

Public Document Pack



**North East
Derbyshire**
District Council

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Date: Friday, 26 April 2024

To: **Members of the Services Scrutiny Committee**

Please attend a meeting of the Services Scrutiny Committee to be held on **Tuesday, 7 May 2024 at 10.00 am in Meeting Rooms 1 & 2**, District Council Offices, 2013 Mill Lane, Wingerworth, Chesterfield S42 6NG.

Yours sincerely

A handwritten signature in cursive script, reading 'Sarah Steuberg'.

Assistant Director of Governance and Monitoring Officer

Members of the Committee

<u>Labour Group</u>	<u>Conservative Group</u>	<u>Liberal Democrat Group</u>
Councillor Mick Smith – Chair Councillor Kathy Clegg Councillor Carol Lacey Councillor Derrick Skinner Councillor Christine Smith	Councillor Heather Liggett Councillor Michelle Emmens Councillor Mark Foster	Councillor Ross Shipman

For further information about this meeting please contact: Tom Scott 01246 217045

A G E N D A

1 Apologies for Absence

2 Declarations of Interest

Members are requested to declare the existence and nature of any disclosable pecuniary interests and/or other interests, not already on their register of interests, in any item on the agenda and withdraw from the meeting at the appropriate time.

3 Minutes of Last Meeting (Pages 5 - 9)

To approve as a correct record and the Chair to sign the Minutes of the Services Scrutiny Committee held on 27 February 2024.

4 Policy Development (Pages 10 - 53)

To consider and comment on major Policies being considered by the Council:-

- People Strategy

Lee Hickin, Managing Director

5 Talent Pipeline

To receive an update on progress made.

Lee Hickin, Managing Director

6 Review of Gully/Drainage Cleaning

To receive an overview of the gully/drainage cleaning work undertaken by the Council.

Joy Redfern, Assistant Director of Streetscene / Darren Mitchell, Streetscene & Waste Services Manager

7 Performance Management (Pages 54 - 60)

Council Plan Targets Performance Update.

Kath Drury, Information, Engagement and Performance Manager and Amar Bashir, Improvement Officer

8 Cabinet Business (Pages 61 - 72)

To inform Committee of recent and forthcoming Cabinet business.

A digest of Cabinet decisions taken since 29 June 2023. This information is published by Cabinet meeting on the Council's website. Cabinet Agendas, Decisions and Minutes can be viewed at: [Cabinet](#)

The Forward Plan of Executive decisions.

[Plans](#)

These plans are updated to include new business.

Joe Hayden – Senior Scrutiny Officer

9 Work Programme (Pages 73 - 77)

To consider whether the Committee's Work Programme has been completed at year end.

Joe Hayden, Senior Scrutiny Officer

10 Additional Urgent Items

To consider any other matter which the Chair of the Committee is of the opinion should be considered as a matter of urgency.

11 Date of Next Meeting

The next meeting of the Services Scrutiny Committee is scheduled to take place in the new Municipal Year.



North East Derbyshire District Council

Access for All statement

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SERVICES SCRUTINY COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY, 27 FEBRUARY 2024

Present:

Councillor Mick Smith (Chair) (in the Chair)
Councillor Heather Liggett (Vice-Chair)

Councillor Kathy Clegg
Councillor Mark Foster
Councillor Ross Shipman
Councillor Christine Smith

Councillor Michelle Emmens
Councillor Carol Lacey
Councillor Derrick Skinner

Also Present:

J Dethick	Director of Finance and Resources (Section 151 Officer)
D Thompson	Assistant Director of Planning
J Wells	Corporate Finance Manager / Deputy S151 Officer
A Bashir	Improvement Officer
J Hayden	Senior Scrutiny Officer
T Scott	Governance and Scrutiny Officer

SSC/ Apologies for Absence

33/2

3-24 No apologies for absence were received.

SSC/ Declarations of Interest

34/2

3-24 No Declarations of Interest were submitted.

SSC/ Minutes of Last Meeting

35/2

3-24 RESOLVED – That the Minutes of the Services Scrutiny Committee held on 21 November 2023 be approved as a correct record and signed by the Chair.

SSC/ Draft Notes of the Local Plan Review Working Group

36/2

3-24 The Assistant Director of Planning presented the draft notes of the Local Plan Review Working Group meeting on 1 November 2023 in accordance with the decision when the Local Plan Working Group was established at Full Council that the notes of the meetings would be shared with Scrutiny Committees for their information.

