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Monday, 7 October 2019

Dear Sir/Madam

## EMPLOYMENT COMMITTEE

A meeting of the Employment Committee has been arranged to take place **TUESDAY, 15TH OCTOBER, 2019 at 5.15 PM IN THE COMMITTEE ROOM** District Council House, Lichfield to consider the following business.

Access to the Committee Room is via the Members' Entrance.

Yours Faithfully

A handwritten signature in black ink, appearing to read 'Neil Turner', is written in a cursive style.

Neil Turner BSc (Hons) MSc  
**Director of Transformation & Resources**

**To: Members of Employment Committee**

Councillors Humphreys (Chairman), Barnett (Vice-Chair), Birch, Grange, Greatorex, Gwilt, Robertson, Silvester-Hall, Warburton and S Wilcox



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## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Previous Meeting 3 - 6
4. Skills Audit for Members 7 - 16
5. **Exclusion of Press and Public**

RESOLVED: "That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972"

IN PRIVATE

6. Notification of Pension Dispensation 17 - 18



**EMPLOYMENT COMMITTEE**

**24 SEPTEMBER 2019**

**PRESENT:**

Councillors Barnett, Birch, Grange, Greatorex, Humphreys, Robertson, Silvester-Hall and Warburton

**7 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Gwilt and S. Wilcox

**8 DECLARATIONS OF INTEREST**

There were no declarations of interests.

**9 MINUTES OF THE PREVIOUS MEETING**

The minutes of the last meeting were signed as a correct record.

**10 PEOPLE STRATEGY**

The Committee received the final draft of the People Strategy and were notified that approval had been given for the first year along with funding. It was reported that it was a high level document and the first year would focus on developing understanding of the strategy and help plan taking it forward.

It was reported that it was recognised that there was a limit to the resources available and other key projects being undertaken so the strategy was not too ambitious but still aspirational. It was noted that Staff engagement had been good so far.

Staff turnover was discussed and it was noted that it was average to the industry. It was reported that there were still casual and temporary officers which was the majority of the turnover but this may change in the future.

The Committee suggested that it could be advantageous to remove any quantitative outcomes from the strategy as it could lead to pressure being put on Officers to reach those targets to the detriment of other outcomes not being met. It was recognised that not having a goal to reach could result in loss of focus, it was agreed to look at this further.

The culture of the organisation was discussed by the Committee and it was felt that there was a big piece of work needed around this area. It was reported that there had been engagement over the past 18 months and there was now more defined competencies for managers and officers and would form part of the PDR process. It was noted that it was envisioned to have a more business type of environment. PDRs were discussed further and it was reported that there had been a big drive to increase the number undertaken with a clear message of their importance to managers from the Chief Executive. It was noted that there had not previously been a clear vision for what the Council wanted the culture to be and this has prevented development and sometimes hampered performance. It was hoped that now having this vision and sharing it with Officers would help to have a more 'one council' business led organisation.

Vacancies and succession planning was discussed and it was noted that the structure may need review in light of recent resignations.. It was reported the strategy would give the opportunity to develop staff to operate differently. The Committee agreed that there may be a need to prioritise succession planning to before year three of the strategy. The Committee also noted that there was still a challenge to attract younger people into the public sector without offering real career opportunities for them

It was asked what Members could do to help regarding relationships with staff and it was reported that there was a clear policy on working relationships but training may be forthcoming to assist Members to ensure focus and challenge was encouraged by Officers.

It was suggested for the strategy to be on fewer pages to aid buy in from Officers and it was reported that there would be a comprehensive communications plan that sat behind the document and would be broken in to smaller sections. Staff surveys were considered and it was noted that there had been high return rates at times however not a constant and so more targeted means were being investigated including through the PDR process.

It was noted that there would now be a dashboard developed to track the outcomes of the strategy and it was agreed to bring updates to the Committee in the future.

**RESOLVED:** That the information given be noted.

## **11 GENDER PAY REPORTING**

The Committee received a report on the gender pay gap at the authority as of the 31<sup>st</sup> March 2019. It was reported that it was an annual requirement to publish this report.

It was reported that Lichfield District Council fared well compared to others nationally and locally.

It was then reported that some of the gap was due to the joint waste service which by the nature of the work was predominantly male and although work had been done to attract women to join that department it was not policy to positively discriminate when appointing to vacancies as this would sit outside of the current recruitment policies.

It was reported and noted that although the percentage of mean gender pay gap had increased since last year, it was due to one male officer only. Generally fulltime women in the organisation are paid more than men.

Members were pleased to note that there was a 0% Median gender pay gap due to the job evaluation system and distribution of our roles against it.

Members were pleased with the report and felt it was a reflection of choice and society which was actually a positive not a negative. It was confirmed that the balance between genders had changed in the higher tiers of management but that was due to recent resignations and the small size of organisation

**RESOLVED:** That the report be noted.

## **12 APPRENTICESHIPS**

The Committee received an update on apprenticeships at the Council and it was reported that it had been a challenge to get and retain them due to capacities to train on the job. It was also reported that the available frameworks were not adapting quickly enough to meet the need of the authority.

