

Agenda



HYNDBURN

The place to be
an excellent council

Resources Overview and Scrutiny Committee

Tuesday, 19 July 2016 at 2.00 pm,
Scaitcliffe House, Ormerod Street, Accrington

Membership

Chair: Councillor Abdul Khan (in the Chair)

Councillors Tim O'Kane, Jenny Nedwell, Lisa Allen, Jean Battle, Stephen Button, Terry Hurn and Paddy Short

Cooptees: Ian Ormerod

AGENDA

1. **Apologies for Absence, Substitutions, Declarations of Interest and Dispensations**

2. **Minutes of Last Meeting** (Pages 3 - 4)

To submit the Minutes of the meeting of the Resources Overview and Scrutiny Committee held on 22nd March 2016 for approval as a correct record.

Recommended - **That the Minutes be received and approved as a correct record.**

3. **Appointment of Co-optees** (Pages 5 - 8)

To submit a report relating to the appointment of co-optees by full Council to the Overview and Scrutiny Committees.



- Recommended**
- (1) That the reappointment of Honorary Alderman Ian Ormerod to the Resources Overview and Scrutiny Committee and the fact that no new applications for appointment to the Committee had been received, be noted; and,**
 - (2) That the reappointment of Honorary Alderman David Parkins and the new co-optee appointment of Kerry Molineux to the Communities and Wellbeing Overview and Scrutiny Committee be noted.**

4. Overview and Scrutiny Work Programme 2016/17 *(Pages 9 - 14)*

To give consideration to and approve the 2016/17 Work Programme for the Resources Overview and Scrutiny Committee.

- Recommended**
- (1) That the draft 2016/17 Resources Overview and Scrutiny Work Programme contained in the Appendix to the report be considered and approved; and,**
 - (2) That the approved 2016/17 Resources Overview and Scrutiny Work Programme be submitted to the next meeting of Cabinet for comment.**

5. Hackney Carriages - Cross Border Working *(Pages 15 - 18)*

To advise the Committee of the position in respect of “cross border” working by hackney carriages and to invite discussion.

- Recommended**
- That the report be noted and consideration given to what, if any, recommendations the Committee might wish to make.**

6. Human Resources Business Plan - People Strategy Update *(Pages 19 - 34)*

To submit an update report on progress made against actions and targets in the People Strategy and on the Council’s Workforce Profile as respectively set out in Appendices 1 and 2 to the report.

- Recommended**
- That the report and proposed actions for the coming year be noted.**

RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 22nd March, 2016

Present: Councillor Noordad Aziz (in the Chair); Councillors Tim O'Kane (Vice Chair), Loraine Cox, Terry Hurn, Bill Pinder and Paul Thompson

In Attendance: Mr. Steve Tanti, Chief Executive of Hyndburn Leisure

Apologies: Councillors Mohammad Ayub and Marlene Haworth

449 Apologies for Absence

Apologies for absence were submitted from Councillors Mohammad Ayub and Marlene Haworth.

450 Declarations of Interest and Dispensations

Councillors Noordad Aziz and Bill Pinder each declared a personal interest in the item relating to "Capital Investment in Hyndburn Leisure Facilities". Their interests arose due to them both being users of the leisure facilities.

There were no declarations of dispensations.

451 Minutes of Meetings

The Minutes of the meetings of the Resources Overview and Scrutiny Committee held on 26th January and 16th February 2016 were submitted for approval as correct records.

Resolved - **That the Minutes be received and approved as correct records.**

452 Capital Investment in Hyndburn Leisure Facilities

The Chief Executive of Hyndburn Leisure (Mr. Steve Tanti) submitted an update report on capital expenditure on Hyndburn Leisure facilities, focussing on the performance of areas in which Hyndburn Borough Council had invested. Attention was drawn to Council buildings leased to Hyndburn Leisure, works identified to keep the buildings operational, Council revenue grant, enjoyment and quality of life and health benefits to the public and update on capital projects. Responses were given in relation to the following issues raised by the Committee:-

- Responsibility for Maintenance of Energy Saving Measures and Improvements
- Factoring of Maintenance Costs into Savings Predictions and Additional Savings from Reduced Maintenance Needs
- Capital Projects and Disability Friendly Facilities
- Use of Accrington Town Hall for the Provision / Promotion of Sports for the Disabled
- Savings Arising from the Work Carried Out by Community Groups
- External Funding for Development of Disabled Facilities
- Existing and Future Provision of Disabled Toilet Facilities

- Future Operation and Maintenance of the 3G Pitch
- Council Grant Reduction and Maintenance of Service Provision
- Planned Capital Projects and Supporting Income / Savings Projections
- Establishment of a Panel to Monitor Expenditure
- Marketing of Leisure Facilities
- Partnership Working with Community Clubs and Groups
- Lumina Display Lighting

Resolved

- (1) That the contents of the report be noted;**
- (2) That the Chief Executive of Hyndburn Leisure be asked to look further into maintenance costs and whether there will be savings as a result of the implementation of energy saving measures;**
- (3) That the Chief Executive of Hyndburn Leisure be requested to submit a report on performance of the Trust to the Committee in the Municipal Year 2016/17 at a date to be agreed; and,**
- (4) That a visit to the Hyndburn Leisure Facilities by members of the Council be arranged to take place in June 2016.**

453 Overview and Scrutiny Work Programme 2016-2017

The Chair of the Committee submitted a report relating to the compilation of potential Work Programme items to be considered by the Resources Overview and Scrutiny Committee during the Municipal Year 2016/17.

