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**HINCKLEY & BOSWORTH
BOROUGH COUNCIL**



**Hinckley & Bosworth
Borough Council**

**AGENDA FOR THE
MEETING OF THE COUNCIL**

**TO BE HELD ON
TUESDAY, 5 SEPTEMBER 2017
at 6.30 pm**

Fire Evacuation Procedures

Council Chamber (De Montfort Suite)

- On hearing the fire alarm, leave the building **at once** quickly and calmly by the nearest escape route (indicated by green signs).
- *There are two escape routes from the Council Chamber – at the side and rear. Leave via the door closest to you.*
- Proceed to **Willowbank Road car park**, accessed from Rugby Road then Willowbank Road.
- **Do not** use the lifts.
- **Do not** stop to collect belongings.

Recording of meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, the press and public are permitted to film and report the proceedings of public meetings. If you wish to film the meeting or any part of it, please contact Democratic Services on 01455 255879 or email rebecca.owen@hinckley-bosworth.gov.uk to make arrangements so we can ensure you are seated in a suitable position.

Members of the public, members of the press and Councillors are hereby informed that by attending the meeting you may be captured on film. If you have a particular problem with this, please contact us using the above contact details so we can discuss how we may accommodate you at the meeting.



Date: 25 August 2017

Dear Sir/Madam

I hereby summon you to attend a meeting of the Hinckley & Bosworth Borough Council in the Council Chamber at these offices on **TUESDAY, 5 SEPTEMBER 2017 at 6.30 pm**

Yours faithfully

A handwritten signature in black ink, appearing to read 'RK Owen'.

Miss RK Owen
Democratic Services Officer

AGENDA

1. Apologies
2. Minutes of the previous meeting (Pages 1 - 6)
To confirm the minutes of the meeting held on 11 July 2017.
3. Additional urgent business by reason of special circumstances
To be advised of any additional items of business which the Mayor decides by reason of special circumstances shall be taken as matters of urgency at this meeting. Items will be considered at the end of the agenda.
4. Declarations of interest
To receive verbally from Members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the Agenda.
5. Mayor's Communications
To receive such communications as the Mayor may decide to lay before the Council.
6. Questions
To deal with questions under council procedure rule number 14.

7. Petitions

To deal with petitions submitted in accordance with Council Procedure Rule 15.

8. Leader of the Council's Position Statement

To receive the Leader of the Council's Position Statement.

9. Minutes of the Scrutiny Commission (Pages 7 - 10)

Minutes of the meeting held on 10 August 2017 – for information only.

10. People Strategy 2017-2021 (Pages 11 - 22)

To present the draft People Strategy 2017-2021, setting out the strategic priorities for our workforce for the next four years.

The strategy was considered by the Ethical Governance & Personnel Committee at its meeting on 16 August. An extract from the minutes of that meeting will be included in the supplementary agenda.

11. Appointment to outside body

To appoint a representative to Hinckley & Bosworth Community Transport for the remainder of the municipal year.

12. Motions received in accordance with Council Procedure Rule 17

Motion proposed by Councillor Lay and seconded by Councillor Bill, on behalf of the Scrutiny Commission:

“Hinckley and Bosworth Borough Council is concerned about the cumulative impact of traffic, particularly HGVs accessing commercial development in neighbouring districts, upon the air quality within the borough. Whilst air quality is taken into account in considering planning applications made to the borough council, we urge the government to consider implementing a national policy to ensure that consideration is given to the impact of such traffic accessing these sites via roads in neighbouring districts to assist in improving air quality throughout the country”.

Agenda Item 2

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

11 JULY 2017 AT 6.30 PM

PRESENT: MR LJP O'SHEA - MAYOR
MRS J KIRBY – DEPUTY MAYOR

Mr RG Allen, Mr DC Bill MBE, Mr CW Boothby, Mr SL Bray,
Mrs R Camamile, Mrs MA Cook, Mr DS Cope, Mrs GAW Cope,
Mr WJ Crooks, Mr MA Hall, Mrs L Hodgkins, Mr E Hollick, Mr C Ladkin,
Mr MR Lay, Mr KWP Lynch, Mr K Morrell, Mr K Nichols,
Mr M Nickerson, Mrs J Richards, Mr RB Roberts, Mrs MJ Surtees,
Mr BE Sutton, Mr P Wallace, Mr R Ward, Mr HG Williams and
Ms BM Witherford

Officers in attendance: Bill Cullen, Julie Kenny, Rebecca Owen, Caroline Roffey, Sharon Stacey and Ashley Wilson

64 PRAYER

Prayer was offered by Reverend Pollard.

65 APOLOGIES

Apologies for absence were submitted on behalf of Councillor Bessant, Cartwright, Smith, Taylor and Wright.

