

Enquiries to: Committee Services
Committee Services Direct Dial: 024 7637 6215
Email: committee@nuneatonandbedworth.gov.uk

Date: 30th August 2023

Our Ref: MM

Dear Sir/Madam,

A meeting of the **EMPLOYMENT COMMITTEE** will be held in the Council Chamber, Town Hall, Nuneaton, on **Tuesday, 12th September 2023** at 6.00 p.m.

Please note that meetings are recorded for future broadcast.

Yours faithfully,

BRENT DAVIS

Chief Executive

To: All Members of the
Employment Committee

Councillor S. Croft (Chair)
Councillors D. Brown, M. Green,
T. Sheppard and M Tromans.

AGENDA

1. ANNOUNCEMENTS AND EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside Lloyds Bank on the opposite side of the road.

Please exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

The meeting will be live streamed to YouTube and will be available to view via the NBBC website.

2. APOLOGIES - to receive apologies for absence from the meeting.

3. MINUTES - To confirm the minutes of the meeting held on the 20th June 2023 attached **(Page 5)**.

4. DECLARATIONS OF INTEREST

To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members' Code of Conduct.

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made for interests that are declared regularly by members to be appended to the agenda **(Page 8)**. Any interest noted in the Schedule at the back of the agenda papers will be deemed to have been declared and will be minuted as such by the Democratic Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.

2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

5. PUBLIC CONSULTATION - Members of the Public will be given the opportunity to speak on specific agenda items, if notice has been received.

Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the chair, the speaker persists, they will be asked to stop speaking by the chair. The chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

6. HUMAN RESOURCES POLICY DOCUMENTS – a report of the Head of People and Culture, attached **(page 10)**.
7. HR METRICS DATA – a report of the Head of People and Culture, attached **(page 26)**.
8. EMPLOYEE CODE OF CONDUCT - a report of the Head of People and Culture, attached **(page 37)**.

9. PEOPLE STRATEGY – AN UPDATE ON PROGRESS - a report of the Head of People and Culture, attached (**page 48**).
10. WORK PROGRAMME 2023/24 – to agree the 2023/24 work programme, attached (**page 54**).
11. ANY OTHER ITEMS which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified).
12. EXCLUSION OF THE PUBLIC AND PRESS - Under section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in paragraph (i) and (iv) of Part I of Schedule 12A to the Act.
13. MONITORING OFFICER REMUNERATION - a report of the Head of People and Culture (**To Follow**).

NUNEATON AND BEDWORTH BOROUGH COUNCIL

EMPLOYMENT COMMITTEE

20th June 2023

A meeting of the Employment Committee was held on Tuesday, 20th June 2023. This meeting was held in the Council Chamber and was live streamed and recorded.

Present

Councillor S. Croft (Chair)

Councillors: D. Brown, M. Tromans and B. Hammersley (substituting for Councillor M. Green).

PART I – PUBLIC BUSINESS

- EC01 **Apologies**
Councillor M. Green.
- EC02 **Minutes**
RESOLVED that the minutes of the Employment Committee meeting held on 15th March 2023, be approved, and signed by the Chair.
- EC03 **Declarations of Interest**
As a substitute Councillor for this meeting, the Declarations of Interest for Councillor B. Hammersley were not detailed in the Schedule attached to the agenda.
RESOLVED that the declarations of interest are as set out in the Schedule attached to these minutes, with the addition of the Declarations of Interest for Councillor B. Hammersley.
- EC04 **Human Resources Policy Documents**
The Head of People and Culture presented a report to seek approval on two Human Resources documents.
RESOLVED that the following documents be noted and approved:
a) Disciplinary Policy and Dismissal Procedures; and
b) Grievance Policy and Procedures
- EC05 **HR Metrics Data**
The Head of People and Culture presented a report to provide the Committee with an overview of the services provided by the Human Resources function and key statistical information for each area.
RESOLVED that the contents of the report be noted.
- EC06 **Work Programme 2023/24**
To review the Employment Committee Work Programme 2023/24.
RESOLVED that
a) the Work Programme be noted and be subject to change.

Chair

Employment Committee - Schedule of Declarations of Interests – 2023/2024

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			Granted to all members of the Council in the areas of: <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	D. Brown	Employed by H.M Land Registry	Regional Coordinator, Ragdoll Rescue Charity. Representative on the following Outside Bodies: <ul style="list-style-type: none"> • Exhall Education Foundation (Council appointment). 	
	S. Croft (Chair)	Employed at Holland & Barrett Retail Ltd	Treasurer of the Conservative Association Member of the following Outside Bodies: <ul style="list-style-type: none"> • Champion for Safeguarding (Children and Adults) • Local Government Superannuation Scheme Consultative Board • West Midlands Employers 	
	M. Green	Employed by Horiba Mira – Engineering Technician	Chair of Education Standards Committee – St Thomas More School. School Appeals Panel Member Our Lady of the Angels Church. President – St Vincent De Paul Society Nuneaton, Member of the George Eliot Fellowship Member of Other Bodies: <ul style="list-style-type: none"> • Friendship Project for Children. 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			<ul style="list-style-type: none"> Nuneaton Education Strategy Group 	
	T. Sheppard		Member of Unite Union Member of Labour Party	
	M. Tromans	RTC Ltd, Nuneaton; WCC, Warwick	Nuneaton Acorns WI	

**Employment Committee - Schedule of Declarations of Interests –
2023/2024**

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	D. Brown	Employed by H.M Land Registry	Regional Coordinator, Ragdoll Rescue Charity. Representative on the following Outside Bodies: <ul style="list-style-type: none"> • Exhall Education Foundation (Council appointment). 	
	S. Croft (Chair)	Employed at Holland & Barrett Retail Ltd	Treasurer of the Conservative Association Member of the following Outside Bodies: <ul style="list-style-type: none"> • Champion for Safeguarding (Children and Adults) • Local Government Superannuation Scheme Consultative Board • West Midlands Employers 	
	M. Green	Employed by Horiba Mira – Engineering Technician	Chair of Education Standards Committee – St Thomas More School. School Appeals Panel Member Our Lady of the Angels Church. President – St Vincent De Paul Society Nuneaton, Member of the George Eliot Fellowship Member of Other Bodies: <ul style="list-style-type: none"> • Friendship Project for Children. 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			<ul style="list-style-type: none"> Nuneaton Education Strategy Group 	
	T. Sheppard		Member of Unite Union Member of Labour Party	
	M. Tromans	Warwickshire County Councillor (Galley Common) Share in a rental property in Hydes Pastures, Nuneaton	Member of WI Member of the Conservative Party	

Employment Committee

Report Summary Sheet

Date:	12 September 2023
Subject:	Human Resources Policy Documents
Portfolio:	Finance and Corporate [Cllr S. Croft]
From:	Ruth Bartlett – Head of People and Culture

Summary:	To seek approval of a Human Resources Document.
Recommendations	<ol style="list-style-type: none">1. That the following document be approved:<ul style="list-style-type: none">• Authorised Leave Policy (Appendix A)
Reasons:	To ensure that the Council complies with employment legislation and good practice by providing clear, concise and up to date Human Resources documentation to assist consistency across the Council
Options:	<ol style="list-style-type: none">1. Accept the recommendations2. Approve some documents. This may result in the Council not complying with employment legislation and good practice which may produce inconsistency in approach across the Council3. Not approve any of the documents. This may also result in the Council not complying with employment legislation and good practice which may produce inconsistency in approach across the Council

Subject to call-in:	No
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Forward plan:	No
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Corporate priorities:	Aim 4 priority 3
Relevant statutes or policy:	General Employment Legislation

Equalities Implications:	All Human Resource policies must have a consistent approach to allow the inclusion of all employees. An equalities impact assessment has been undertaken and the recommended amendments have been made. This process ensures that there are no inequalities by the introduction of the documentation.
Human Resources Implications:	The provision of the Human Resources documentation will assist consistency in approach across the Council.
Financial Implications:	None identified
Health Inequalities Implications:	None identified
Section 17 Crime & Disorder Implications:	None identified
Risk Management Implications:	None identified
Environmental Implications:	None identified
Legal implications:	None identified

Contact details:	Ruth Bartlett, Head of People and Culture Tel.No.:02476376211 Ruth.bartlett@nuneatonandbedworth.gov.uk
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NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Employment Committee
Date: 12 September 2023
From: Ruth Bartlett, Head of People and Culture
Subject: Human Resources Policy Documents
Portfolio: Finance and Corporate [Cllr S. Croft]

1. Purpose of Report

1.1 To seek approval of a Human Resources Document.

2. Recommendation

2.1 That the Committee note the report; and

2.2 That the following document be approved:

- Authorised Leave Policy (Appendix A)

3. Background

3.1 The development and review of policy documentation provides a framework to assist in a consistent approach across the Council and enhance the equalities agenda. An equalities impact assessment has been undertaken to assess the potential equalities impact the policy documentation may have upon the workforce.