It was reported however that there would still be a push to meet targets. It was felt that there was a need to get younger people to join the workforce but this did require an element of pastoral care to support them. It was noted that many other authorities were in a similar situation and it had been discussed whether collaboration was an option to progress

It was noted that the Council was required to publish a report on Apprenticeships and this would be forthcoming.

**RESOLVED:** That the information given be noted.

(The Meeting closed at 7.12 pm)

CHAIRMAN

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# Skills Audit for Members

Report of Andrew Smith, Cabinet Member for Customer Services and Innovation

Date: 15 October 2019

Contact Officer: Christie Tims, Head of Corporate Services

Tel Number: 01543 308100

Email: [Christie.tims@lichfielddc.gov.uk](mailto:Christie.tims@lichfielddc.gov.uk)

Key Decision? **NO (delete as appropriate)**

Local Ward Members If any Wards are particularly affected insert the name of the Ward Members and their Ward. Ensure that the Ward Members have been consulted.



## EMPLOYMENT COMMITTEE

### 1. Executive Summary

- 1.1 On 2 July the committee provided feedback on the current Members induction and the future training plan, following the Council elections in May.
- 1.2 Members of the committee felt that there was further training needed and to facilitate this a skills audit questionnaire has been developed and is attached at Appendix A.
- 1.3 The roles of councillors are changing. The 21<sup>st</sup> Century Councillor research describes the role as community advocate, but also uses terms such as entrepreneur; catalyst; broker. With the challenges of diminishing finances, increased pressures on services, we are all considering how the Council, and the skills of the politicians and officers will need to change to meet future demands.
- 1.4 It is therefore timely for councillors to review their expertise, and to horizon scan about what will be needed in the future in order to fill any gaps and meet our aspiration to be a good council. A similar exercise is being carried out for all officers as part of our People Strategy.

### 2. Recommendations

- 2.1 That the committee approve the skills audit for distribution to Members.

### 3. Background

- 3.1 The draft skills audit is based on the sections linked to the LGA's Political Skills Framework. Themes from the Member Development Charter Plus have also been included.
- 3.2 Once approved, the skills audit will be distributed and will allow the identification of future member development sessions and access to online resources to support all members effectively.

Alternative Options	We can just provide training to members on request, but this may not cover all aspects of the role.
Consultation	Information has been sought regarding best practice from officers at LGA.
Financial Implications	None arising directly as a result of this report.
Contribution to the Delivery of the	This supports the District Council's Strategic Plan by ensuring we have effective and well trained members.

Strategic Plan	
Equality, Diversity and Human Rights Implications	none
Crime & Safety Issues	none
GDPR/Privacy Impact Assessment	All identifying information will removed from future narrative reporting.

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	That we fail to meet our training obligations	Ensure we have a robust training plan.	Green
B	That our training plan meets the needs of all members effectively	Identify gaps and the levels of gaps to enable the correct training to close them.	Green
C			
D			
E			

Background documents

Relevant web links



# MEMBER SKILLS SURVEY



Name:

Email:

## Core Skill 1: Local Leadership

This refers to the need for councillors to engage with members of their community in order to learn about issues of local concern and help to facilitate a vision for the locality. It involves encouraging trust and respect between individuals and groups by mediating fairly and constructively between different organisations and sections of the community.

Being a member means engaging enthusiastically with the community and encouraging trust from all sections of the community. Yet keeping in close touch with the ward you represent can be challenging in terms of managing your time. It can also present conflicts of interest when you are making decisions which may positively or negatively affect your constituents.

Below are a series of statements about local leadership. Please indicate your level of confidence in the following areas:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My ability to engage with all sections of the community to gain opinions which are truly representative of the community				
My ability to involve residents in the process of setting local priorities and contributing to delivery				
My ability to provide reliable information tailored to different audiences				
My ability to advocate for individuals and communities who need my help				
My ability to handle casework (surgeries) and public forums and handling open challenge				
My ability to work and communicate effectively with ward colleagues (including those in different parties) and build consensus				
My ability to mediate between different people of groups with conflicting needs and to broker a way forward				
My ability to communicate progress and feedback both positive and negative news				
My awareness of personal safety and the safety of others				

## Core Skill 2: Partnership Working

This aspect of the councillor role focuses on the need to build good relationships with others, both within the Council and more widely with a range of organisations. For partnership working, an ability to identify new partners and work collaboratively across organisational and geographical boundaries in a changing public sector landscape requires adeptness to achieve shared goals. It means councillors need to recognise and value different contributions, delegate or provide support as required, and to take a long-term view in developing partnerships.