66 MINUTES OF THE PREVIOUS MEETING

It was moved by Councillor Crooks, seconded by Councillor Nichols and

RESOLVED – the minutes of the meetings held on 21 March and 16 May 2017 be approved and signed by the Mayor.

67 DECLARATIONS OF INTEREST

No interests were declared at this stage.

68 MAYOR'S COMMUNICATIONS

The Mayor referred to recent events that he had attended and the achievement of Fairtrade Borough status again.

Mrs Anderson, Deputy Chairman of the Leicestershire & Rutland Magistrates, presented a tapestry to the Council. The tapestry commemorated the opening of the new courthouse in Hinckley in 2000 and every serving magistrate at that time had contributed to the stitching of it. The tapestry hung in the main entrance of the courthouse until its closure in 2016 and was now being presented to the Council for safekeeping.

69 QUESTIONS

(a) Question from Councillor Bray to the Leader of the Council

“In his recent County Council election bid, the Leader of the Council in his literature told residents that “Garden villages are being considered for future new homes away from existing settlements”. Could he inform the Council and local residents where these new homes will be located?”

Response from Councillor Hall

“The simple answer is “no”, because it is not for me to decide where these developments should be, it is for the people of this borough, but I will make sure that this Council puts in place a plan for future housing.

The current site allocations are driven by the direction of housing growth towards the extension of our existing urban areas and larger rural settlements. This will deliver our new housing requirements to 2026, but we need to provide for more new homes beyond that date.

I know that the majority of people recognise the need for building additional homes, especially affordable homes, but residents do not want to see the uncontrolled expansion of their towns and villages eating into the valuable green spaces around them. So we are working towards an alternative which can be supported by residents and delivered by developers.

We have achieved and continue to maintain a five year housing land supply, this provides us with protection against speculative development, and has been upheld through several developer appeals. We have an adopted site allocations document to fulfil the remaining requirement to 2026, with many sites already granted planning consent.

We have started the process of reviewing our Local Plan and have worked with county colleagues towards an agreed Strategic Growth Plan, which will provide evidence for our growth needs. We have undertaken some early workshops on options which have shown a wide variety of views in where homes could and should be delivered. This also highlights areas that we should protect and not build, these sites include land immediately surrounding some of our larger settlements.

Through our promotion of the need for neighbourhood development plans (NDPs), we are engaging with communities across the borough so that they can have their voice. We have provided additional funding to support communities across the borough with advice to help them to develop NDPs and have already driven a significant increase in the number of communities developing plans. These plans will give local people the opportunity to identify the growth in housing that they need, and the infrastructure growth that is needed to go with it.

Once officers bring all of these details together, there is likely to be a gap between what is required by existing communities and what is required for growth to 2036 and beyond. One option that is being considered to deliver this growth is the creation of garden villages. I personally believe this option to be of great value and if we can create more villages with an appropriate level of infrastructure we can deliver some fantastic new places to live, rather than destroying the ones that we already have.”

(b) Question from Councillor Witherford to the Executive member for Environmental Health

"I would refer to the discussion at the Council meeting on Thursday, 23 February, in regard to the charge for reported rat infestations, when budgets were discussed. We are now getting a considerable amount of sitings of rats running through and around gardens and properties in the urban area. Residents who have reported this to the council have withdrawn their enquiry when advised that they would incur a cost of £20 to take this further. They see no reason why they should pay this amount when the rats were not nesting on their property but migrating from other surrounding sites.

In the interest of public health in general and as a gesture of this council's commitment to protecting the health and safety of its residents, I would once again ask if the Executive member of this administration with this responsibility will consider withdrawing the charge that has been imposed and cover the costs incurred for this service from an alternative budget".

Response from Councillor Morrell

"I thank Councillor Witherford for her question and I can assure her of this council's continued commitment to protecting the public health as a whole and the health and safety of our residents. I am concerned if residents are being affected by rodent infestation caused by other sources. However, if residents see a rat in their garden we can provide them with a pest control service for £20 or free to those in receipt of certain benefits (£20 is still a highly subsidised cost compared to those charged by private pest control contractors and represents very good value for the comprehensive treatment received) or if they can identify a local source of the infestation, for example an accumulation of domestic waste, then a service request can be raised with Environmental Health (Pollution) who will investigate under public health legislation.

I can confirm that officers have observed an increase in service requests relating to matters that could include rodent infestations (for example domestic accumulations) over the last four years. The gradual increase began prior to the introduction of charging for rat treatments and therefore cannot be attributed to the charge. There will always be natural fluctuations in rodent populations which can be caused by external factors such as the climate. It is very natural to see populations, and as a consequence numbers of service requests, fluctuate over years. As long as we are providing a treatment service for those that want to pay and an investigation service into matters relating to rat infestations I feel that we are providing adequate protection to public health.