3.2 The provision of good quality documentation promotes and develops good Employee Relations with Trade Union Representatives.

4. Policy Documents

4.1 Authorised Leave Policy

4.1.1 This policy is provides a framework for arrangements for authorised leave for employees, both statutory and discretionary, for instances not covered by other policies such as Attendance Management or Family Related Leave.

4.1.2 In the main, changes are to reflect changes in statutory entitlements to certain leave and approval process has been amended to reflect recent management changes.

5. Consultation

5.1 Appropriate consultation has been undertaken with the Council's Management Team and the relevant Trade Union Representatives. Furthermore, this report and the policy documents have been brought to the attention of all staff so that they may make any comments or views.

6. Conclusion

6.1 The Human Resources Service regularly produces, reviews and amends policy documentation where necessary to conform to changes in employment legislation and best practice.

6.2 The provision of appropriate Human Resources Strategies, Policies and Procedures will assist consistency across the Council and promote good Employee Relations with the Trade Unions.

APPENDICES

- Appendix A Authorised Leave Policy



AUTHORISED LEAVE POLICY

EMP 22
Issued By Human Resources
July 2023

Authorised Leave Policy Quality Record

Revision	Date	Stage	Agreed
1	12/2005	Approval by	2006
2	05/2017	Draft revisions	
3	06/2017		
4	07/2017	EqIA/SMD	July 2017
5	07/2023	Draft Revisions	

Authorised Leave Policy

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This Policy is available in larger print.
Please contact Human Resource if you require assistance.

Introduction

The Council recognises that a good work/life balance contributes to employee morale and wellbeing and as such is committed to accommodating employee's needs, wherever practical, and providing the mechanism through which employees are able to make flexible arrangements to meet non-urgent, medical and other personal issues.

This policy balances this degree of flexibility offered to employees against the requirement to ensure the efficiency and standards of the Council's services, and the way in which they are provided.

It must be recognised that there is no automatic or statutory entitlement to paid time off. This policy should also be read in conjunction with other policies, such as the Flexi-Time Guidance for Employees, Agile Working Policy, Family Related Leave Policy and Attendance Management Policy.

Scope

This policy applies to all employees, whether temporary or permanent, and should be applied consistently and fairly to all.

There may be other circumstances that arise that are not covered by this policy. Individual circumstances cannot always be accounted for within a written procedure and, where these arise they should be discussed with Human Resources.

Purpose

Throughout this policy, direction is given as to the amount of time off that is appropriate for different circumstances. It should be recognised that these are only guidelines and, where appropriate, line managers may use their discretion in the interpretation and application of this policy to ensure both the well-being of the employee and the requirements of the service are considered.

Time off from work, as defined in this policy should not, however, be seen as an automatic right and entitlement. Inevitably, instances will arise where the line manager may have to refuse the request for time off either for business reasons or in relation to the specific request made. Wherever this is the case the employee will be given a full explanation of the reason behind the refusal and, where appropriate, alternative leave arrangements, such as use of annual leave, will be discussed and agreed. Where employees remain unhappy with the decision, advice should be sought from Human Resources.

There is no service qualification for eligibility to any of the types of leave covered by the provision of this policy and each type of leave is regarded as a separate entitlement. However, the granting of leave remains at the discretion of the line manager and/or the Assistant/Strategic Director, as appropriate.

The entitlements listed in this policy are for full time employees. This entitlement should be calculated as a pro rata amount for employees working part time or any other working pattern.

Where leave is paid, the employee will receive their normal salary payment including all regular contractual payments.

Types of Leave

This policy does not cover the following:

- Family Related Leave (to include, maternity, paternity, adoption, parental leave, shared parental leave and time off for IVF treatment)
- Sickness Absence
- Trade Union duties, activities and training
- Annual Leave
- Flexitime/TOIL

In these instances, reference should be made to the relevant policy.

There are a number of different types of leave covered and these fall into a number of broad categories. Appendix A covers each type of leave in turn and gives a full explanation of the entitlements and the procedure for applying for leave in each instance.

There will be occasions when employees will request authorised leave for reasons not covered above. In these circumstances the Assistant/Strategic Director in consultation with HR will decide whether authorised leave will be approved.

Furthermore, it is recognised that at times employees may not be in a position to discuss requirements and as such authorised leave covered under this policy may be granted in retrospect.

Where appropriate, consideration should also be given to alternatives to leave stated in this policy, such as utilising home working or a temporary change in working pattern. Furthermore, where employees have a balance of annual or flexi leave and the request is made towards the end of a leave year, the expectation is that the employee should use their own time in the first instance.

Where an employee is absent from work and leave is not covered by any other policy or agreed under this policy, the absence will be treated as unauthorised and will be unpaid. Furthermore, leave granted under this policy will be monitored and where it is thought leave requested/taken is excessive and/or an abuse of the policy, the Council reserves the right to refuse all further requests. Ultimately, this may result in appropriate action being taken under the Council's Disciplinary Policy and Dismissal Procedures.

Appendix A: Reference Guide To Authorised Leave

Notes

- Entitlements are pro rata to the employee's hours of work and the length of contract for fixed term employees
- All leave is subject to impact on service delivery
- There is no automatic entitlement to paid time off
- Written proof of appointments may be required before approval for leave is given
- Where appropriate, employees should ensure that there is minimum disruption to their working day by returning to work immediately following the appointment.
- Accurate records should be maintained for requests of leave, whether approved or otherwise
- Where leave is requested that exceeds the entitlements noted in this policy, referral should be made to an Assistant/Strategic Director

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Medical, Dental and Hospital Appointments	<p>Appointments for personal, medical, dental and allied treatments/consultations should where possible be taken during an employee's own time.</p> <p>In line with the Flexi-time Guidance, where this is not possible, the time taken will not be credited and should be worked back. For those not on flexi-time, reasonable time off will be given.</p> <p>However, where a series of appointments is required for investigations and/or treatments in connection with an ongoing condition and/or injury, employees will be given time off to attend these appointments and an appropriate credit will be added to their flexitime hours for core time only, e.g. if an appointment is 11:00am-1:00pm, credit will be made for 1 hour between 11:00am- 12:00pm.</p>	Line manager to approve.	Where an appointment results in treatment or the issue of a medical certification this will be covered by the Attendance Management Policy.