Members were concerned that the current Local Plan target for housing delivery was based upon old census data. housing figures from 2014 to arrive at numbers for housing needs. The Assistant Director of Planning explained the figures in the next iteration of the Local Plan would be based on the standard method for calculating housing need as a starting point. The standard method was a nationally set equation for calculating need in each Council area.

Members asked about the how flood risk information would be updated as part of the evidence base review. The Assistant Director of Planning explained that after Storm Babet, the Managing Director started the process for establishing an organisation involving Councils across north eastern Derbyshire and other partner organisations to ensure the impacts of flooding and climate change in the area are better understood and that the evidence that will feed into future strategies is as robust as possible.

Members discussed the Housing Needs Assessment. Reference was made to a planning application in Unstone, where a local housing need survey had been carried out within the locality and the results of that survey had been referred to in support of a planning application. The question was raised as to how the Housing Needs Assessment would affect such surveys. The Assistant Director of Planning explained that the Housing Needs Assessment would assess need across the District as a whole in terms of housing tenure, size and ability to meet specific needs. The results of the Assessment would include Parish level data and would be informed by the Housing Needs Survey that was issued to all residents in February.

Members referred to the Housing Needs survey that had been issued to residents, and felt that some of the questions were intrusive. The Assistant Director of Planning explained that it did include some sensitive questions, but these questions were necessary to give the Council the full picture in terms of income levels which was needed to establish an appropriate cost for renting some types of affordable housing. The surveys themselves were anonymous.

RESOLVED – That the update was noted.

SSC/ Q3 Budget Monitoring Report

37/2

3-24

The Corporate Finance Manager presented a report with a summary of the budget position for the third quarter of 2023/24, which would be presented to Cabinet at its meeting on 29 February 2024.

Members were informed that at quarter three, the overall forecast was for the General Fund to underspend by £0.580m, the level of General Fund Balances had been maintained at £2.000m, the HRA had an overall income position of £0.158m, and the HRA capital investment programme was currently under budget by £8.881m largely due to the North Wingfield New Build (£3.606m).

RESOLVED – That the Services Scrutiny Committee noted the report.

SSC/ Performance Management

38/2

3-24

The Improvement Officer presented a report setting out progress on the strategies underpinning the Council Plan objective 'A great place to access good public services' for the period ending 31 December 2023.

Members were updated on progress under the following objective sub-categories in Appendix 1 of the report:

- 1) Assist and influence other public partners to improve their services in the

District.

- 2) Continually improve Council services to deliver excellence and value for money.

Members referred to the paragraph in Appendix 1 explaining the Rykneld Homes staff relocating into Mill Lane (“Contact Centre calls answered at first point of contact 81% (target 90%). 772 in person visits which is a significant increase on previous quarter, due to RHL moving into Mill Lane”) and asked if the relocation had directly contributed to the answered call target being missed. The Improvement Officer stated that he would investigate this with the officers concerned.

The Committee discussed the recycling bin calendar no longer being separately posted to residents and now being included as part of the residents’ magazine ‘the NEWS’, which had confused some residents. The Chair stated that the decision to no longer issue the separate recycling calendar was made at a Council meeting.

Members were concerned with the paragraph which stated “customer satisfaction survey analysis showed just under 60% of clients were satisfied with the Environmental Health service overall” and felt the Committee should investigate the reasons for this result. The Chair advised the Committee that this could be added to the Committee’s 2023/24 Work Programme in the upcoming Work Programme agenda item.

Members enquired what action the Council was taking to prevent cyber and phishing attacks. The Improvement Officer stated that he would ask this question to the Assistant Director of ICT.

Members referred to the paragraph which stated “further development of the integration between online webforms to the Licensing back-office system has taken place” and asked why taxi renewal applications appeared to have been made online exclusive, and if full DBS checks were carried out for every online application. The Improvement Officer stated that he would pass these queries on to the Assistant Director of Environmental Health.

RESOLVED – That the update was noted.

SSC/ Residents Survey

39/2

3-24

The Senior Scrutiny Officer explained how the Council undertook a Residents Survey in November 2023 to help further understand resident perceptions of the local area and local services. A total of 3,269 responses were received and the results were being reported to each Scrutiny Committee.