I will continue to monitor the situation but at the current time am not minded to reintroduce a free service; something which is very rare for local authorities to provide in today's financial climate".

As a supplementary question, Councillor Witherford asked if the Executive member would be able to monitor certain roads where there had been a large number of complaints. Councillor Morrell confirmed that he would arrange for this.

(c) Question from Councillor DS Cope to the Executive member for Cultural Services

"Could the Executive member advise why the very popular and well attended Proms in the Park does not appear to be included in the events for this year. Both my wife and myself have been approached by many past attendees who live on

the estate and beyond and are disappointed to see that no mention has been made of an event this year”.

Response from Councillor Cook

“Thank you for your question regarding events, especially Proms in the Park.

I am pleased to announce that 2017 represents the busiest events programme the council has undertaken. An uplift in the core budget aligned to events has helped us to achieve this. The economic benefits are well documented, with a 25% increase in footfall which supports the economic vitality of Hinckley’s town centre. Financial support to our rural event is also being rolled out.

Unfortunately, the lead performer of Proms in the Park, John Cleveland Orchestra, has disbanded. Alternative performers were sought but were not forthcoming. This coupled with a significant drop in attendance (88% over the past few years*) provided the opportunity for the multi agency events sub group to reallocated the aligned budget to new and exciting projects. Our key delivery partners, Friends of Hollycroft Park, have a wonderful events package on offer this season.

I’m sure all members recognise and support the diverse, high quality events package and its ability to attract visitors to our town and village centres”.

** Note: In 2010, we attracted 2,400 attendees to Proms in the Park. This had dropped to just 300 last year. Poor weather has played a part, but the number has fallen year on year.*

70 LEADER OF THE COUNCIL'S POSITION STATEMENT

In his position statement, the Leader referred to the sad loss of life at Grenfell Tower and recent terrorist attacks in London and Manchester. Members echoed these sentiments and supported the proposal for a report to the Scrutiny Commission on implications for this council.

71 MINUTES OF THE SCRUTINY COMMISSION

The minutes of the Scrutiny Commission meetings were received for information.

72 PROCUREMENT OF FLEET

Consideration was given to a report which requested supplementary budgets for procurement of a replacement vehicle fleet. The procurement process would inform the decision on whether to lease or purchase the fleet. Some concern was expressed in relation to the uncertain future of diesel vehicles and it was agreed that consideration would be given to feasibility of electric vehicles for the smaller vehicles.

It was requested that the report should be brought to the Scrutiny Commission for review of the outcomes of the procurement exercise to inform the decision to purchase or lease the fleet, although the tight timescales were noted.

Concern was expressed about potential parking problems should staff take the vehicle home with them. In response it was noted that there was sufficient parking for all of the larger vehicles on site and acknowledged that the parking of some vehicles at home enabled operatives to work more efficiently. Members were assured that, for those vehicles that were taken home, employees were asked to park considerately.

It was moved by Councillor Nickerson, seconded by Councillor Allen and

RESOLVED –

- (i) Procurement of the vehicle fleet and the associated supplementary budgets as follows, be approved:
 - (a) A supplementary capital budget of £3,855,500 for fleet and equipment procurement;
 - (b) A supplementary capital budget of £82,100 for the procurement of retained vehicles which is to be funded from the grounds machinery reserve;
 - (c) A supplementary revenue budget of £609,004 for the annual financing cost which will replace the current revenue budget of £396,000;
 - (d) An increase in the council's capital financing requirement of £3,855,500 to allow the purchase.
- (ii) The decision on purchase and/or lease of fleet and equipment be delegated to the relevant officer in consultation with the Executive Member for Neighbourhood Services.

73 REVENUE & CAPITAL OUTTURN 2016/17

Members were informed of the financial outturn for 2016/17. The reasons for the underspend were queried and it was noted that it related to natural staff turnover and resulting vacancies, the corporate management restructure and increase in income from business rates.

In response to a question on the delay in relation to the completion of some evidence based work linked to the new Local Plan, it was agreed that members would be updated on the new timeline for completion.

On the motion of Councillor Hall, seconded by Councillor Surtees, it was

RESOLVED –

- (i) The outturn for 2016/17 be approved;
- (ii) The transfers to earmarked reserves and balances be approved;
- (iii) The revenue carry forwards of expenditure and income to 2017/18 be approved;
- (iv) The housing revenue and housing repairs account outturn for 2016/17 and transfers to and from balances be approved;
- (v) The draft capital programme outturn for the general fund and housing revenue account from 2016/17 be approved;
- (vi) The HRA carry forwards be approved;
- (vii) The capital carry forwards be approved.