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Elective Treatments (e.g.) <ul style="list-style-type: none"> • Sterilisation • Cosmetic Surgery • Laser Eye Treatment 	There is no entitlement to Authorised Leave. The employee is expected to request either Annual Leave, Unpaid Leave or Flexible Working and request the leave in the normal way. If needed, Line Managers should seek advice from Human Resources.		Where the failure to undergo the procedure presents an impact to the employee's physical or mental wellbeing this may be covered by the Attendance Management Policy. In all other circumstances, elective treatment will not be treated as sick leave.
Blood Donation	Paid leave for up to 4 donor sessions in a rolling year	Line manager to approve	
Bone Marrow Donation Organ and Tissue Donation	Paid leave for up to 5 days in a rolling year	Line Manager to approve	If the procedure results in unanticipated complications this will be covered by the Attendance Management Policy
Religious Observance	Where appropriate, Annual Leave should be taken for religious holidays or festivals. Time required for the purpose of observing prayer times will be given consideration, but shall be in the employees own time.	Line Manager to approve	
Jury Service	Leave is given as required and employees are paid as normal.	Line manager will approve in line with government legislation	

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Magisterial and Justice of the Peace Duties	Paid leave for up to 13 days or 26 half days in a rolling year.	Line Manager to approve.	
Public Duties A member of <ul style="list-style-type: none"> • a local authority • a police authority • any statutory tribunal • a health authority • a primary care trust • a governing body 	Paid leave for up to 5 days in a rolling year.	Line Manager to approve.	Where the Public Body is not mentioned, the Director will consult with Human Resources.
Services Leave	Non Regular Forces – Paid leave for up to 10 days for Annual Instruction. Civil Defence – Paid leave for up to 5 days for Annual Instruction.	Line Manager to approve.	
Reservist Mobilisation	Requests for Voluntary Mobilisation and call-ups for Compulsory Mobilisation will be given consideration.	Line Manager to approve.	
Examination and Study Leave	Leave with pay for first time examinations and the same amount of time with pay for revision purposes shall be granted. This shall apply for those examinations which are related to the employees employment with the Council.	Line manager to approve.	Please refer to the Training and Development Policy for more information.

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Election Duties	<p>Paid Leave for duties undertaken during normal working hours for any election administered by Nuneaton and Bedworth Borough Council.</p> <p>Election duties undertaken for any other authority will be during the employee's own time, approval for which will be at the discretion of the service.</p>	Line manager to approve.	
Authorised Leave for Reasonable Adjustments	Authorised in cases where a period of time is needed to accommodate a reasonable adjustment in relation to a disability, e.g. time off for treatment, training for dogs for the blind, etc.	Line manager to approve	Please also refer to the Attendance Management Policy.
Special Leave – Bereavement – Child under 18.	Death of a child under 18, paid leave for 10 days (parental bereavement leave)	Line manager to approve; referral to AD/SD where request for leave exceeds that noted in the policy.	Covered in the Parental Bereavement Leave Policy

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Special Leave - Bereavement	<p>Paid leave for up to 5 day's in cases of the death of an immediate family member, i.e. spouse/partner, child over 18, parent, grandparent, sibling, in-law, step/adopted relations, other household member (excluding tenants/lodgers) or a person who relies on the employee and they have involvement in the funeral arrangements.</p> <p>In addition, a further day will be granted for attendance at the funeral.</p> <p>1 day for other family members.</p> <p>Dependent on the circumstances, Directors may use discretion to extend this leave in consultation with HR.</p> <p>The employee is expected to use their own accrued leave or unpaid leave for the attendance to any other funeral, however, Managers will need to take account of individual circumstances.</p>	Line manager to approve; referral to AD/SD where request for leave exceeds that noted in the policy.	
Miscarriage or Still Birth (prior to 24 th week of pregnancy).	Paid leave for up to 10 days in any one request dependent on the individual's needs This leave applies to both the mother and father.	Line manager to approve	Miscarriage or still birth after 24 th week of pregnancy is covered in the Family Related Leave Policy

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Emergency Leave for care of dependants	<p>Time required to deal with the immediate (on the day) emergency involving a dependant and make necessary arrangements. This is normally a maximum of 1 day depending on the circumstances. Time needed after this will be taken as annual leave or flexi time. Such time will not be granted for events in the future i.e. those that are known about in advance.</p> <p>Paid leave for one occasion in any 12 month rolling period. Any occasions after this will be unpaid.</p>	Line Manager to approve, AD/SD may use discretion to allow further leave dependent upon the circumstances.	For these purposes, a dependant is defined as a spouse/partner, child, parent or other person living with the employee (not lodgers). This leave is for emergencies only and does not cover times where an employee could reasonably know of the situation in advance
Unpaid Leave	<p>All requests for Leave without pay will be given consideration.</p> <p>Request for extended periods of unpaid leave will be considered in line with service requirements and managers/employees should refer to the Career Break Policy.</p>	<p>Line Manager to approve periods up to a maximum of 2 weeks. Requests in excess of this should be referred to the AD/SD</p> <p>Line Managers must ensure that payroll are informed of any periods of unpaid leave so that the appropriate salary deduction can be made.</p>	<p>Employees need to be aware that any periods of unpaid leave may constitute a break in service for pension purposes. Further information is available at www.warwickshire.gov.uk/pensions.</p>
Unauthorised Leave	Any unauthorised leave shall be without pay and will be considered a breach of contract which may result in disciplinary action.	Line Managers must ensure that payroll are informed of any periods of unauthorised leave so that the appropriate salary deduction can be made.	

Type/ Requirement Of Leave	Amount Of Leave	Approval Process	Comments
Compassionate Leave	<p>Compassionate leave of up to 5 days paid per rolling year may be given in other circumstances not already covered in this policy.</p> <p>This will normally only include circumstances involving an employee's immediate family member.</p>	Line Manager to approve	
Time off for Volunteering	<p>Paid leave of up to 1 days per rolling year. This leave may be taken either as a block or split over a period of up to 7 weeks, e.g. 1 hour per week. Any leave taken above this will be in an employee's own time.</p> <p>Leave will only be granted where employees are volunteering for a recognized, not for profit organisation.</p>	Line Manager to approve	
Inclement Weather /Travel Disruption	<p>Where inclement/bad weather affects the ability to get into work, and where they are unable to work from home, employees are expected to use their own leave.</p> <p>Where the Council suspends a service due to inclement weather, employees will be expected to undertake suitable alternative duties. However, where such duties cannot be sourced and/or are not possible, employees will not be required to work and appropriate paid time off will be given</p>	Cases of inclement/Bad weather will be declared by the AD/SD	Employees who have agile working equipment and who spend time in the work office are expected to ensure this is taken home

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Employment Committee
Date: 12 September 2023
From: Ruth Bartlett, Head of People and Culture
Subject: HR Metrics Data
Portfolio: Finance and Corporate [Cllr S. Croft]

1. Purpose of Report

1.1 To give provide key statistical information for each key service provided by HR.

2. Recommendation

2.1 That the Committee note the contents of the report.

3. The Human Resources Function

3.1 The Council's Human Resources function provides an advice and guidance service to managers and employees in key areas such as:

- Employee Wellbeing – including attendance management
- Employee Relations – including advice and guidance in relation to formal HR processes and policies.
- Recruitment and Retention
- Training and Development

3.2 The HR team work closely with managers, employees, elected members and trade union colleagues to ensure a consistent and proactive approach in people management.

3.3 The HR team has access to advice and guidance from both West Midlands Employers and the Local Government Association. The Council also contributes data to a variety of sources to enable benchmarking and inform policies and ways of working.

3.5 The following sections aims to provide some key statistical information in relation to the HR services provided at the Council. Limited benchmarking data is available for services provided by HR and work is ongoing to establish a sharing of specified data across the region to better enable this.

3 Employee Wellbeing

4.1 The Council is committed to the wellbeing of its employees and offers a range of support to ensure a healthy and safe workforce.

4.2 Employee Assistance Programme (EAP) and Counselling

The Council introduced an EAP service in February 2021. This service is accessible to all employees and gives access to free 24/7, 365 confidential advice on a variety of issues and also includes downloadable self-help guides. In addition to 'in the moment' support for issues related to mental health, the service also offers employees and assessment and then up to six telephone counselling sessions per issue.