Below are a series of statements about partnership working. Please indicate your level of confidence in the following areas:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My knowledge of the different networks and community groups in my area				
My ability to form partnerships to deliver collaborative advantage (achieving outcomes the council could not on its own)				
My ability to identify quick wins needed to sustain longer term engagement				
My ability to resolve conflict and agree compromise				
My ability to build good relationships with other councillors in my political group				
My ability to foster strong partnerships with officers on leadership team				
My ability to exit unhelpful partnerships				
How well informed am I by good practice elsewhere?				

### Core Skill 3: Communication Skills

Members are expected to demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language with different groups. Members must also communicate regularly and effectively with all parts of their community using a wide range of media channels. Making an impact and influencing at the right time/level are important aspects of this skill.

Below are a series of statements about communication skills. Please indicate your level of confidence in the following areas:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My ability to communicate well with different groups, including those vulnerable and hard-to-reach				
My ability to know my own style and adapt my style to suit different audiences				
My ability to speak and write, using clear and appropriate language				
My ability to challenge officers and colleagues constructively and appropriately both in tone and content				
My ability to deliver difficult messages that people may not want to hear				
My confidence using new technologies (e.g. social media)				
My confidence speaking in public				
My confidence speaking to the media (on difficult issues)				

### Core Skill 4: Political Understanding

Members will have already developed finely honed political skills in order to communicate their values, promote a political vision, and encourage democratic processes and public engagement. However, working across group boundaries at times, yet still being able to maintain personal political integrity can be difficult.

Below are a series of statements about political understanding. Please indicate your level of confidence the following areas:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My ability to build confidence in the council and role of councillors				
My ability to articulate my values which are reflected in what I do				
My ability to work effectively in other political environments (e.g. outside the council)				
My ability to develop wider political awareness (e.g. at regional and national level)				
My ability to engage and work well with people who hold different views and values				
My ability to work constructively across party groups				

## Core Skill 5: Scrutiny, Monitoring and Challenge

Scrutiny, monitoring and challenge is an important day-to-day aspect of the councillor role and scrutiny and overview will hold the Executive to account. Members need to be able to identify opportunities for scrutiny inside and outside the council, and by providing constructive challenge and feedback to others. To be effective in this role, members need to analyse information quickly and present arguments that are concise, meaningful and easily understood.

Below are a series of statements about scrutiny, monitoring and challenge. Please indicate your level of knowledge:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My ability to enable and respond to critical friend challenge as well as scrutiny and external authorities and agencies				
My ability and commitment to lead an effective scrutiny process on behalf of the public				
My ability to analyse complex data and information, particularly on finance issues				
My ability to monitor performance to ensure progress; question by exception; and explore anomalies				
My ability to be fair, objective and rigorous when challenging processes or people				
My ability to engage constructively in with the council's scrutiny process to ensure it influences decisions				
My ability to be open to new ideas and approaches from other places				
My ability to base judgements on evidence				

**Core Skill 6: Ethics, Regulation and Standards**

This skill set relates to the more judicial aspects of the role that require Members to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions.

Below are a series of statements about ethics, regulation and standards. Please indicate your level of confidence in the following areas:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My knowledge and ability to act upon, the legal requirements and responsibilities of the council				
My understanding of, and ability to act upon, the relevant equalities legislation and how they relate to my role				
My understanding of, and ability to act upon, my different statutory role (e.g. planning, licensing)				
My understanding of, and ability to act upon responsibilities to vulnerable groups (e.g. complex needs or mental health)				
My ability to keep up-to-date with relevant legal processes/protocols linked to my role				
My understanding of, and ability to act upon, the Code of Conduct and how it applies to my role				

## Enhanced Skill 7: Managing Performance

As more and more council business has become data rich, members are increasingly expected to understand complex information in order to manage performance so that the objectives are achieved and outcomes delivered for residents. Encouraging scrutiny, monitoring performance and responding positively to feedback and ideas is also important.

Below are a series of statements about managing performance. Please indicate your level of confidence in the following areas:

<i>Please tick one box on each row</i>	<b>Very confident</b>	<b>Fairly confident</b>	<b>Not very confident</b>	<b>Not at all confident</b>
My ability to devise an understandable strategy with tangible targets and outcomes				
My ability to contribute and agree performance systems, targets and critical measures or indicators				
My ability to input to a jointly-agreed agenda of strategic and service priorities				
My ability to regularly and systematically examine on performance data, usually on an exception basis				
My ability to instigate remedial or corrective action to get back on track if needed				
Agreeing a 'felt fair' budget setting process which identifies who, how and when different parties are involved				
My understanding of risk assessment and mitigation				

## Confidence

**Overall, taking into consideration all your responses, to what extent do you feel confident in your role as a member?**

To a great extent	
To a moderate extent	
To a small extent	
Not at all	
Don't know	

## Further Training

**Please use this box to tell us about any training or support that you would like to receive as part of the Member Development Programme in relation to:**

Local leadership	
Partnership working	
Communication skills	
Political understanding	
Scrutiny, monitoring and challenge	
Ethics, Regulation & Standards	
Managing performance	
Other – please describe	

Thank you very much for your responses



By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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