74 ANNUAL REVIEW OF THE CONSTITUTION 2017

Members gave consideration to the revised constitution which had been rewritten to simplify and update the document. Members who had taken part in the Constitution Working Group and officers who had worked on the document were thanked. It was moved by Councillor Hall, seconded by Councillor Wallace and

RESOLVED – the revised constitution be adopted.

(The Meeting closed at 7.35 pm)

MAYOR

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

10 AUGUST 2017 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mrs R Camamile and Mr KWP Lynch – Vice-Chairmen

Mr DC Bill MBE, Mr WJ Crooks, Mr RB Roberts, Mr BE Sutton, Mr R Ward and Ms BM Witherford (for Mr SL Bray)

Also in attendance: Councillor K Morrell and Councillor M Nickerson

Officers in attendance: Daniel Britton, Julie Kenny, Rebecca Owen, Rob Parkinson, Caroline Roffey and Mark Tuff

83 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Bray, Wallace and Williams, with the substitution of Councillor Witherford for Councillor Bray authorised in accordance with council procedure rule 10.

84 MINUTES

It was moved by Councillor Crooks, seconded by Councillor Camamile and

RESOLVED – the minutes of the meeting held on 15 June be confirmed and signed by the chairman.

85 DECLARATIONS OF INTEREST

Councillors Camamile, Lynch and Roberts declared personal interests in the developing communities fund. Councillor Lay declared a personal interest which might lead to bias as a Markfield parish councillor (one of the applicants to the fund) and had been granted a dispensation by the Monitoring Officer to enable him to remain in the meeting.

86 AIR QUALITY MANAGEMENT

Members received a report which informed them of work undertaken by the Environmental Health (Pollution) service on local air quality management. It was explained that the air quality objectives were the same across the country and based on the level at which pollution becomes harmful to health. The setting of a single national objective meant that there were several breaches in cities. Once a breach had been recorded, an air quality management area had to be declared, an action plan produced and in serious cases traffic flows would need to be controlled or low emission zones imposed.

It was noted that there were no areas of the borough where national air quality objectives were not being met, although it was noted that Shaw Lane in Markfield and Rugby Road in Hinckley had the highest levels of those measured. It was confirmed that there were no significant problems in the borough.

The contribution of large vehicles (lorries, vans, buses and trains) to the poor air quality was discussed, and it was noted that whilst the increasing use of electric vehicles would help, lorries and buses would not be able to make this change. It was, however, acknowledged that these vehicles were significantly cleaner than a few years ago.

A member requested air quality comparisons with previous years, and it was agreed that this would be sent to members following the meeting.

In relation to air quality management plans, it was stated that those authorities with these in place had to have particular regard to them when considering planning applications. The incremental effect of development was discussed and concern was expressed about large warehouses and industrial estates in a neighbouring district which had all created heavy traffic on the same route in the borough. It was proposed that a motion be put to Council to lobby the government on national planning policy in relation to air quality across local authority boundaries.

It was requested that an update on air quality be provided to the Scrutiny Commission annually.

RESOLVED –

- (i) A comparison with previous years be provided for members;
- (ii) A motion be put to Council seeking support to lobby the Government on national planning policy in relation to air quality;
- (iii) Further updated be provided to the Scrutiny Commission annually.

87 DEVELOPING COMMUNITIES FUND - ALLOCATION OF GRANTS

Councillor Lay reiterated his personal interest, for which he had been granted a dispensation.

The Scrutiny Commission was appraised of two schemes assessed in accordance with the agreed criteria for the Developing Communities Fund.

Concern was expressed in relation to the proposed scheme in Market Bosworth (market place redevelopment) due to the early stage of the project, the need for highway works, the poor traffic control plan as indicated, and the ongoing issue of the use of the land which had been maintained by the parish council for many years, but others claimed to have a right over the land.

Officers agreed to look into the matter prior to proceeding with the funding and to update members at the following meeting.

Members were supportive of the funding for the scheme in Markfield (community park).

RESOLVED –

- (i) The application from Market Bosworth Parish Council be not supported at this time;
- (ii) The application from Markfield Parish Council be supported.

88 ENVIRONMENTAL IMPROVEMENT PROGRAMME

Consideration was given to a report which outlined the Environmental Improvement Programme for 2017/18.

RESOLVED – the report be endorsed.

89 FIRE SAFETY MANAGEMENT IN COUNCIL DWELLINGS

Following a request at the previous meeting, the Scrutiny Commission received a report which informed members of the council's approach to fire safety and risk management. It was noted that, since the Grenfell Tower fire in London, DCLG had instructed all social landlords to review their housing stock and the use of ACM (aluminium composite material) cladding in relation to properties over six storeys or 18 metres in height. Officers reported that the council owned no properties of that height, nor any with ACM cladding.