In addition to the EAP service, the Council continues to offer and arrange for counselling appointments via local providers. As with EAP this is offered as an assessment and then up to six sessions.

The intention of both the EAP and counselling offer is to provide support as an interim whilst employees await appropriate support via their GP or medical professional.

The table below gives an indication of counselling referrals made and sessions accessed via the EAP service:

Year	EAP referrals	Counselling referrals
2020/21	n/a	21
2021/22	26	10
2022/23	34	3
2023/24 (to end of June)	8	2

EAP sessions are offered via the Council's wider employee benefits platform and as such are provided at no cost to us. Based on an average cost per session of £40 and a complete course, the referrals made via the EAP service to date for 2023/24 would have cost the Council £2,240.

4.3 Physio Referrals

Where employees have been referred to and are awaiting support via the NHS, the Council offers interim access to a local physiotherapist. This support includes an initial assessment and then up to six sessions. The support is offered on the basis of either enabling employees to remain in work despite their condition or return to work from absence earlier than they would otherwise.

The table below shows the number of referrals made for physio:

Year	Number of physio referrals
2020/21	7
2021/22	14
2022/23	11
2023/24 (to June 2023)	1

3.4 Occupational Health

The Council offers support to employees who may be absent from work and/or experiencing health issues via an Occupational Health provider. The main purpose of Occupational Health is to provide early intervention to enable employees to maintain appropriate attendance at work. This may include advice on adjustments at work, both temporary or permanent, or advice to employees to aid management of symptoms.

The table below gives details on referrals made to Occupational Health:

Year	Number of Pre-employment referrals*	Number of health referrals
2020/21	29	41
2021/22	17	52
2022/23	Not available	87
2023/24	Not available	Not available

*Pre-employment referrals are made where candidates have declared a medical issue that may require adjustments, etc

3.5 Support for Alcohol and Substance Misuse

The Council has an Alcohol and Substance Misuse Policy which has been in force since 2016. Under this policy, employees who declare an issue with alcohol and/or substance misuse are offered appropriate cessation support via both Occupational Health and counselling.

The policy also provides a framework for testing for alcohol and substances. This testing is carried out based on 'with cause' or post incident/accident. The Council also undertakes routine random testing.

The table below details the number of tests undertaken in line with the policy for 2021/22 to date. It should be noted that where testing is undertaken it is routinely for both alcohol and substances. Those noted as engaged in support will have undertaken several re-tests in line with their individual support plans:

Year	With Cause	Post Incident/Accident	Random	Employees engaged in support
2021/22	86	Nil	15	14
2022/23	2	Nil	60	Nil
2023/24	1	Nil	15	Nil

3.6 Attendance Management

The Council has an Attendance Management policy which provides a framework to support employees in maintaining appropriate levels of attendance at work. This includes management of long-term absence, procedures for welfare contact and return to work interviews and a formal absence monitoring process.

The Council has a performance target against which various factors of the policy are measured. The tables below show performance against these targets:

Return to work Interview Compliance

Year	Target for completion	% compliance	Overall average days to complete
2020/21	3 days	72.2	3.91
2021/22	3 days	74.01	3.29
2022/23	3 days	73.06	3.87
2023/24 (to end of June)	3 days	68.10	4.29

Days to complete	% Completed			
	2020/21	2021/22	2022/23	2023/24 (to end of June)
1 day or less	59	44.42	46.70	47.20
2 days	8.25	26.09	4.23	18.5
3 days	4.95	3.5	11.39	2.4
4 days	7.20	6.07	4.41	12
5+ days	20.60	19.92	33.27	19.9

The table below shows a more detailed view of compliance by department for 2023/24 (to end of June) and includes the number of return to work interviews that this includes:

Service Unit	No. of FTE	RTWI % (rolling average)	Days to complete all RTWI (rolling average)
Chief Executive	8	100.00	0.23
Finance and Governance	75.64	76.77	4.64

Economy and Transformation	79.49	47.22	5.25
Housing and Community Safety	172.19	84.93	2
Public Services	143.15	54.68	6.1
Totals	478.47	68.10	4.29

Several teams achieved 100% compliance for 2021/22 , 2022/23 and 2023/24 (to end of June), although of these several lost nil days to sickness throughout the relevant years.

The worse performing area for 2020/21 was Transport and Waste with a compliance rate of 58.39% and an average time for completion at 7.72 days.

For 2021/22, the worse performing area was Town Centres with a compliance rate of 31.24% and average days to complete of 23.08.

For 2022/23), the worse performing area was Town Centres and Markets with a 38.89% compliance rate and an average days to complete of 12.72 days. This relates to 7 out of 20 return to work interviews triggered being compliant.

For 2023/24 (to June 2023), the worst performing area is Economy, which includes Town Centres, with a compliance rate of 16.67% and average days to complete of 10.5. This relates to 2 out of 9 return to work interviews triggered being compliant.

Managers are required to select a reason for non-compliance when completing return to work interviews late. The below table gives details of reasons for lateness for 2023/24 (to end of June):

Reason	%
Employee on Leave	67.57
I forgot/Other priorities	5.41
Manager absent	13.51
Manager on Leave	8.11
System unavailable	2.7
Unable to find private space	2.7

FTE days lost to sickness

The table below provides an overall view of sickness absence:

Year	FTE Days lost	Short term FTE Days lost	Long Term FTE days lost	Target
2020/21	8.12	2.77	5.36	8.75 (3.5 S/T and 5.25 L/T)
2021/22	12.74	5.13	7.61	8.75 (3.5 S/T and 5.25 L/T)
2022/23	10.66	4.80	5.85	8.75 (3.5 S/T and 5.25 L/T)
2023/24 (to end of June)	2.54	0.93	1.61	8.75 (3.5 S/T and 5.25 L/T)

*long term absence is defined as any absence exceeding 20 days

The table below gives a more detailed view of sickness absence for 2023/24 (to end of June) by service unit:

Directorate	FTE	Short term FTE Days lost	Long Term FTE days lost	FTE Days lost
Chief Executive	8	0.38	0	0.38
Finance and Governance	75.64	0.63	1.97	2.59
Economy and Transformation	79.49	0.78	1.33	2.11
Housing and Community Safety	172.19	1.06	1.67	2.73
Public Services	143.15	1.04	1.59	2.63
Totals	478.47	0.93	1.61	2.54

Top 3 Absence Drivers

For 2020/21 absence due to mental health reasons was the Council's top absence driver. This absence group includes stress (both work and non-work related), anxiety and depression. In general, absence due to other reasons reduced which could be a benefit of more agile working. Most absences for this reason are long term with the average length being just under 35 days. The next highest number of days lost due to absence were medical infection and then Musculoskeletal absences.

For 2021/22, the top absence driver continues to be mental health, with an average length of absence of 30 days. The second absence driver was Covid, followed by Musculoskeletal.

For 2022/23, Mental Health related absences continue to be the main driver, followed by Musculoskeletal. Over 60% of absences lost in this period to Mental Health were designated as long term with absences spread across both administrative/professional roles and manual/frontline roles. In comparison, Over 70% of Musculoskeletal related absences were designated as short term with the majority attributed to manual/frontline roles.

For 2023/24 (to end of June), the absence driver trend continues with Mental Health related absences continuing to be the main reason for absence.

3.7 Employee Benefits

In August 2021, the Council implemented an employee benefits platform that brought together current benefits and extended the range of those on offer. These benefits contribute to employee wellbeing and include Cycle to Work, financial wellbeing and discounts on home and electronics, all via salary deductions.