The Chair felt that based on the results of the survey, two areas of interest for this Committee would be:

- Access to health services (with NHS dental services and GP services/family doctor being high on the list)
- Public transport provision

Members discussed the two suggested areas of interest. The Committee agreed that both subjects would be difficult to scrutinise because neither came within the responsibilities of the Council.

Councillor Mark Foster informed the Committee of his membership of the Derbyshire County Council Improvement and Scrutiny Committee for Health, so he would relay the concerns of the Services Scrutiny Committee regarding access to health services.

Members enquired which department at the Council had been responsible for producing the survey questions. The Senior Scrutiny Officer informed Members she would investigate who had produced the questions.

Members stated that more information on a children's play area survey had been requested by the Committee previously and not received. The Senior Scrutiny Officer informed Members she would investigate further information on this survey.

Members made reference to the area around 'activities for older teenagers' as results indicated it had performed negatively in the residents survey. The Senior Scrutiny Officer advised Members that this element of the survey would be picked up by the Communities Scrutiny. The Chair acknowledged.

Members discussed the issue of drains and gullies on Council properties as a potential area to scrutinise, because some appeared to not have been cleaned. Members agreed to discuss this further during the Work Programme agenda item.

RESOLVED – That the update was noted.

SSC/ 40/2
Cabinet Business

3-24 The Senior Scrutiny Officer presented a digest of Cabinet decisions taken since 29 June 2023. The digest set out key information for each decision.

The Committee agreed that the Cabinet Digest started too far back, and only those decisions taken since the last round of Scrutiny meetings need to be shown.

Members were concerned that there were decisions in the Digest that Members did not get the opportunity to call-in. The Governance and Scrutiny Officer informed Members that the Council published Cabinet decisions on the website with full notice given for decisions eligible for call-in.

RESOLVED – That the update be noted.

SSC/ 41/2
Work Programme

3-24 The Senior Scrutiny Officer presented the draft Work Programme 2023/24 for the Committee to consider.

Members asked what 'horizon scanning' in the draft Work Programme involved.

The Senior Scrutiny Officer explained that it was a standing item agreed by the Committee to be briefed on potential legislative changes, regulations or key projects.

Members agreed that drains and gullies on Council properties should be an area given further consideration. The Senior Scrutiny Officer advised that she would seek more information on the procedures followed for cleaning drains and gullies (and which of drains or gullies was a Council responsibility) from Steetscene and report back at a future Committee meeting.

Members discussed the recent increase to residents for the green recycling bin charge. Members felt that it was partly within the remit of the Committee because it was a financial decision, so agreed to consider it further.

The Chair felt that the Council's work being undertaken on the 'talent pipeline' should be an item on the next Committee agenda.

Members asked when missed bin collections was last reviewed by a Scrutiny Committee. The Senior Scrutiny Officer explained that this would be investigated.

Members revisited the discussion in the Performance Management agenda item regarding the paragraph which stated "customer satisfaction survey analysis showed just under 60% of clients were satisfied with the Environmental Health service overall" and agreed that the Committee should add investigation of the reasons for this result to the draft Work Programme.

RESOLVED –

- (1) That the Council's work being undertaken on the 'talent pipeline' be added to the Work Programme 2023/24 for the next scheduled meeting on 7 May 2024.
- (2) That investigation of the reasons for customer satisfaction survey analysis showing just under 60% of clients satisfied with the Environmental Health service overall be added to the Work Programme 2024/25

That the Work Programme 2023/24 be approved with the agreed additions.

SSC/ Additional Urgent Items

42/2

3-24 None.

SSC/ Date of Next Meeting

43/2

3-24 The next meeting of the Services Scrutiny Committee was scheduled to take place on Tuesday 7 May 2024 at 10.00 am.

North East Derbyshire District Council

Services Scrutiny Committee

7th May 2024

People Strategy 2024

Classification: This report is public

Report By: Lee Hickin – Managing Director

Contact Officer: Lee Hickin – Managing Director

PURPOSE / SUMMARY

To update Services Scrutiny on, and to seek endorsement of, the draft People Strategy 2024.