Members were informed that fire risk assessments were kept up to date for sheltered housing (communal and personal property) and flats with communal areas, annual servicing of heating systems was carried out as well as electrical installation checks. All properties had smoke alarms and these were being updated with hard wired alarms rather than battery operated. Fire evacuation procedures were regularly tested in homeless accommodation.

It was also reported that commercial buildings had been assessed and, of these, two blocks had cladding, but this cladding did not use ACM.

A member asked whether fire safety of tenants' possessions was checked in council houses. In response, it was reported that whilst on all visits, housing officers were vigilant and trained to identify potential risks.

Concern was expressed in relation to privately rented housing and whether there were any fire risk assessments. In response, it was noted that properties would only be checked if a tenant raised a concern or complaint with the council.

90 RESIDENT SATISFACTION WITH COUNCIL SERVICES SURVEY - WINTER 2016

Members were informed of the findings of the resident satisfaction survey which took place in winter of 2016. It was reported that work was underway to improve response rates, including increasing the use of social media. Members felt that the report showed a high level of satisfaction with services and found it interesting that the majority of respondents felt that the media had not viewed local government positively recently.

91 SCRUTINY COMMISSION WORK PROGRAMME 2017-18

It was noted that the October meeting would be moved to 9 October and that there would be a Scrutiny workshop on 11 October which would focus on scrutinising high level strategies.

It was requested that the CCG be invited to talk about the issues with GP surgeries due to the shortage of GPs and a general update on primary care in the borough. An update from the CCG on the changes to local healthcare provision was also requested.

92 MINUTES OF FINANCE & PERFORMANCE SCRUTINY

The minutes were noted.

(The Meeting closed at 8.25 pm)

CHAIRMAN



Hincley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

ETHICAL GOVERNANCE AND
PERSONNEL COMMITTEE
COUNCIL

14 AUGUST 2017
5 SEPTEMBER 2017

WARDS AFFECTED: 'ALL WARDS'

PEOPLE STRATEGY 2017-2021

Report of Director of Corporate Services

1. PURPOSE OF REPORT

- 1.1 To present the draft People Strategy 2017-2021, outlined in Appendix, setting out the strategic priorities for our workforce for the next four years.

2. RECOMMENDATION

- 2.1 To approve the People Strategy 2017-2021.

3. BACKGROUND TO THE REPORT

- 3.1 The recently approved Corporate Plan sets out the council's clear vision 'Place of Opportunity' and the strategic priorities over the next four years. Our workforce is essential in achieving this vision and the revised People Strategy provides a broad framework to enable the council's workforce to be effectively resourced and developed in order to deliver those strategic objectives.

- 3.2 The aim of the strategy is to assist the council to:

- Understand the medium and longer term pressures on the councils services
- Plan and develop our workforce in order to meet those challenges
- Support and nurture our workforce; thereby enhancing the value and contribution of our employees

- 3.3 This is our third People Strategy since 2006 which builds upon our progress as an organisation since that date and to prepare for future challenges and opportunities.

The strategy has four strategic themes:

- **Nurturing and Attracting Talent**
- **Building an Agile and flexible Workforce**
- **Encourage Innovation and Enterprise**
- **Promote Health and Wellbeing**

Each strategic theme includes projects which will drive our plan of work over the next few years. In some instances some work is already underway as part of day activity, such as developing our recruitment material to enhance our attraction and selection methods. However the strategy does identify discrete projects such as the review of the council's pay structure due to the impact of the living wage, which will be an immediate priority due to the impact upon the workforce and organisation.

- 3.4 Given that this is a long term plan and that there will be potential for change during the life of the strategy, the strategy is designed to be flexible in regard to its delivery. The broad strategic actions within each theme will therefore be prioritised and monitored by the Strategic Leadership Team as part of the service planning process.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

- 4.1 The report to be taken in open session.

5. FINANCIAL IMPLICATIONS [AW]

- 5.1 The People Strategy 2017-2021 notes pressures from the Apprenticeship Reform requirements from 2017 and the introduction of the £9 minimum hourly rate for over 25 year olds as part of the National Living Wage changes being introduced in 2020. The current Medium Term Financial Strategy included total costs for these pressures of £233,000 up to 2020/21. These costs will be reviewed in light of any further announcements by Central Government and changes made as required.

- 5.2 The impact of pay costs have been forecast in the MTFS based on the current 1% pay inflation expected, any change to this assumption will affect forecast costs

6. LEGAL IMPLICATIONS [AR]

- 6.1 None directly arising from the report.

7. CORPORATE PLAN IMPLICATIONS

- 7.1 The People Strategy directly supports all of the priorities of the Corporate Plan.