The table below details the range of benefits on offer and employee take up for each:

Year	Cycle to Work	Healthcare plan*	Credit Union*	Home and Electronics	Lifestyle discounts**	Bike Shop	Travel & Leisure
2020/21	13	33	16	n/a	n/a	n/a	n/a
2021/22	24	35	16	43	164	0	0
2022/23	5	29	10	89	249	1	0
2023/24 (to end of June)	0	29	10	14	262	0	0

*Current members at end of year

** Registrations

As some of these benefits are offered as salary sacrifice there is also a saving to the Council in employer oncosts.

Based on employee take-up via the benefits platform launched for 2023/24 (to end of June) these savings are projected to be £1,653.09. There is no cost to the council for provision of these benefits.

4 Employee Relations

Employee relations is a key element of HR and includes advice and guidance on a range of issues, both informal and formal including change management and conduct.

The Council has a range of policies that provide guidance on addressing issues, initially informally. However, there are times when issues need to be dealt with formally. The table below details the number of formal processes instigated over the last two years.

Data is logged based on date of initiation and it should be noted that as some cases may take a number of weeks or months to conclude, work on some of those cases detailed below in previous years may still be ongoing.

Year	Attendance Management	Disciplinary	Grievance	Performance/capability	Other*
2020/21	9	5	4	10	11
2021/22	23	14	1	10	12
2022/23	28	20	4	10	32
2023/24 (to end of June)	4	2	0	0	10

*Includes other formal casework such as change management, TUPE, etc

5 **Recruitment and Retention**

Recruitment and retention of employees includes a robust recruitment and selection policy and process. It also covers areas such as staff turnover. The tables below detail key information in relation to this area.

Staff Turnover

Staff turnover is calculated using total number of leavers from the organisation in a period divided by average headcount for the year. These figures do not include casual employees or elected members or those that have left via TUPE:

Year	% Turnover
2020/21	15.45
2021/22	16.20
2022/23	12.8
2023/24 (to end of June)	3.7%

Recruitment Information

The ability to recruit suitably qualified and experienced staff continues to be an issue for the Council. This is a difficulty that is in line with trends nationally and is not unique to local government.

The table below shows number of adverts by month and year based on closing date versus number of applications received:

Month	2022/23			2023/24		
	Total adverts	Total applications	Average applications	Total adverts	Total applications	Average applications
April	18	79	4.39	13	73	5.62
May	9	44	4.89	5	36	7.2
June	11	56	5.09	6	67	11.17
July	21	9	2.33			
August	12	24	2			
September	8	49	6.13			
October	8	22	2.75			
November	8	38	4.75			
December	5	17	3.4			
January	8	24	3			
February	6	25	4.17			
March	12	31	2.58			

Time to Recruit

From January 2023, HR have started to monitor various stages of the recruitment process, including date of approval and appointment. The intention is to enable analysis of the recruitment process and identify any key areas of improvement

The performance data is currently limited but the table below gives an overview of days to recruit, i.e. working days from approval to recruit to formal offer of appointment, along with some early observations:

Month	Average time from approval to conditional offer	Total overall average time to recruit (approval to formal appointment)
January	39	55.5
February	37.5	51.83
March	24.71	34.71
April	21.75	32.12

Notes:

Data is counted from month original approval given and only shows completed recruitment campaign, which may include re-advertisement.

Where recruitment is ongoing, data is not included.

'Completed' recruitment campaigns will include where appointment has been made and/or where recruitment has been ceased.

For adverts where more than one appointment is sought, data is counted only once.

Early analysis of the data suggests some slack in the process from date of approval to time to interview. This would suggest that there needs to be better management and preparation of the process, i.e. recruiting manager should have a plan for their recruitment campaign, including planned short listing and assessment dates, at the time of approval.

6 **Training and Development**

The Council offers a wide range of training and development opportunities and utilises an online training platform, DELTA, to manage bookings and course completion for both in-person training and e-Learning sessions.

Several training courses are classified as mandatory, either for all employees or defined as role specific. This includes data protection training for all and HR policy courses for managers. Some of these courses require refreshers after a set period of time.

Appropriate training plays a vital role in ensuring employees perform their duties to the best of their abilities.

The table below gives details on non-completion of HR related mandatory courses, to include refreshers where appropriate, as at end of June 2024. The data also includes those courses which require refreshers and where the original attendance has now 'expired':

Equality and Diversity	Frontline staff training programme	Safeguarding	Being the Manager programme for managers	Induction for new employees	Data Protection
126	108	65	16	19	10

*where there is a programme of courses, the above figures may include those that have completed some but not all of the programme.

Please note that some courses that have previously only been available in-person are currently being developed to be available in alternative formats, such as e-learning.

This data does not include training provided by other departments such as IT, Health and Safety or job specific training.

8. **Conclusions**

- 8.1 The Committee should note the contents of the report. The intention is to provide updates on this data at each quarterly meeting. Therefore, the Committee may

also wish to consider any additional information that it wishes to be included in the future.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Employment Committee
Date: 12 September 2023
From: Ruth Bartlett, Head of People and Culture
Subject: Employee Code of Conduct
Portfolio: Finance and Corporate [Cllr S. Croft]

1. Purpose of Report

1.1 To brief on changes to the Employee Code of Conduct

2. Recommendation

2.1 That the Committee note the report; and

2.2 That the following documents be referred for formal ratification by Full Council:

- Employee Code of Conduct

3. Background

3.1 On the 31st January 2023, the Audit and Standards Committee received the External Auditor's Annual report for the financial year 2020/2021. This report made several recommendations resulting in revisions to the Employee Code of Conduct included in the Council's Constitution. These revisions were ultimately approved by the Audit and Standards Committee on 11th July 2023. A copy of the report and the revised Employee Code of Conduct is attached at Appendix A.

3.2 Given that the Employee Code of Conduct is a key document in relation to setting the standards and behaviour of employees, this also falls within the remit of the Employment Committee. Therefore, this committee is asked to review and note any revisions prior to formal approval at Full Council.

4. Consultation

4.1 Appropriate consultation has been undertaken with the Council's Management Team and the relevant Trade Union Representatives. Furthermore, this report and the policy documents have been brought to the attention of all staff so that they may make any comments or views.

5. Recommendations

5.1 That the Committee note the revisions to the Employee Code of Conduct and refer to Full Council for formal ratification.

APPENDICES

- Appendix A Report to Audit and Standards Committee to include revised Employee Code of Conduct.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Audit and Standards Committee – 11 July 2023
From: Monitoring Officer
Subject: Employee Code of Conduct: Recommended changes by the External Auditor

1. Purpose of the report

- 1.1 To consider and approve the recommendations from the Constitution Review Working Party and recommend changes to the Constitution.

2. Recommendations

- 2.1 That the recommendations as set out in the report and appendix be approved; and;
2.2 IT BE RECOMMENDED TO COUNCIL that the Constitution be amended accordingly.

3. Background

- 3.1 On the 31st January 2023, this Committee received the External Auditor's Annual report for the financial year 2020/2021. As part of the work undertaken, Grant Thornton reviewed the Governance arrangements for managing Gifts & Hospitality and conflicts of interest. Recommendation 5 of the report made an Improvement Recommendation requiring the Council to prepare and maintain a register of interests for Directs, Assistant Directors and Senior Managers. Currently, this maintained locally within each service area.
- 3.2 To give effect to this recommendation, it has been necessary to amend the Council's Employee Code of Conduct. As part of this process, Trades Unions were consulted and no adverse comments were received. The changes to the Employee Code are as highlighted in Appendix A and, in brief: establish a central record for officer conflicts of interest; and for transparency, requires the publication of the register on the Council's website (which mirrors the requirement for elected members).
- 3.3 On the 16th June the Constitution Review Working Party met to consider the changes and approved them for submission to this committee.

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5B CODE OF CONDUCT FOR EMPLOYEES

5B.1 PURPOSE OF THE POLICY

Nuneaton and Bedworth Borough Council (“the Council/Borough”) is accountable to the people of the Borough and, the public expects the highest standards of conduct from its employees.