RECOMMENDATIONS

1. That Services Scrutiny endorses the draft People Strategy 2024.

IMPLICATIONS

Finance and Risk: Yes ☒ No ☐

Details:

There are no specific additional financial implications arising directly out of this report. Existing budgets will be utilised to deliver this strategy. If, or when programmes emerge in greater detail, should these require additional funding, then funding sources will be identified, a business case will be made, and Member approval sought where applicable.

The key risks that are inherent to the People Strategy relate to the importance of recruiting, supporting, developing, and retaining a talented, engaged, and high performing workforce in a positive organisational culture that forefronts inclusion, belonging and wellbeing. This strategy aims to address those risks.

On Behalf of the Section 151 Officer

Legal (including Data Protection):

Yes ☒

No ☐

Details:

There are no legal implications identified. Nevertheless, and as always, the Council is proactive in anticipating and addressing all regulatory and legal changes and issues impacting employees – should such changes arise during the lifecycle of this strategy, an appropriate review of the strategy to accommodate such change will take place.

On Behalf of the Solicitor to the Council

Staffing:

Yes ☐

No ☒

Details:

There are no negative direct additional HR implications arising from the proposals. This strategy aims to positively impact upon all existing and future employees of the Council. Wide engagement with employees from various levels and service areas across the Council (including Trade Unions) has taken place over the course of this strategies development – this will continue through its implementation.

On behalf of the Head of Paid Service

DECISION INFORMATION

Decision Information	
Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: NEDDC: Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)	No
District Wards Significantly Affected	All
Consultation: Leader / Deputy Leader <input checked="" type="checkbox"/> Cabinet <input checked="" type="checkbox"/> SMT <input checked="" type="checkbox"/> Relevant Service Manager <input checked="" type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Yes

Links to Council Plan priorities:
Council Plan Objective: All, but specifically - A great place to access good public services

REPORT DETAILS

1 Background

- 1.1 The 'ONE TEAM' People Strategy 2024 provides a framework to guide our approach to our single most important asset – our people. It will play a key role in realising the overarching objectives of the Council Plan and alongside other existing and new emerging strategies, the People Strategy will significantly contribute to achieving the Council's vision – ***Together we will create a great place.*** The strategy sets out the importance of our people and recognises that our future success very much relies upon them.
- 1.2 Leading our workforce to be innovative, creative, inclusive, enthusiastic, and empowered, so that we can collectively make a positive difference to each other's lives and those of our communities, is at the heart of our ONE TEAM ethos and culture. We aim to encourage our people to shine, achieve and develop in an organisation that values, trusts, and supports them – engendering a belief in leadership at all levels and the power of team. This strategy aims to capture what we experience and feel when we think of our organisation, set out the things we do already, and the things that we plan to improve in this regard.
- 1.3 The development of this strategy has been an inclusive one. A steering group has been established to bring this strategy forward and help oversee its implementation. The group includes senior management, service managers, and more junior staff from across the organisation, along with Trade Unions and elected Members.

2. Details of Proposal or Information

- 2.1 The strategy is intended to be both inward and outward facing, a document that whether the reader is an existing staff member, elected Member, future employee or indeed an interested member of the community...the essence of 'what we are about' is on display. The strategy provides an insight into our workforce, how it is made up, and what they have to say...much of this influencing the strategy itself.

The strategy is built upon four objectives or 'cornerstones':

- 2.1.1 To nurture a great CULTURE
- 2.1.2 To ensure WELLBEING
- 2.1.3 To always IMPROVE
- 2.1.4 To effectively COMMUNICATE and ENGAGE

These 'cornerstones' will help ensure that we can effectively: **recruit; grow;** and **retain;** our people and together help us all deliver success.

- 2.2 The strategy is segmented around the four key objectives or ‘cornerstones’ – these are linked to a colour theme, so the sections are easier to recognise throughout. At the end of each of the four sections, there is a **‘what we do already’** section, so the reader understands the raft of stuff we do now, along with a **‘what we plan to do’** section – these will form the eventual action plan that we pull together to ensure effective implementation.

3 **Reasons for Recommendation**

- 3.1 Developing our people and our organisation is integral to the successful delivery of our Council plan and strategic ambitions. We aim to provide an environment that produces a positive employee experience and through this helping us to further attract, develop and retain more people, talented and loyal people, at all levels throughout the organisation.