8. CONSULTATION

- 8.1 Consultation has taken place with all staff and the Unison branch.

9. RISK IMPLICATIONS

- 9.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

- 9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the

information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

9.3 The following significant risks associated with this report / decisions were identified from this assessment:

None

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

10.1 Due regard to equalities will be considered for each project within the strategic aims. Impact assessments will be carried out if relevant as part of the delivery of each project.

11. CORPORATE IMPLICATIONS

11.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: None.

Contact Officer: Julie Stay, HR and Transformation Manager
Executive Member: Councillor M Hall

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Hinckley & Bosworth
Borough Council

People Strategy 2017 – 2021



Introduction

The Corporate Plan 2017 – 2021 sets out our vision a 'Place of Opportunity' by creating great places to live, work and relax in and therefore improving the quality of life for everyone within the borough of Hinckley and Bosworth.

It defines the three priorities we will focus upon in order to realise this vision, namely:

- **People: helping people to stay healthy, active and protected from harm**
- **Places : creating clean and attractive places to live and work**
- **Prosperity: encouraging growth, attracting businesses, improving skills and supporting regeneration**

Our workforce is essential to achieve this vision as they deliver the services to the residents of Hinckley and Bosworth.

Strategic alignment

The Corporate Plan outlines the vision and priorities for our organisation. These priorities are developed in Service Improvement Plans and are the mechanism for delivering the corporate vision through our services. These plans help us understand what the opportunities and challenges ahead are going to be.

The People Strategy outlines how we are going to support and equip our workforce to meet the challenges and opportunities our vision presents. Our employees are an essential part of delivering our business and this strategy will outline key areas of focus for our workforce over the next few years. This will ensure that our staff can deliver the best service they can to residents of the borough.

The Medium Term Financial Strategy identifies the projected budget and expenditure over the next four years in order to plan the resources available to deliver the Corporate Plan and Service Improvement Plans.

Organisational context

External influences and local context

The strategy is also influenced by external and internal factors based upon the environment our organisation operates within. Some of the future challenges are known however there will also be challenges that are unknown. The strategy will need to be flexible to respond to the impact of any unplanned changes.

The challenges and opportunities are as follows:

Challenges

- **Legislative changes and government initiatives**

Housing and Planning Act the introduction of this Act could mean a potential reduction in social housing stock and changes to tenancies. This will increase demand for the council's housing services (including homelessness).

Welfare Reforms these are continuing and taking place including the roll out of Universal Credit across the borough which will also result in further pressure on housing and benefit services.

Vulnerable groups will be particularly affected and we must be ready to meet the varying needs of its customers.

Apprenticeship Reform effective from April 2017 confirms the Government's agenda to have three million apprenticeships in place by 2020.

National Living Wage the Government's agenda to tackle low pay, as employees over the age of 25 years to be paid £9.00 per hour by 2020, will have a detrimental effect as it will reduce the differences in pay grades at the lower end of our pay structure.

Industrial Strategy the Green Paper 'Building our Industrial Strategy' sets out the Government's objective to improve living standards and economic growth by increasing productivity and driving growth across the whole country. The Strategy will focus upon targeting skills gaps along with introducing a comprehensive careers strategy. The paper also proposes long term funding for the upgrading of infrastructure such as flood defences and maintaining local roads and housing and recognises the importance of digital connectivity to support growth across the sector. This will lead to closer working with Local Authorities and the Government to deliver the strategy.

- **Budget restrictions**

We will be operating in a volatile and uncertain environment following Brexit, and our organisation is not unique in having to address cuts in funding from Central Government due to ongoing austerity measures. Managing the impact of devolution has resulted in changes to the way we will manage our finances in the future. We have sought to manage future threats by securing significant savings through the Medium Term Financial Strategy and further savings are predicted over the next few years to create a stable position. However the financial impact of legislative changes outlined above and the impact on our services, when resources are limited, is still unknown.

- **Demographic changes**

The population of our borough is ageing. According to the 2011 census residents over the age of 65 has increased by 15%. This means that a growing number of residents in this age range will need our services.

The overall employment rate across the borough (residents in active employment) is 79.96% (Nomis – Official Labour Market Statistics 2017). This is a positive increase compared to the 2011 census, which was 65.3% and higher than neighbouring areas such as Coventry, Nuneaton and Leicester. Our location means the area enjoys good access links to the West Midlands, Rugby and Leicester and therefore in a good position to attract candidates from both inside and outside of the borough.