An Employee for the purpose of this policy is defined as anyone employed on a permanent, temporary, fixed term or casual basis. It also extends to those working on our behalf via an agency or on a consultancy basis.

This Code of Conduct for Employees sets out standards of conduct expected from all employees of the Council. Employees must conduct themselves in a way that ensures a high standard of service is provided and, the reputation of the Council is protected.

Where an Employee is not a direct employee of the Council, this policy shall be read and construed as applying to them as modified and suitable.

This code has been written for the wellbeing of employees and for the effective operation of Council business. Failure to act in accordance with the Code and in conjunction with other relevant policies and legislation at the time, may result in disciplinary action.

Contents of the Policy is as follows:

- 5B.2 – Employee Responsibilities
- 5B.3 – Management Responsibilities
- 5B.4 – Standards of Service to the Public
- 5B.5 – Party Political Impartiality and Politically Restricted Posts
- 5B.6 – Relationships
- 5B.7 – Conflicts of Interests
- 5B.8 – Council Equipment
- 5B.9 – Information obtained during the Course of Employment
 - Whistleblowing
 - Investigations by Monitoring Officers
- 5B.10 – Compliance with this Code

5B.2 Employees Responsibilities

- a. Employees are accountable, and owe a duty to the Council they work for and, this Code must be complied with as it forms part of the terms and conditions of their employment/terms of their engagement.
- b. Employees are expected to read this Code in conjunction with and adhere to, all other policies/legislation approved by the Council.

Employees are expected to use their knowledge and expertise to give the highest standard of service to the public, and, where it is part of their duties, to provide appropriate advice to councilors and fellow employees with impartiality.

Although the Nolan Committee on Standards in Public Life established its seven principles primarily with elected members in mind, they apply equally to employees in the public service. All employees are therefore expected to conduct themselves in accordance with those principles. The principles are Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership. Employees are expected to maintain conduct of the highest standards so that public confidence in their integrity is sustained.

It is the responsibility of all employees to familiarize themselves periodically with the latest version of the Code and for complying with it at all times.

To articulate the Nolan Principles the Council has also developed for staff the following core values:

- Service for our customers
- Integrity in our actions
- Accountability for our performance
- Co-operation with councilors, colleagues and partners
- Objectivity in our decisions
- Efficiency: to keep overall costs down
- Confidence to try things out

5B.3 Management Responsibilities

Managers must ensure this Code is adhered to by all employees. They must

- ensure standards within this Code are established and communicated in the workplace;
- clarify where required to assist in employee understanding of the Code;
- manage non-compliance with the standards set out in this Code at the earliest opportunity.

5B.4 Standards of Service to the Public

Employees must be courteous, efficient and impartial in providing services to all within the community. Aggressive or antagonistic behavior will not be acceptable. If the employees work with customers that behave aggressively, they must familiarize themselves with the appropriate codes/policies on violence/aggression.

Employees should ensure they are familiar with all relevant Council policies and procedures which apply to their role, and act in line with these. This includes Contract ~~Standing Orders~~Procedure Rules, Financial ~~Governance~~Procedure Rules and any other legislative frameworks in force at the time.

5B.5 Party Political Impartiality and Politically Restricted Posts

Employees serve the Council as a whole and must follow every lawful decision and policy of the Council.

Employees must serve all Members and not just those of the controlling group. Individual rights of all councilors must be respected at all times. Employees must not allow their own personal or political opinions to interfere with their work when working with members.

Whilst engaged in council business, employees must not wear or display any objects indicating support for or opposition to any political party or view. This applies to private vehicles used for council business.

Where employees are politically restricted, by reason of the post they hold or the nature of the work they do, they must comply with any statutory restrictions on political activities which they will be advised of upon appointment.

Directors and Officers on occasions, may be invited to attend political group meetings to give information. Their conduct at such venues must not compromise their political neutrality. Employees have a right, without fear of recrimination, to decline to attend a political group meeting.

5B.6 Relationships

a. Councillors

Employees and Members must comply with the Council's Protocol on Member/Employee Relations.

Mutual respect between employees and Councillors is essential to provide a high standard of local government services. Close personal familiarity between employees and councilors should be avoided as this could prove embarrassing to other employees and Councillors.

Employees are accountable to council members through their Chief Officer. Employees may be required to give advice to Councillors in the course of their duties. All employees must declare any personal relations with a Councillor. Where the relationship could present a conflict of interest, the line manager will need to consider how effectively this can be managed,

In general, employees and Councillors should consider the way others may view the potential conflicts arising from social connections, in particularly concerning confidentiality and bias.

b. Other Employees

All employees must treat each other with courtesy and respect and must comply with the standards set out in this Code and all other relevant policies of the Council.

Employees who are partners or if they have a family relationship may at some time work together. It is the council presumption that the relationship will not affect performance. Employees must declare any personal relationship with

another employee, where the relationship may affect, or could be perceived to affect the employee's or the employee's colleagues' performance. Where there are situations when a personal relationship between employees become a management concern and, they may unintentionally impair operational efficiency or affect service delivery, this will be addressed by the line manager.

The Council reserves the right (without breach of contract), in any situation where employees in a personal relationship work in close proximity, to require one or both employees to change their roles or duties. This is intended to avoid the employees in a relationship finding themselves in a potentially difficult situation. It will also avoid perceptions of unfairness or undue influence (whether real or imagined).

c. Relationships with Applicants

Employees of the Council, when involved in the recruitment and appointment of staff, must ensure that appointments are made on the basis of merit.

Employees making appointments must be aware of the equalities opportunities legislation. It would be unlawful for an employee, to make an appointment based on anything other than, the ability of the candidate to undertake the duties of the post. The relevant procedures are detailed in the council's Recruitment and Selection Policy and/or the Managing Change Policy.

In order to avoid any accusation of bias, if an applicant is related to, or is in a close personal relationship with, an employee involved in the recruitment decision, the employee must inform the relevant Chief Officer of the relationship. The method of recruitment must then be agreed by the Chief Officer, and must not allow the employee to have a role in the decision-making where unfairness could occur.

Employees may be involved in day to day management however, they must not be involved in formal decisions and decision making must be consistent and fair in accordance with Council policies and procedures. While an employee may be involved in the day to day management of the relative or someone with whom they have a close personal relationship, they must not take formal decisions about that person or seek to unduly influence such decisions. Such decisions must be taken by a different employee who has been appointed for the purpose by the relevant Chief Officer. Formal decisions includes but ~~is~~ are not limited to sanctions, discipline, promotion or pay and conditions.

d. Relationships with Others

Special favours must not be shown to partners, relatives, and friends or to current or former employees or job applicants. Employees must therefore, disclose to their Director all relevant relationships, whether of a private or business nature, which may have a potential to bring about a conflict with the Council's interests.

e. Contractors

If employees are privy to confidential information on tenders or costs for internal or external contractors, employees must not disclose that information to any unauthorized party or organization.

All orders and contracts must be awarded on merit, by fair competition against other bids, quotations, and tenders and, in accordance with Contract Standing Orders. During any contractual process, employees must disclose all relationships with current or potential contractors and, must be aware of the need for accountability and openness.

No favoritism must be shown nor should any community be discriminated against. If there is possibility of a conflict between an employees' duties to the Council and their relationship with the contractor, lessee etc, then that employee must report that relationship to their line manager. If employees have any doubt on the relevance of a particular relationship, they are advised to disclose it in accordance with Paragraph 5B.7 below~~to their line manager.~~

f. The Media

- All communications with the media relating to the activities of the Council or Council employees, are handled by the Communications Team. If employees are contacted by the media they should report details of the communications to their line manager.
- Employees must not use social media in an official capacity without the authority of their Director.
- Employees personal accounts on social media should not be used for official business and personal views of employees will not be the views of the Council.