Resolved

- (1) That the Overview and Scrutiny Officer or the Chair of the Committee be informed of any items which Committee Members wished to be added to the 2016/17 Resources Overview and Scrutiny Work Programme; and,**
- (2) That the provision of signage or a parking barrier at the Accrington Market Hall South Service Yard to prevent usage as a public car park be added to the list of topics for the Work Programme.**

Signed:.....

Date:

Chair of the meeting
At which the minutes were confirmed

Agenda Item 3.

REPORT TO:	Resources Overview and Scrutiny Committee		
DATE:	19 July 2016		
REPORT OF:	Cllr Abdul Khan, Chair of the Resources Overview and Scrutiny Committee		
REPORT AUTHOR:	Overview and Scrutiny Officer		
TITLE OF REPORT:	Appointment of Co-optees		
EXEMPT REPORT (Local Government Act 1972, Schedule 12A)	No	Not applicable	
KEY DECISION:	No	If yes, date of publication:	

1. **Purpose of Report**

- 1.1 To note the appointments of Co-opted Members to the Overview and Scrutiny Committees.

2. **Recommendations**

- 2.1 That the Committee notes that Honorary Alderman Ian Ormerod has been reappointed to the Resources Overview and Scrutiny Committee as a Co-optee.
- 2.2 That the Committee notes that no new applications were received for this Committee.
- 2.3 That the Committee notes that Honorary Alderman Dave Parkins has been reappointed to the Communities and Wellbeing Overview and Scrutiny Committee.
- 2.4 That the Committee notes that Kerry Molineux has been appointed to the Communities and Wellbeing Overview and Scrutiny Committee as a new Co-optee.

3. **Reasons for Recommendations and Background**

- 3.1 The Councils Constitution, Overview and Scrutiny Procedure Rule C2 states:

Each overview and scrutiny committee may appoint up to three members of the public, who the committee deems to have relevant experience of topics related to that scrutiny committee, as non-voting co-optees.

(i) Applications may be invited to fill a vacancy for a co-opted member at the Overview and Scrutiny Committee; applications may also be received directly from members of the public.

(ii) The application will be considered first at the relevant Overview and Scrutiny Committee. The Committee will consider the knowledge and experience of the applicant relevant to the terms of reference or work programme of the Committee.

(iii) The intention is that such co-optees will be non-political.

(iv) If the majority of the Overview and Scrutiny members support the appointment of the applicant, the proposed appointment will be presented to Council for approval.

3.2 There are six spaces for Co-opted Members between the two Committees. Honorary Aldermen Dave Parkins and Ian Ormerod have been reappointed to the Communities and Wellbeing and the Resources Overview and Scrutiny Committees respectively.

3.3 One new application to be Co-opted on to the Communities and Wellbeing Overview and Scrutiny Committee was received by Kerry Molineux. Kerry is a former Councillor who stood down at the end of her term in 2015/16. The Committee recommended her appointment as Co-optee and this was agreed by Council on 7th July 2016.

3.4 There are three remaining vacancies for co-opted members.

4. Alternative Options considered and Reasons for Rejection

4.1 It is a requirement of the Constitution that the Committee considers applications from members of the public to be co-opted on to the Committee. Any alternative would first require a change to the Constitution.

5. Consultations

5.1 None

6. Implications

Financial implications (including any future financial commitments for the Council)	None
Legal and human rights implications	None
Assessment of risk	None

<p>Equality and diversity implications <i>A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.</i></p>	<p>Not Applicable</p>
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**7. Local Government (Access to Information) Act 1985:
List of Background Papers**

7.1 *None*

8. Freedom of Information

8.1 The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

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Agenda Item 4.

REPORT TO:	Communities and Wellbeing Overview and Scrutiny Committee; Resources Overview and Scrutiny Committee		
DATE:	28 th June 2016; 19 th July 2016		
PORTFOLIO:	Councillor Eamonn Higgins, Chair of the Communities and Wellbeing Overview and Scrutiny Committee; Councillor Abdul Khan, Chair of the Resources Overview and Scrutiny Committee		
REPORT AUTHOR:	Overview and Scrutiny Officer		
TITLE OF REPORT:	Overview and Scrutiny Work Programme 2016/17		
EXEMPT REPORT:	No		
KEY DECISION:	No	If yes, date of publication:	

1. **Purpose of Report**

- 1.1 This report asks the Committees to give consideration to and approve the work programme for 2016/17 of the Resources Overview and Scrutiny Committee and the Communities and Wellbeing Overview and Scrutiny Committee.

2. **Recommendations**

- 2.1 That the Committees consider the draft work programmes contained in the Appendix to this report and approves their work programmes for 2016/17.
- 2.2 The work programme of the Resources Overview and Scrutiny Committee and the Communities and Wellbeing Overview and Scrutiny Committee be submitted to the next meeting of Cabinet for comment.

3. **Reasons for Recommendations and Background**

- 3.1 At the beginning of each Municipal Year, the Council's Overview and Scrutiny Committees each agree a work programme for the new Municipal Year.
- 3.2 The process for agreeing the work programme is set out in Overview and Scrutiny procedure rule C6(a) as follows;

“A draft work programme will be submitted for comment to the first appropriate meeting of the Cabinet at the beginning of each new Municipal Year and the draft work programme for each overview and scrutiny committee will then be submitted to the next following meeting of that committee (together with any comments or recommendations from the Cabinet) for approval”.

