub-region of North Derbyshire and North Nottinghamshire. Across the East Midlands, a target for employers signing the Pledge that employ 51% of the regions workforce by 2010 has been agreed. It is anticipated that if sufficient



progress has not been made by 2010 the Government will legislate to require employers to train.

As a sub-region there is a legacy of longstanding worklessness and low skills prevailing in many communities. Residents in the sub-region are less likely to be qualified to Level 2 or Level 4 than the East Midlands average. However, the sub-region is benefiting from sustained economic growth and continuing economic developments at e.g. Markham Vale, Castlewood and more recently Steetley Quarry.

Although not identified as a contributing partner, the Local Area Agreement for Derbyshire includes NI 163 which is aimed at increasing the working age population qualified to at least Level 2. Nationally Trades Unions also support the Skills Pledge and have programmes for partnership working with employers on a variety of workplace learning initiatives.

### **ISSUES FOR CONSIDERATION**

The Skills Pledge is a commitment by the leader of any organisation to take whatever action is necessary to increase the skills of their current and future workforce to achieve their business objectives. It provides a three year opportunity for employers to demonstrate that they will do more on a voluntary basis to ensure that no one in their workforce lacks basic skills and or a minimum of a full Level 2 qualification. It is therefore proposed that the Chief Executive sign the Skills Pledge on behalf of the Council to demonstrate our commitment.

### **IMPLICATIONS**

Financial : Funding is currently available to support efforts to improve basic skills in the workplace.

Legal : None

Human Resources : To maximise the impact of signing the Skills Pledge it will be necessary to identify current skills in the workforce and to implement targeted programmes to assist those employees who do not currently hold a Level 2 qualification.

### **RECOMMENDATION**

**That the Chief Executive be authorised to sign the Skills Pledge on behalf of the Council.**

ATTACHMENT: **None**  
FILE REFERENCE: **Worklessness file held by Director of Strategy**

**UNION/EMPLOYEE CONSULTATION COMMITTEE**

**AGENDA**

**15<sup>th</sup> July 2008 at 1400 hours**

<b>Item No.</b>		<b>Page No.(s)</b>
<b>PART 1 – OPEN ITEMS</b>		
1.	To receive apologies for absence, if any.	
2.	Election of Chair (Members Side)	
3.	Appointment of Vice Chair (Union Side)	
4.	To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4 (b) of the Local Government Act 1972.	
5.	To receive declarations of interest in respect of business on the agenda and any urgent additional items to be considered at the meeting.	1
6.	To agree the Terms of Reference	2 to 6
7.	To approve the minutes of a meeting held on 18 <sup>th</sup> March 2008.	7 to 12
8.	Sickness Absence/Occupational Health Statistics	13 to 16
9.	Draft People Strategy 2008-11	17 to 36
10.	Skills Pledge	37 and 38
<b>PART 2 – EXEMPT ITEMS</b>		
<i>The Local Government (Access to Information) Act 1985, Local Government Act 1972, Part 1, Schedule 12a</i>		
11.	Pay and Grading Implementation Plan Update – July 2008	39 to 47