5B.7 Conflicts of Interests

5B7.1 Private Interest v Public Duty

- a. Employees must not put themselves in a position where there is a conflict of interests between their private life and public duties. For example, if an employee is a member of a secret society which may cause a conflict of interest, such as the Freemasons, the employee must declare their membership to the their line manager and ~~on-complete~~ a declaration form which must be submitted to the Council's Monitoring Officer for publication on the Council's website.that will then be held on their personal files.
- b. The Council will reserve the right to take legal or (any) other appropriate action against employees where their conduct outside of their workplace conflicts with public duties. i.e. where the employees conduct outside of work could undermine the Council's reputation or hinder public confidence.
- c. There will be an obligation for employees to inform the Council of any convictions outside work and an assessment will be undertaken by their line manager, in conjunction with Human Resources, as to whether any further action needs to be taken in respect of their employment.

- d. Employees working in departments such as planning, must not be involved with the granting of permissions i.e. taking part in considering any application made by themselves, relative, friend or neighbour.

5B7.2 Secondary Employment/Income

- a. Where an employee has any secondary employment outside the Council, this must not conflict with the Council's interests, or bring it into disrepute. Secondary employment is not permitted during the employees working hours, nor is the use of council property, equipment or associated communications or documents.
- b. Employees may be required to disclose their total working hours of the secondary employment, to enable the council to monitor the hours worked comply with Working Time Regulations.
- c. All secondary employment must be declared to ~~the~~ the Monitoring Officer and the details recorded on a declaration form for publication on the Council's website~~line manager~~. Under the Working Time Regulations, an employee must not work more than 48 hours a week on average over a 17 week period. The 48 hour maximum applies to the working time of that one employee, irrespective of how many jobs that employee has. Ordinarily, it is the employee's responsibility to ensure they adhere to this restriction. However, if the Council is the secondary employer, it is expected that the respective line managers should monitor the overall working hours. It is accepted that at times, such as where there is a need for overtime, this working week limit may be exceeded but this should not be for an extended period. It is an employee's choice to opt out of this restriction and if they choose to do so, a copy of this opt out, whether permanent or temporary, must be shared with the line manager. At no time should the Council insist on any such opt outs.

The declaration of the secondary employment, does not remove the right of the Council to take action if, it is deemed to be detrimental to the interests or reputation of the council, or where it affects the employees' performance at work.

- d. Employees may undertake for example, secondary employment in the Council, or work on a voluntary basis within the Council as well as secondary employment within the Council.
- e. Unless express consent has been given by a Director, an employee may not become a trustee or board member of any organization which receive any form of funding from the Council.
- f. Employees must declare any financial interest whether it be direct or indirect, in any existing or proposed contracts, transactions they are involved in at the Council. The interest must be declared in writing to their line manager on a declaration form and submitted to the Monitoring Officer for publication on the Council's website

- g. Employees must declare in writing to the line manager, any interest or association with any Council activity, which could cause a potential conflict of interest.

5B7.3 Contracts and Partners

- a. In agreeing contracts/agreements with contractors, partners or voluntary bodies and, if employees engage or supervise contractors, or have a working relationship with existing or potential contractors, or have had or have a relationship in a private capacity (with the director or the contractors employee), they must declare that relationship to their line manager, complete a declaration form and submit the form for publication to the Council's Monitoring Officer. No special favour is to be shown to current or former partners, close relatives, friends or associates in awarding contracts to businesses run by them or employing them.
- b. In working with all contractors and partners there must be full compliance with this Code and, all other relevant council policies and procedures, in particular the procurement guidelines.

5B8 Council Equipment

- a. Where the equipment of the Council is no longer required it may be offered for employees to acquire them for personal use. Depending on the value of the items the employee may be required to make a financial contribution to the Council, in line with related council policies.
- b. If a member of the public wishes to access property, facilities, or equipment which may be provided by the Council on a commercial basis, an employee must not gain advantage due to your employment with the Council. Where there may be a perception of conflict, the employee must advise their line manager in order to take the appropriate action.
- c. All Council owned equipment such as laptops, mobile phones, bags, jackets must be returned on termination of employment. Council-owned or supplied data on computers must be deleted. The employees access to systems used will be terminated permanently.

5B9 Information obtained during the Course of Employment

Any information obtained by an employee in the course of their employment must not be used for the employee's personal gain or benefit, nor should it be passed to others who might use it in such a way. Employees must not disclose to any third party confidential information, which could be prejudicial to the Council's interests.

Whistleblowing

- a. Where an employee becomes aware of activities which that the employee believes to be illegal, improper, unethical or otherwise inconsistent with the model Code of Conduct for employees, the employee should report the matter in accordance with Council's Whistleblowing policy.

- b. The Council will not tolerate any form of malpractice. Although it is often difficult for employees to report legitimate concerns through fear of reprisal or victimisation, employees need to be assured that in raising concerns they will be supported.

Investigations by Monitoring Officers

Where a Monitoring Officer is undertaking an investigation in accordance with a complaint against an elected member under the Localism Act 2011 Part III of the Local Government Act 2000 and associated Regulations, employees must comply with any requirement made by that Monitoring Officer in connection with such an investigation.

5B10 Compliance with this Code

- a. This code is part of an employee's contract of employment and, failure to comply with any of the provisions of this Code may, result in disciplinary action being taken under the Disciplinary policy, or legal action if necessary.
- b. Employees are responsible for ensuring that they keep their line manager informed of any change of circumstance that gives rise to a need to update their declarations.
- c. Declarations must be made in writing to line managers the Council's Monitoring Officer.
- d. The Council will hold publish all Employee Declarations on the Council's website with proper confidentiality.

This policy provides you with an overview of the purpose of this policy and your responsibilities as an employee. Failure to act in accordance with the Code and in conjunction with other relevant policies of the Council and legislation at the time, may result in disciplinary action. Other documents which provide further details and helpful guidance that should be read in conjunction with this policy, can be found on the council's website.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Employment Committee
Date: 12 September 2023
From: Ruth Bartlett, Head of People and Culture
Subject: People Strategy – update on progress
Portfolio: Finance and Corporate [Cllr S. Croft]

1. Purpose of Report

1.1 To give an overview of the ongoing work and progress in relation to the development of the Council's People Strategy.

2. Recommendation

- 2.1 That the Committee note the contents of the report and;
- 2.2 That consideration is given to any suggestions.

3. Background

- 3.1 The LGA peer Review in 2021 recommended the Council should develop and implement a People Strategy. A report outlining the approach to the development of a People Strategy was submitted to and approved by the Employment Committee on 15 June 2022.
- 3.2 The Council's People Strategy will recognise employees as our most important asset in improving performance and reaching corporate aims. The strategy will also be key in supporting and navigating business transformation.
- 3.3 The Council's People Strategy focuses on the following core elements:
- Employee engagement and wellbeing
 - Leadership Development
 - Develop Talent
 - Promote an inclusive work environment- make the Council an employer of choice

3.4 The purpose of this report is to provide an update on the work and tasks currently being undertaken in relation to these core areas. It should be noted that many of the areas overlap and work streams fall into several of the principles.

4. Employee Engagement and Wellbeing

4.1 Employee engagement is key to ensuring employees feel valued and can help foster an environment where employees feel more connected to our corporate aims. In workplaces where employees feel more engaged evidence suggests that staff turnover and absence rates are likely to be lower.

4.2 Good employee engagement includes ensuring regular team meetings and manager/employees contact and employee surveys. However, in order to be effective, employee engagement should focus on:

- **Transparency** - Keeping all employees informed about changes, challenges and new ventures will ensure they feel more involved and invested in business aims and direction
- **Recognition** – good performance and attitude should be adequately rewarded.
- **Accountability** – managers need to be clear and consistent with those employees who perform less well, offering necessary support and resources to aid improvement.