- 3.3 Consultation has been held with the Chairs and Vice Chairs of each committee and via a meeting with the Cabinet. Also, every Councillor and Head of Service have been requested to submit their suggestions for Overview and Scrutiny Items. This generated a few topics which have been added to the work programme.
- 3.4 We have sought to provisionally allocate items to specific meetings. These may be subject to change during the year, particularly where they involve the attendance of external and partner organisations. When agreed, a copy of the work programme will be sent to all service managers and to all Cabinet members to give advanced notice that Scrutiny will be considering an item in their portfolio.
- 3.5 Additional items may be added to the work programme as the year progresses.
- 3.6 The draft work programmes for both committees can be seen in appendix 1.
- 3.7 The Committees are asked to agree to a draft work programme to be submitted to Cabinet.

4. Alternative Options considered and Reasons for Rejection

- 4.1 The Committees could agree alternate work programmes. This has been rejected as the draft programmes have been developed from in depth consultation.

5. Consultations

- 5.1 As discussed in paragraph 3.3.

6. Implications

Financial implications (including mainstreaming)	Not applicable
Legal and human rights implications	Not applicable
Assessment of risk	Not applicable
Equality and diversity implications <i>A Customer First Analysis should be</i>	Not applicable

<i>completed in relation to policy decisions and should be attached as an appendix to the report.</i>	
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7. **Local Government (Access to Information) Act 1985:**
List of Background Papers

None applicable to this report

8. **Freedom of Information**

8.1 The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

Work Programmes 2016/17

Draft Resources Work Programme 2016/17	
Meeting Date	Work Topics
19 th July	<ul style="list-style-type: none"> - Impact of Taxis Licenced outside of the Borough – Cllr Molineux / Jane Ellis - HR Business Plan (People Strategy)
6 th Sept	<ul style="list-style-type: none"> - Integrated IT solution and potential savings – Cllr Molineux/Scott Gardner - Housing and Regeneration Business Plan Update – Cllr Cleary/Mark Hoyle/Helen McCue Melling - Land Asset Review – Progress on Recommendations – Cllr Cleary / Mark Hoyle / Helen McCue Melling
25 th October	<ul style="list-style-type: none"> - Town Centre Viability (Report to include impact of late night licensing, business rates, betting shops and takeaways) – Cllr Cleary (To liaise with various Service Heads) - Audit Business Plan Update – Mark Beard
13th December	<ul style="list-style-type: none"> - Fly Tipping in Hyndburn – Cllr Cox - Environmental Health Service Plan – Cllr Cox - Effects of the Removal of Cost Share for Waste Services from LCC – Cllr Cox
24th January	<ul style="list-style-type: none"> - Hyndburn Borough Council website review – Cllr Molineux / Scott Gardner - IT Business Plan Update – Cllr Molineux/Scott Gardner - Legal and Democratic Services Business Plan Update – Cllr Molineux/ Jane Ellis
14 th February	Budget – Joe McIntyre/Cllr Molineux
21st March	<ul style="list-style-type: none"> - Hyndburn Leisure Financial Update – Cllr Moss - Office of the Chief Executive Business Plan Update – Cllr Parkinson / Mike Walker

Draft Communities and Wellbeing Work Programme 2016/17	
Meeting date	Work topics
28 th June	<ul style="list-style-type: none"> - Applications for Co-opted Members - Closure of Calderstones NHS Trust / Transforming Care - Proposal for Free School in Great Harwood
7 th September	<ul style="list-style-type: none"> - LCC Property Strategy
28 th October	<ul style="list-style-type: none"> - St Christophers School Proposal
13 th December	<ul style="list-style-type: none"> - Social Housing Report
27 th January	<ul style="list-style-type: none"> - Community Safety Plan - Policing in Hyndburn – update on new model - North West Ambulance Service - Fire and Rescue Update / First Responders
24 th March	<ul style="list-style-type: none"> - Lancashire and South Cumbria Change Programme

To be allocated a date

Health Access Centre / Primary Care Model

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Agenda Item 5.

REPORT TO:	Resources Overview & Scrutiny Committee		
DATE:	19 th July 2016		
PORTFOLIO:	Gareth Molineux, Resources		
REPORT AUTHOR:	Executive Director (Legal & Democratic Services)		
TITLE OF REPORT:	Hackney Carriages – Cross Border Working		
EXEMPT REPORT:	No		
KEY DECISION:	No	If yes, date of publication:	

1. **Purpose of Report**

- 1.1 To advise members of the position in respect of “cross border” working by hackney carriages and to invite discussion.

2. **Recommendations**

- 2.1 That the Committee notes the report and considers what, if any, recommendations, it wishes to make.