- **Labour market pressures**

Restrictions in public sector pay has not limited our ability to recruit new employees to fill the majority of our vacancies, however there have been certain difficulties in recruiting and retaining particular groups of staff, due to competition from the private sector. This affects professional posts such as Planning Officers, Building Control Officers and Solicitors and also trade positions including: Plasterers, Plumbers and Electricians. Whilst currently there is not significant turnover of HGV drivers, in the longer term, should the Street Scene rounds be expanded, there may be further pressures to recruit HGV drivers.

Opportunities

- **Partnerships**

We are working in various partnership arrangements jointly delivering cost effective services such as the Leicestershire ICT Partnership and the Revenues and Benefits Partnership. Social, Health and Welfare reforms has led to other partner arrangements with the Leicestershire County Council, Health, Police and the Voluntary Sector to provide more joined up working and sharing knowledge. Working with colocated partners at the Hinckley Hub has been integral to making this happen.

- **Different ways of delivering services**

The majority of our workforce is directly employed. There are opportunities for us to explore working with other public and private sector providers to further improve the way local services are delivered. This will help strengthen our resilience and enable us to share learning, efficiencies and productivity so that we can reinvest in our services.

- **Living and working in a digital age**

The increase in access to internet and digital technologies through high speed broadband is an important factor for residents and businesses when they are considering living, working or investing in the borough. What customers want from the public sector includes transactional services to be available through their own devices 24/7 and digital transformation can assist in driving down the cost of public services through increased efficiency, automation and effectiveness.

Whilst digitisation can help increase the productivity of the public sector workforce – through initiatives such as mobile and flexible working, we also need to give consideration, as a large organisation, to how it will attract and retain a younger workforce such as ‘Generation Y’ (age 20 years to 35 years and known as ‘the Millennials’) and ‘Generation Z’ (age 20 years and below). This generation, having grown up with technology and social media, will have high expectations for working in a digitised environment, where the use of social media is the ‘norm’.

Composition of our workforce

In order to deliver our people strategy actions we need to understand the workforce profile. The overall size of our workforce has remained static over recent years with approximately 420 staff in post (375 FTE). Key headlines are:

With people working for longer and our need to attract younger people, the age profile will become increasingly spread and like many organisations, we are employing four generations of workers and this makes for interesting group dynamics. Defined by their age and critical societal events, each generation brings its own strengths to the workplace but also its challenges. We must continue to understand and respect those differences in order to minimise organisational conflict, and remind staff of our common values and behaviours within the workplace to support positive ways of working.

<p>Age profile of our staff</p> <p>The age ‘spread’ has remained static over recent years except for the age group 16 to 24 years. This age group has steadily increased from 1.44 % in 2011 to 5.8% in 2016. We have done a lot of work to increase this number through a number of apprentices and graduate programmes. We recognise that we need to build upon this and further increase that percentage.</p>	<p>Turnover rates</p> <p>Turnover has started to increase from 10% in 2011, peaking at 14% by the end of 2015/16, this mirrors the median average in local government which is 13%, suggesting that the labour market is more buoyant.</p> <p>On average we have 50 leavers per year with approximately 60% leaving due to resignation.</p>
<p>Gender</p> <p>Our workforce is split 50/50 between male and female. 25% of our workforce is part time of which the majority are female.</p> <p>Flexible working is offered at all levels to encourage women into senior roles.</p> <p>We do not have a ‘gender pay gap’ and this is due to implementing a robust job evaluation scheme that has been in operation for 10 years.</p>	<p>Diversity</p> <p>Black Minority and Ethnic (BME) backgrounds Our BME workforce is currently 3.5% and this mirrors the community of Hinckley and Bosworth.</p> <p>Disability – The proportion of staff who have disclosed a disability is 2.7% which is lower than the profile of our borough residents (which is 8.3%). This is a priority area for us to address. We operate the ‘Disability Confident’ recruitment scheme, which guarantees an interview if the disabled applicant meets the essential criteria for the role.</p>

Local context: The LGA peer review

The review, which took place during 2016, received positive feedback in particular that ‘the council had a loyal and enthusiastic workforce where staff are encouraged to develop their skills and capabilities’. The report also highlighted that, in order to maintain our excellent services, we need to strategically plan to make sure our staff have the right skills as we move towards a more commercial, digital environment in the future. The LGA made the following key people recommendations, to be built into the People Strategy:

- Explore with partners future skills required for the borough and identify how we will meet any skills gaps
- Continue to support and develop staff to ensure they are resilient, flexible and adaptable to meet future challenges

People strategic aims

We want residents of the borough to experience an excellent and friendly service from highly skilled people when they use our services. As such we want our organisation to be a great place to work for everyone, including our staff. This strategy sets out our key priorities for our workforce that will guide our focus over the next four years:

1) Nurturing and attracting talent

People are our most important asset and crucial to the successful delivery of our services. We recognise the importance of not only identifying and supporting talented individuals but also developing, managing and retaining them as part of a planned strategy for talent.