4.3 A Reward and Recognition working group was established, the aim of which was to review the approach to reward and recognition. The group considered feedback from a survey to employees regarding the approach to annual staff awards in particular which resulted in some changes to the nomination and voting process for 2022 and going forwards.

4.4 The working group has also created discussion around Council Values, how they link to reward and recognition and whether there is a need to consider a refresh of these values. This work is ongoing and will also link to other key principles of the People Strategy, including the development of a Behavioural Framework noted in section 5 of this report.

4.5 Employee engagement is also linked to overall wellbeing of employees and this is also highlighted in the Council's commitment to achieving Thrive at Work accreditation as noted in the BaBB. With the aim of meeting this target, the Council has introduced a number of wellbeing initiatives, including an Employee Assistance Programme and a range of affordable employee benefits. In addition, the Council has also introduced a group of Mental Health First Aiders. Progress towards Thrive at Work accreditation has advanced and it is anticipated that Foundation level will be achieved by the end of 2023.

4.6 Following a recent audit of HR processes, recommendations have also been made in relation to an employee survey. Work on these recommendations will begin shortly and will be undertaken in consultation with the revised management structure.

5. Leadership Development

5.1 Where managers are a source of confidence and inspiration for their teams, employees will be more motivated. Therefore, a manager enablement programme and development of future leaders is key to delivering on aims.

5.2 Work is in progress in relation to the development of a Behavioural Framework, setting out key sets of knowledge, skills and abilities that represent effective and strong leadership. This framework will also be used for the wider workforce.

5.3 The Behavioural Framework is being developed to link to both the Council's Job Evaluation Competency Framework and our Values. An example of the Behavioural Framework developed for the 'Communication' Competency is attached at Appendix A.

5.4 Once finalised, the Behavioural Framework will then be used to inform competency based HR processes, such as recruitment and annual development reviews, helping the Council identify and develop those that may have leadership potential.

5.5 In addition, work has begun on development of the current leadership team, particularly with the revised senior management structure in mind. This includes development of a bespoke training programme and psychometric and management competency testing for newly recruited role. This work is in its infancy but will be finalised once the management structure is fully recruited.

6. Develop Talent

6.1 Enhancing the skills and knowledge of employees is key to ensuring we can deliver our corporate aims and also ensures employees are engaged and feel empowered to take accountability and fulfil their duties.

6.2 The training and development offering is under review and most recently, an alternative online option for some mandatory training modules has been developed. This should ensure a higher uptake of mandatory training ensuring employees and managers have the appropriate skills to fulfil their duties.

6.3 A recent audit of HR processes suggested that a skills audit is conducted to establish a baseline. This will contribute to bridging any gaps in knowledge as well as identifying employees who may have potential, for example for leadership

development, enabling more targeted future planning of the Council's training and development offering.

- 6.4 The Council is currently a member of the West Midlands Coaching Pool. The aim of this pool is to offer coaching and mentoring to develop employees, particularly those new to a role or those aspiring to leadership. However, this opportunity has not been well advertised and the Council no longer has trained coaches internally. In order to address this, we have a number of employees who will shortly start on the next cohort to become fully qualified coaches. We have also advertised the coaching pool to all employees.

7 Promote an Inclusive Environment

- 7.1 Fostering a diverse and inclusive workplace will be key in ensuring a successful People Strategy. All employees should feel valued and respected in the workplace. The Council Values will play a vital role in this. Therefore, it is important that the Values are carried throughout the employee journey and are embedded in all policies and procedures.
- 7.2 As already indicated, work has begun on better promotion of our Values with a closer link to other areas such as annual staff awards and a Behavioural Framework. This work will continue in consultation with the revised Management structure and newly implemented Assistant Director role.
- 7.3 In turn, the aim is for this framework to be further developed for use in the Annual Development Review (ADR) in order to establish any learning needs. To this end, a review of the current ADR process has begun.
- 7.4 Where employees are aware of expected behaviours in line with values, they should also be empowered to address and raise any issues. The implementation and promotion of various avenues of support, including Mental Health First Aiders aims to ensure that the Council does not inadvertently exclude certain groups of people from raising issues.

8 Conclusion

- 8.1 As indicated above, progress continues on several key areas of the People Strategy. In order to ensure ongoing progression, it is suggested that a progress review report is submitted to Employment Committee every 6 months.

Communication			Values Link	Competency Link
<p>The ability to communicate clearly and effectively with a diverse range of people and take account of their views. Uses well-reasoned questions and answers to provide up-to-date and accurate information. Effective communication is key to creating and maintaining sustainable relationships at all levels, both internally and externally. This will lead to a high quality and accessible service.</p>			Service Co-operation Objectivity	Communication Relating to Others
Positive Indicators Level A	Positive Indicators Level C	Positive Indicators Level E	Positive Indicators Level G	
<ul style="list-style-type: none"> ✓ Selects most appropriate communication method to respond to queries either electronically or face to face. ✓ Takes accountability for their communications. ✓ Knows where to find information or to who queries can be referred. ✓ Able to answer routine queries within own area of work or experience. ✓ Deals confidently, professionally and politely with both internal and external customers. ✓ Keeps sensitive data secure and confidential. ✓ Shares information with relevant parties in a timely manner. 	<ul style="list-style-type: none"> ✓ Selects the most appropriate communication method for the topic and the audience and communicates confidently (face to face, phone, email etc) ✓ Actively and effectively listens to others at different levels in the organisation and acts appropriately. ✓ Explains things simply and structures discussions in a logical way, using questioning techniques appropriately. ✓ Writes in plain English and grammar, in line with Council guidelines. ✓ Makes effective presentations to own team/small audiences. ✓ Discusses proposals and new ideas, looking at both sides of an argument to reach a consensus with colleagues before acting. 	<ul style="list-style-type: none"> ✓ Makes effective targeted presentations to diverse groups/large audiences, adjusting language accordingly. ✓ Understands and reacts appropriately to non-verbal signals. ✓ Handles intensive question and answer sessions with stakeholders. ✓ Produces reports/ specifications to a high standard of quality and detail. ✓ Reads and understands complex documents to communicate content clearly to others . ✓ Uses research and information, verbal and non-verbal cues in communication. ✓ Provides objective/factual information in their communicated responses, particularly with professional recommendations and technical knowledge . 	<ul style="list-style-type: none"> ✓ Communicates the policies and ethics of the Council to external organisations, showing the organisation in a good light. ✓ Uses empathy in all communication to good effect. ✓ Expresses complex issues clearly and confidently. ✓ Writes complex reports clearly and using appropriate language and structure. ✓ Writes careful press statements on sensitive/emotive issues demonstrating the integrity of the organisation and understanding of the issues impact on the community. ✓ Negotiates a win/win situation on issues with a significant impact to the Council. ✓ Thinks on the spot when faced with aggressive questioning by the media and provides articulate responses. 	

		<ul style="list-style-type: none"> ✓ Plans communication process and disseminates information accordingly. ✓ Demonstrates appropriate questioning technique ✓ Chairs internal meetings effectively ✓ Influences open communication within own unit 	<ul style="list-style-type: none"> ✓ Develops policy, strategy and culture which supports open communication. ✓ Puts across strategic aims and vision at a national level / public forum.
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NUNEATON AND BEDWORTH BOROUGH COUNCIL
DRAFT WORK PROGRAMME – Employment Committee 2023/24

Officer Responsible	Title	Summary	Proposed Committee Date
R. Bartlett/HR	HR Metrics/Performance Report		June 2023 September 2023 November 2023 March 2024
R. Bartlett/HR	Disciplinary policy & Dismissal Procedures Grievance Policy		June 2023
R. Bartlett/HR	Authorised Leave Policy People Strategy progress review		September 2023
R. Bartlett/HR	Capability Policy and Procedure Change Management Policy Flexible Working Policy		November 2023
R. Bartlett/HR	Regrading Policy Redundancy Selection Criteria Training and Development Policy		March 2024