3. **Reasons for Recommendations and Background**

- 3.1 The law relating to taxi’s has developed in a piecemeal fashion over many years and is now complicated, archaic and, in some areas, ambiguous. For example, the rules relating to hackney carriages are set out in the Town Police Clauses Act 1847, which includes references to “horse drawn vehicles” and “stage coaches”. The rules relating to private hire vehicles are contained in the Local Government (Miscellaneous) Provisions Act 1976. Neither Act takes account of modern developments, such as mobile phones and the internet, which have had a significant impact of the way taxi operators and their customers interact.
- 3.2 “Cross bordering” is an issue that has caused particular controversy, both nationally and locally. This refers to the practice of hackney carriages licensed in one area (say, Borough A) working as private hire vehicles (i.e. responding to pre-bookings) either exclusively or for a large part of the time in other areas (say, Boroughs B and C, or elsewhere). Hyndburn is one of 88 local authorities in England and Wales that limits the number of hackney carriage licenses it issues, but other local authorities have

chosen to license hackney carriages without restriction. Nationally this has led to a large number of licensed vehicles working in areas many miles away from their licensing authority. Concerns arise as:

- Borough A may have lower, or different, licensing conditions than those imposed by Borough's B and C;
- Borough's B and C cannot undertake enforcement activity in respect of Borough A's vehicles even though such vehicles are operating for a large part of the time in Borough's B and C and
- Borough A may not be able to exercise its enforcement powers effectively in respect of vehicles operating many miles away on other Boroughs.

3.3 Some Council's are now seeking to address this issue by adopting an "Intended Use Policy" following the court's decision in Newcastle City Council v Berwick upon Tweed Borough Council. In this case it was held that:

- the intention of the licensing system is that hackney carriages should be licensed by the Council for the area within which the vehicle will generally be used;
- when dealing with license applications, council's can properly consider whether the applicant intends to use the hackney carriage in the council's area
- council's may refuse to grant hackney carriage licenses to proprietors who intend to use the vehicle predominantly outside the council's area either as a hackney carriage or as a PHV (section 37 TPCA 1847) and can require applicant's to submit information in order to ascertain the intended use of the vehicle (section 57 TPCA 1947);

3.4 A number of local authorities in the North West have adopted such policies recently including Rochdale, Rossendale and Pendle.

3.5 It is also worth noting that the Council's in East Lancashire are currently exploring whether, and to what extent, it would be possible to harmonise their convictions policies and licensing conditions. This work is being driven by the CSE agenda, but if progress can be made, it may also partly address concerns about cross bordering as a more consistent approach would be applied to driver fitness and vehicles standards.

4. Alternative Options considered and Reasons for Rejection

4.1 Not applicable

5. Consultations

5.1 The Executive Director (Legal & Democratic Services) wrote to all licensed operators in the Borough to ask them about the impact of cross border working and to ask whether they operated any Hyndburn-licensed hackney carriages in other Boroughs. No replies have been received to date.

6. Implications

Financial implications (including mainstreaming)	None.
Legal and human rights implications	These are set out in section 3 of the report
Assessment of risk	None
Equality and diversity implications <i>A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.</i>	None identified.

**7. Local Government (Access to Information) Act 1985:
List of Background Papers**

None

8. Freedom of Information

8.1 The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

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Agenda Item 6.

REPORT TO:	Resources Overview and Scrutiny Committee		
DATE:	19 July 2016		
PORTFOLIO:	Cllr Gareth Molineux - Resources		
REPORT AUTHOR:	Kirsten Burnett and HR team members		
TITLE OF REPORT:	People Strategy Update		
EXEMPT REPORT (Local Government Act 1972, Schedule 12A)	No	Not applicable	
KEY DECISION:	No	If yes, date of publication:	

1. Purpose of Report

- 1.1 To report on progress made against actions and targets in the People Strategy – **Appendix 1.**
- 1.2 To report on our workforce profile – **Appendix 2.**

2. Recommendations

- 2.1 That the committee notes the report and proposed actions for the coming year.

3. Reasons for Recommendations and Background

- 3.1 Our People Strategy was agreed in January 2014 and covers the period 2014-18, running in line with the Corporate Strategy. Progress against the actions identified within the strategy is reported in appendix 1.
- 3.2 This strategy is supported by an annual training programme, which responds to needs identified through PDRs and other corporate priorities.
- 3.3 There are now 5.2 full time equivalent staff within the HR team and we no longer have a dedicated Organisational Development Team. This represents a reduction of over 30% in the last 6 years (greater than the overall reduction in both FTE and actual staffing numbers). This makes delivery of our more strategic, proactive actions a challenge given the level of operational service we deliver.
- 3.4 The following indicators, some of which are explored in further detail within the Workforce Report in appendix 2, are the historical BVPIs. We continue to report on these as it is easy to do so and they show how certain aspect of our workforce make up is changing over time. There are no significant changes compared to last year.

	Indicator	Actual 2013/14	Actual 2014/15	Actual 2015/16	
BV 11a	Top 5% of Earners: Women	31.25%	33.3%	31.61%	↓
BV 11b	Top 5% of Earners: Ethnic Minorities	0%	0%	0%	↔
BV 11c	Top 5% of Earners: with a Disability	0%	6.8%	6.83%	↑
BV 12	Working Days Lost Due to Sickness Absence	8.33 days	7.19	7.09	↓
BV 14	% of Early Retirements	11.77%	1.6%	1.3%	↓
BV 15	% of Ill Health Retirements	2.94%	0.3%	0.3%	↔
BV 16a	% of Employees with a Disability	8%	6.8%	7.95%	↓
BV 17a	Ethnic Minority Employees	2.88%	3.23%	3%	↑

3.5 The workforce report is published on our website and, along with our Pay Policy, meets the requirements of the Equality Act 2010 and the Local Government Transparency Code 2015.