We will:

- ✓ Develop a recruitment portal and refresh our recruitment material to encourage the most talented applicants– promoting our council as an employer of choice
- ✓ Undertake a review of existing recruitment advertising (expanding to include social media) and recruitment application methods
- ✓ Implement a talent development strategy across all levels of the council using interventions including:

1. A bespoke senior leadership programme for senior and aspiring senior managers
2. Mentoring for leadership roles
3. A programme of management development based upon coaching models to encourage our managers to drive performance, engage teams, grow in confidence and coach others. This includes: focus groups, interactive workshops, coaching and action learning
4. Participation in the Job Shadowing Scheme across Leicestershire authorities; this will encourage partnership working
5. Develop and encourage our staff to help them to fulfil their potential by investing in talent management and proactive succession planning that will help to secure the efficiency and effectiveness of our management teams of the future

- ✓ Modernise the current appraisal process and paperwork to become more responsive and Agile: for example, rolling feedback process
- ✓ Implement a corporate apprenticeship, graduate/newly qualified and 'grow our own' schemes
- ✓ Forge closer relationships with HR colleges and universities, locally and across the country
- ✓ Continue to support employee participation in our volunteering scheme

2) Building an agile and flexible workforce

We need to understand future demand for our services so we can effectively allocate workforce resources in a responsive way. We will support our staff to be high performing and prepared for increasing digitisation. We will encourage managers to seek new ways of working and delivering services through building commercial awareness and knowledge.

We will:

- ✓ Deliver technology solutions and infrastructure that will lead to improved ways of working for our staff
- ✓ Deliver training needs as identified by the Digital Strategy
- ✓ Integrate a workforce planning process linked to annual Service Improvement Planning – closely working with professional and technical areas recruitment and retention pressures and 'growing our own' staff
- ✓ Work with managers to explore new and innovative ways of delivering services. This could include different delivery models, risk management and employment options when reviewing structures
- ✓ Increase the number of career grades within the council to support succession planning
- ✓ Build role flexibility between roles inside and outside of the council – offering training and qualifications to existing employees and ensuring that future employees share those competencies by including those skills within job descriptions
- ✓ Undertake a complete review our pay structure in light of the living wage requirements and to improve the flexibility of the existing pay structure in order to meet the future needs of the organisation
- ✓ Put customer service at the heart of everything we do – Achieve accreditation for the Customer Service Excellence Standards

3) Encourage innovation and enterprise

We want to foster a culture of creativity and trust encouraging staff at all levels of the organisation to develop new ideas. We believe that building our ability to innovate will enable us to continue improving our services for the residents of the borough and encourage new income generating initiatives.

We will:

- ✓ Communicate clear messages in a clear and consistent way ensuring that our employees understand their contribution to our strategic vision and corporate priorities
- ✓ Develop a corporate approach to capture, consider and test new ideas from all employees
- ✓ Support managers to promote a culture of trust and creative thinking where staff are empowered to suggest new ideas
- ✓ Celebrate our successes and recognise great ideas, involving staff in feedback
- ✓ Provide regular opportunities for innovative and enterprising work to be shared across the council at all stages of the development, sharing lessons learnt

4) Promote health and wellbeing

We will promote the health and wellbeing of our employees to support a workforce that is able to respond to the needs of the community.

We will:

- ✓ Minimise sickness absence and support those suffering from ill health
- ✓ Review our Bullying and Harassment procedure
- ✓ Implement mandatory training for managers in regard to Workplace Conflict
- ✓ Review and update our Stress policy
- ✓ Develop training for managers and employees to ensure they are better equipped to deal with stressful situations
- ✓ Revise the Employee Code of Conduct
- ✓ Coordinate workplace health and wellbeing events to enable employees and partners to access advice and support about their health and wellbeing.

Delivery of the strategy

Progress against achievement of the strategic themes will be monitored by the Strategic Leadership Team. More detailed and specific implementation plans will be delivered through our performance management framework.

The successful delivery of the strategy will ensure that we attract and retain high calibre candidates, enable staff to progress their careers with the council, to feel valued and supported within the workplace. This will lead to a highly responsive workforce that can adapt to change and provide excellent services to our community.

Indicators of success include:

- High customer satisfaction rates within the Citizens Panel Satisfaction Survey
- A higher level of favourable scores in the biannual staff survey (scheduled to take place late 2017)
- Turnover levels reduced in key risk areas
- Increase in the number of apprentices and graduate placements
- Clear evidence of staff moving through career pathways
- Minimised staff complaints including grievances
- Reduced sickness absence levels including stress related absence
- Consistent level of high achievement in performance indicators
- More diverse and representative workforce