Employee Survey results

3.6 We recently conducted an employee survey, using a much shorter set of questions than previously. 68% of staff completed this. The results and comments have been circulated to all staff, including sending people their team results, and we will work with a small group to explore what actions we should take to make further improvements.

For the first 10 questions, options were: 4 - We do really well at this; 3 - We're pretty good at this; 2 - We do this sometimes ; 1 - We don't do this

	Average Score
PLAN - I know where we're heading as a council and understand the plan	2.86
MANAGEMENT - I have trust and confidence in my manager	3.16
VALUES - Managers demonstrate the organisation's values through their behaviour	3.1
MANAGING CHANGE - I get open communication about change and asked to get involved in the big decisions if they impact on me	2.77
VOICE - My views are listened to, acted on, and help us improve services	2.82
EXPECTATIONS - I know what's expected of me in my job and how I contribute	3.53

POTENTIAL - I have regular one-to-one conversations on my performance and development	2.87
WELLBEING - Health, wellbeing and work-life balance are important here	3.36
PRIDE - I am proud to say I work here and speak highly of us to my friends	3.16

	Strongly Agree	Agree	Disagree	Strongly Disagree
Overall, I am satisfied with my current job	30.77%	53.25%	13.02%	2.96%

3.7 We continue to run a payroll service for a number of external bodies and act as an umbrella body administering DBS checks for organisations within Hyndburn. These activities bring in a small income.

4. Alternative Options considered and Reasons for Rejection

4.1 Not applicable.

5. Consultations

5.1 Not applicable.

6. Implications

Financial implications (including any future financial commitments for the Council)	N/a
Legal and human rights implications	None, the report is primarily for information.
Assessment of risk	N/a
Equality and diversity implications <i>A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.</i>	HR policies are subject to a CFA. This report is primarily for information and does not seek to implement any new policies etc.

7. Local Government (Access to Information) Act 1985: List of Background Papers

7.1 Not applicable.

8. Freedom of Information

8.1 The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

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Appendix 1: People Strategy Actions and Targets

 <p>HYNDBURN The place to be an excellent council</p>	<h3>Making Hyndburn “The Place To Work” Our People Strategy 2014 - 2018</h3>			
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<p>Our Performance Measures</p>	
<ol style="list-style-type: none"> 1. Achieve employee satisfaction rate of 80% 2. Retain the North West Skills Award 3. Retain NWEQ Member Development Charter 4. 95% of staff receiving annual PDRs 	<ol style="list-style-type: none"> 5. Sickness absence below 8 days per employee 6. Retain the Workplace Wellbeing Award 7. Retain the Navajo Chartermark 8. Retain the Two Ticks symbol, “Positive about disability”

<p>Creativity: People are engaged and motivated to give their best efforts</p>	
<p>a. Hold Big Thank You Awards and celebrate those achieving qualifications</p>	<p>These continue to be held each year and are currently being planned for 22 November 2016. There has not been an event for qualifications this year as we wait until there are sufficient numbers, so this will be held again during this financial year.</p>
<p>b. Promote the benefits of working for HBC and look for new ways to make HBC a more attractive workplace, especially if no cost</p>	<p>We continue to promote the benefits, which are brought together in our Benefits Booklet, at least once a year. Before Christmas 2015 we ran the home technology scheme for the second time and we have rerun our cycle to work scheme once again recently. We have launched CSSC Sports and Leisure membership this year, which offers access to a range of activities, including walking, angling and cultural events, subsidies on event entries such as running, cycling and triathlon events, and English Heritage Corporate Membership.</p> <p>We made the decision to cease IIP accreditation and communicated the reasons for this to all staff. This has not changed any of our HR / OD practices.</p>
<p>c. Conduct the staff survey every 2 years to track staff satisfaction and feedback and act on the results</p>	<p>We have conducted a survey during June 2016. 68% of staff completed the survey and this showed an overall job satisfaction rate of 84%, up from 76% in 2014. We have taken a different approach with a much shorter survey and we will actively engage with staff on discussing the results and action planning as well as asking managers to discuss the areas raised within their teams.</p>
<p>d. Maintain good working relationships with staff and trade unions</p>	<p>There are several ways by which we ensure open communication with staff. We continue to use the JNCC as a regular communication forum and there is also a Safety Improvement Group and Health and Safety Committee. There is regular dialogue with trade union colleagues on issues as they arise. On the whole, negotiation on new policies etc works well.</p>
<p>e. Nurture communications and team spirit amongst senior and middle managers and between teams</p>	<p>The Live and Learn activities are partly designed to get people together from different parts of the council, doing enjoyable learning activities.</p> <p>The customer awareness training in 2015 brought people from different teams talking together about their services and feedback has been positive around this aspect.</p> <p>We bring staff together for training and for working groups. For example, this year a group looked at</p>

	<p>developing our approach to emotional wellbeing and then a team of “friendly faces” was established and trained.</p> <p>Following suggestions made via the employee survey, we are considering how we can involve staff at all levels to help develop a new corporate strategy and work on key priorities.</p>
f. Communication of corporate progress and objectives to support employees through the current period of change and help build resilience	<p>Leader / CEO on tour sessions planned for Autumn 2015 were cancelled. Newsround items inform people of issues such as the annual budget and we continue to communicate via Hyndsight and Dave’s bulletin. Meaningful communication at team level relies on service managers, so it is important that they are held to account for this aspect of their role. This is an area we still need to focus on and the 2016 staff survey and subsequent discussions will help us determine further actions.</p>
Innovation: People are productive and open to doing things differently to ensure their work contributes to the Council’s priorities	
g. Support the management of overtime costs through the provision of relevant information and advice of alternatives	<p>A separate report has recently been brought to Management Team regarding overtime, in connection with emerging case law which may impact on future costs.</p>
h. Continue to encourage and support employees to gain and update their functional skills, in maths, English and ICT	<p>This will be promoted again during the year and forms part of the PDR.</p>
i. Support organisational redesign in line with changes to service delivery and resources available	<p>We continue to support restructures, redundancy and redeployment processes.</p>
j. Deliver training in skills required to identify and implement new ways of working to streamline processes, save costs and improve customer service, including use of new technology	<p>We ran a programme of customer experience training and training for new and aspiring managers. HR will support service managers to roll out changes as they are identified.</p>
k. Have procedures in place to support increased collaborative working with partners and neighbouring councils	<p>The excess mileage policy was implemented in May 2014 and other policies and practices requiring HR input will be reviewed as necessary and from learning from others. We continue to take part in secondment arrangements and other shared service models. Increasingly we are sharing training with other councils which will also aid more collaborative working.</p>
l. Support staff to look for ways to generate increased income	<p>A number of staff attended training in Commercial Awareness in 2014/15. Heads of service and accountancy staff explore this as part of their budget planning.</p>
m. Consider skills, including leadership skills, needed for a move to more collaborative working and put measures in place to address	<p>This is now factored into the management development programmes and formed part of our 360 appraisal for managers. We are sharing many of our training courses, including management training, with other councils, to save costs and provide a richer learning environment.</p>

n. PDRs completed within required timescale and L & D needs collated to inform an annual Learning and OD plan	The deadline was the end of June. We will then analyse the identified learning needs to plan for the year.
o. Promote the Council's coaching scheme	We have done this via Newsround and News in the Loos and also by matching coaches with participants on management development programmes. We have partnered with Chorley to offer cross-borough coaching.
p. Look at underlying reasons for sickness absence and put measures in place to address these	We have focussed on emotional wellbeing this year and days lost to stress/anxiety/depression have reduced. We agreed to finance the EAP on a more permanent basis. Overall sickness absence came down from last year and we compare favourably to other Lancashire districts. We piloted physiotherapy sessions within Waste Services and this is being extended for a further 6 months. We will focus on Waste services and especially back / muscular skeletal problems. The H&S Committee and WHAT team will look in detail at this year's figures to identify any other future actions. We continue to promote healthy lifestyles and will be working with Leisure colleagues over the coming months to support weight management and exercise.
q. Review HR policies and procedures as required to remain legally compliant and fit for purpose, with training delivered to support their use	Last year we implemented a new Drug and Alcohol policy and brought in testing. These were both supported by training / briefing for staff. We reviewed the Pay Policy and our PDR process, to incorporate our corporate values. This year we will review, update and simplify our Recruitment and Selection procedures.
r. Support the development of apprenticeships within the Borough	We have one apprentice currently completing his qualifications in pest control. We will amend our vacancy clearance process to ensure that we consider whether vacant posts could be converted into apprenticeships, so that we pay due regard for the new (details to be confirmed) public sector apprenticeship duty. We will also be required to pay a national apprenticeship levy of around £23,000. We will aim to make best use of the funding available through this new way of working.
Resilience: People are healthy, treated with integrity and supported to deal with change	
s. Ensure JE retains its integrity and supports equal pay	There have been several instances over the last year of new or revised jobs being evaluated.
t. Conduct an equal pay audit	Work has begun on this. A template was agreed with other Lancs districts so that we can support each other on this work. The exercise has been delayed because of staffing issues within HR, with 2 members of staff on family leave for the majority of last year.
u. Administer pay and pensions according to HMRC and statutory and scheme requirements	Payroll continue to pay accurately and on time, including to our external customers. Following a redundancy within the team to deliver cost savings, we have restructured and an HR officer has moved to become Deputy Payroll Manager.
v. Promote and support healthy lifestyles including nutrition and exercise	The "Live and Learn" programme includes a number of activities and these are promoted via Hyndsight etc.

w. Continue to ensure that customer first analyses are used where appropriate to assess the equality impact of decisions and policies	On the whole these are being done as a matter of course and the pre-approval process for reports to Council / Cabinet includes checking this.
x. Produce workforce analyses in line with legal requirements and use to identify ways of ensuring fairness and moving to a workforce which better represents the community of Hyndburn	The up to date workforce report is now complete.

Workforce Report 31 March 2016

1. Introduction

This annual report gives information about the people we have recruited, the composition of the workforce, the use of discipline, grievance and other procedures, and information about employees who leave the authority.

2. Summary

- At 31 March 2016 Hyndburn Borough Council employed 302 employees (FTE 277.01), of which 236 were full time and 66 part time. Of the 302 employees, 127 (42%) were female and 175 (58%) male.
- We have an ageing workforce: 74% of the workforce is over 40 years old, and 44% over 50.
- 7.95% of employees are recorded as having a disability – an increase from last year (6.8%).
- 3% of employees are from Black and Minority Ethnic (BME) groups.
- The equality target groups were under-represented in the top 5% of earners at the council, with only 31.61% being female. 6.83% with a disability and no BME.
- The gender pay gap has increased slightly by 0.45% and now stands at 4.86%.
- The staff turnover for 2015/16 is 8.28 % compared to 13.2% for the previous year.

3. Recruitment

18 vacancies were advertised during this period and 169 people applied. 22 people have been appointed. The success rates at each stage of the selection process are shown below, by equality group.

3.1 Gender

Gender	Applied (%)	Short listed (%)	Appointed (%)
Male	131(77)	50 (75)	13 (59)
Female	37(22)	16 (25)	9 (41)
No information given	1(1)		
Total	169	66	22

3.2 Ethnicity

Ethnicity	Applied (%)	Shortlisted (%)	Appointed (%)
White- British	149 (88)	57 (88)	21 (95)
White- Irish	1 (0.60)		
White- Other	1(0.60)	1(1.5)	1 (5)
Black or Black British – Caribbean			
Black or Black British – African	1(0.60)	1(1.5)	
Black or Black British – Other			
Asian or Asian British – Indian	3 (1.80)	2 (3)	

Asian or Asian British - Pakistani	5 (3)	1 (1.5)	
Asian or Asian British – Kashmiri			
Asian or Asian British - Bangladeshi			
Mixed Race - White/ Black Caribbean	2 (1.20)		
Mixed Race - White/ Black African			
Mixed Race - White/ Indian	1(0.60)	1 (1.5)	
Mixed Race - White/ Pakistani			
Chinese	1 (0.60)		
Other			
Prefer not to answer	2 (1.20)	1(1.5)	
No information given	3 (1.80)	1 (1.5)	
Total	169	66	22

3.3 Disability

Disability Status	Applied (%)	Short listed (%)	Appointed (%)
Not disabled	134 (80)	47(71)	16 (73)
Disabled	29 (16.5)	15 (23)	5 (23)
Prefer not to answer	6 (3.5)	4 (6)	1(4)
No information given			
Total	169	66	22

3.4 Age

Age	Applied (%)	Short Listed (%)	Appointed (%)
16-19	2 (1.25)		
20-29	36 (21)	10 (15)	3 (14)
30-39	45 (27)	15 (23)	7 (32)
40-49	52 (31)	22 (33)	5 (23)
50-59	28 (16)	15 (23)	6 (27)
60+	2 (1.25)	1(1.5)	1(4)
Prefer not to answer	2(1.25)	1 (1.5)	
No information given	2(1.25)	2 (3)	
Total	169	66	22

3.5 Sexual Orientation

Sexual Orientation	Applied (%)	Short Listed (%)	Appointed (%)
Heterosexual	147 (87)	57 (86.5)	21 (95)
Bisexual			
Gay Male	3 (2)	2 (3)	
Lesbian	2 (1)	1 (1.5)	
Prefer not to answer	7 (4)	2 (3)	
No information given	10 (6)	4 (6)	1 (5)
Total	169	66	22

3.6 Religion or Belief

Religion	Applied (%)	Short Listed (%)	Appointed (%)
Christian	98 (58)	38(58)	13 (59)
Buddhist			
Hindu			
Rastafarian			
Muslim	8 (5)	2 (3)	
No Religious Affiliation	48 (28)	20 (30)	7(32)
Sikh			
Other	2 (1)		
Jewish			
Prefer not to answer	6 (4)	3 (4.5)	1(4.5)
No information given	7 (4)	3 (4.5)	1(4.5)
Total	169	66	22

4. Our Workforce

At 31 March 2016, the Council employed 302 people (FTE 277.01)

The headcount of 302 is made up of 236 full time and 66 part time employees. 295 are on permanent employment contracts and 7 are on a temporary contract.

4.1 Employee Profile

(i) Gender

We employed 127 females (42%) and 175 males (58%).

The table below shows the gender breakdown for part-time employees and those on Management Grades, which we have defined as salary scales 8 and above.

	Total Staff	Male (%)	Female (%)	P/T Male (%)	P/T Female (%)	Male staff in Management grades (%)	Female staff in Management grades(%)
Total Workforce	302	175 (58%)	127 (42%)	14(4.97%)	52(17.54 %)	49 (59%)	34 (41%)

These figures show that, although women are under-represented in the top 5% of earners (an old BVPI measurement which we continue to report on, see S4.2 below), the gender split in what we class as management grades is reasonably close to mirroring the wider staff group.

(ii) Ethnicity

The actual percentage of BME employees overall on 31st March 2016 is 3%. This is lower than the BME population within the district of 12.3% (2011 Census).

People from minority ethnic communities are not represented in senior management. There have been no new recruits at this level over the last year.

(ii) Sexual orientation

Workforce records as at 31st March 2016 show the following information on sexual orientation.

Heterosexual	59.27%
Bisexual	0%
Gay Male	0.66%
Lesbian	0.3 %
Prefer not to answer	14.24%
No Response	25.5%

We have only recently started to ask people for monitoring information on sexual orientation. One would expect that people will become more comfortable answering this category as they become accustomed to its inclusion. The Government estimates that 5-7% of the population are LGBT, a figure accepted as reasonable by Stonewall.

(iv) Age

The age profile for employees is shown below.

Age	Council %
16-19	0.33
20-29	4.97
30-39	20.20
40-49	29.47
50-59	37.09
60+	7.94

It can be seen from the above table that most of the workforce 74.5% is over 40 with 45% over 50.

The age profile for Hyndburn BC generally reflects the profile for local government where there is a tendency to have a significant proportion of staff aged over fifty with long service.

(v) Religion and belief

Staffing records as at 31st March 2016 provided the results as shown in the table below.

	Hyndburn residents (2011 census data where available)	Council Workforce
	%	%
Christian	66.4	56.95
Buddhist	0.2	
Hindu	0.1	
Jewish		
Muslim	10.3	1.3
Sikh		
Any other religion	6.3	3
No religion	16.7	13.25
Religion not stated		25.50

(vi) Disability

7.95% of employees declare themselves as having a disability compared with 6.8% for 31 March 2015.

4.2 Pay

The percentage of women in the top 5% of earners is 31.61%
6.83% of employees in the top 5% of earners have a disability.
We have no BME employees among our top earners.

Ethnicity of Management Grades – Key Statistics

White & White Other representation in management grades = 100 %

BME representation in the management grades = 0%

Equality Workforce profile by pay bands as at 31st March 2016.

Salary Band	Total	BME	Disability	Female	Average Age
Chief Officer/Director	11	0	1	3	50.73
Scp 47-50	4	0	0	2	51.25
Scp 32-45	68	0	6	29	49.25
Scp 18-31	187	10	13	76	44.31
Scp 1-17	32	0	4	17	51.05

Gender Pay Gap

The gender pay gap at Hyndburn Borough Council is 4.86% for all employees. The gap has increased slightly by 0.45%. This is much lower than the pay gap reported nationally¹ which is 19.7% (and significantly higher than that at the highest levels).

The mean hourly rate of women (£12.72) is less than the mean hourly rate of men (£13.37)

4.3 Disciplinary and Grievance Cases

These are recorded by gender, ethnicity and disability.

(i) Gender

	Disciplinary	Harassment	Grievance	*Sickness	Performance	Qualification
Male	7	0	0	54	0	0
Female	1	0	0	18	0	0

(ii) Ethnicity

	Disciplinary	Harassment	Grievance	* Sickness	Performance	Qualification
White	8	0	0	65	0	0
BME	0	0	0	5	0	0
Refused	0	0	0	2	0	0

¹ <http://www.equalpayportal.co.uk/statistics/>

(iii) Disability

	Disciplinary	Harassment	Grievance	*Sickness	Performance	Qualification
Disabled	1	0	0	6	0	0
Not Disabled	7	0	0	66	0	0

*Formal Attendance Review Meetings outcomes - 72 Formal Attendance Review Meetings were held with 45 employees who triggered under the Attendance Management Procedure. 7 Final Improvement notices were issued, 18 First Improvement notices and 38 meetings concluded with no action. In addition 7 welfare meetings were held and 1 Capability Hearings with 1 dismissal.

5. Leaving the Council

5.1 Turnover

Turnover for 2015/2016 was 8.28% with 25 leavers overall.

The following table breaks this down by service.

Department	No. of Leavers	Reasons for Leaving	% Turnover within Council
Accountancy			
Audit & Investigations			
Democratic Services			
Customer Services & Benefits	4	2x MA, 1 VR, 1x FI	16
Chief Executives Office			
Environmental Health	1	1xVR	4
Finance – Corporate Property			
Finance - IT			
Human Resources	2	1xER/VR, 1XFI	8
Legal Services /Licensing	1	1xVR	4
Parks & Cemeteries	4	2xVR,1xERVR, 1xFI	16
Member & Civic			
Planning	3	2xVR, 1xFI	12
Policy, Performance & Partnership			
Regeneration & Housing	4	1xERVR, 2xVR, 1x DI	16
Waste Services	6	2xDI, 1xVR, 1xRI, 1xER, 1xIH	24

KEY: VR – Voluntary Resignation
RI – Retirement (Age 65+)
FI – End of Temporary Contract
ERVR – Early Retirement/Voluntary Redundancy
IH – Ill Health Retirement
DS – Death in Service
DI - Dismissal
RE - Redundancy
MA- Mutual Agreement
TT – Tupe Transfer

Equality target group	Age Bands	No. of Leavers	% of Leavers
BME		0	
Disability		2	8
Gender – female		10	40
Age	16-19	0	0
	20-29	5	20
	30-39	3	12
	40-49	4	16
	50-59	9	36
	60+	4	16

5.2 Reasons for leaving

The percentage of employees retiring early in 2015/16 was 1.32%. There was 1 (0.33%) ill health retirement in 2015/16.

Reason	Leavers	% of Leavers
Dismissal (DI)	3	12
Death in Service (DS)	0	0
Early Retirement / Voluntary Redundancy (ERVR)	4	16
Retirement 65+ (RI)	1	4
Efficiency of Service/Redundancy (ES/RE)	0	0
End of Temporary Contract (FI)	5	20
Mutual Agreement (MA)	2	8
Ill Health Retirement (IH)	1	4
TUPE Transfer (TT)	0	0
Voluntary Resignation (VR)	9	36
Redundancy (C – Compulsory) (V – Voluntary)	0	0

6. Trade Unions

6.1 The Council works with the Unison, GMB and Unite unions. There are no employees who work over 50% of their paid employment on union duties and activities.

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