4 **Alternative Options and Reasons for Rejection**

- 4.1 The alternative would be to not have such a strategy – this is ruled out. This strategy makes a clear statement about how the Council values and treats its people, and the culture it adopts, nurtures, and promotes, to enable everyone to achieve – this strategy represents a commitment to our existing employees, potential employees, and the organisations future – this must be a worthwhile endeavour.

DOCUMENT INFORMATION

Appendix No	Title
1	Draft People Strategy 2024



Our 2024 **ONE TEAM**

People Strategy



Contents

Introduction	3	Some of the things we plan to do...	23
Our Council Plan at a glance...	4	Always improving	24
Strategies helping to create 'A Great Place'	5	Workforce planning	25
Our Workforce	6	Induction and appraisal	26
NEDDC workforce profile statistics - (as at April 2023)	6	Talent pipeline, personal development, and training	26
What they say	7	Coaching and mentoring	27
What's going well?	8	Performance and delivery management and improvement	28
Areas to work on:	8	Always Improving - words into action!	29
Our People Strategy vision	9	Some of the things we do already...	29
Nurturing a great culture	10	Some of the things we plan to do...	29
ONE TEAM Leadership - we are 'ONE TEAM'	11	Effectively communicating and engaging	30
Beliefs, behaviours, and key organisational ingredients	12	Employee liaison group	32
Collaborative leadership model	14	Service Managers forum	32
Equality, diversity, and inclusivity	15	Internal working groups	33
Reward and recognition	16	Bulletins and updates	33
New ways of working	17	Team meetings	34
Collaboration with Trade Unions	17	Consultation and feedback	35
Nurturing a great culture - words into action!	19	Employee survey	35
Some of the things we do already...	19	Back to the floor and an open-door approach	36
Some of the things we plan to do...	19	Effectively communicating and engaging - words into action!	37
Ensuring Wellbeing	20	Some of the things we do already...	37
Health and wellbeing framework	21	Some of the things we plan to do...	37
Mental health	21	Meeting each other's expectations	38
Occupational health	22	Employee Expectations	38
Employee benefits	22	The Organisations Expectations	38
Ensuring Wellbeing - words into action!	23	A final word...	39
Some of the things we do already...	23		

Introduction

Each day, North East Derbyshire District Council (NEDDC) provides a diverse range of services to our communities. The quality, range, and effectiveness of those services is determined by the approach, commitment, and competencies of our people - our ONE TEAM.

At NEDDC we are proud of our people and all that is being achieved by them, we understand that continual organisational improvement relies upon the organisations capacity and ability to attract, retain, lead, manage, and develop our people. NEDDC is an organisation with a strong people centric culture that underpins everything that we do - not only do we value this greatly, but we also recognise that our future success very much relies upon this.

Developing our people and our organisation is integral to the successful delivery of our Council plan and strategic ambitions. We aim to provide an environment that produces a positive employee experience and through this helping us to further attract, develop and retain more people, talented and loyal people, at all levels throughout the organisation.

This strategy makes a clear statement about how the Council values and treats its people, and the culture it adopts, nurtures, and promotes, to enable everyone to achieve - this strategy represents a commitment to our existing employees, potential employees, and the organisations future.

North East Derbyshire District Council is a Great Place to work, where our staff really do make a difference to people's lives every day. Whether you are an existing staff member, an elected Member, thinking of joining us or you are an interested member of the community, thank you for taking the time to have a look at our People Strategy - we hope you enjoy the read.



Lee Hickin
Managing Director



Cllr Nigel Barker
Council Leader

Our Council Plan at a glance...



Creating a great place to live well



Creating a great place to work



Creating a great place to access good public services



Creating a great place that cares for the environment



To view our Council Plan scan the QR code

Our Vision

Putting strong community leadership at the heart of everything we do, we will create *A Great Place...*

Our Values

Our Values are:

- Be honest and accountable.
- Treat everyone fairly and with respect.
- Listen, involve and respond.
- Embrace change and innovation.
- Be collaborative, open and transparent.



Strategies helping to create 'A Great Place'

Objectives	A great place to live well	A great place to work	A great place to access good public services	A great place that cares for the environment
Key Strategy Documents	<ul style="list-style-type: none"> Local Plan Housing Strategy Strategic Asset Management Plan Healthy NED Partnership Plan 	<ul style="list-style-type: none"> Local Plan Growth Strategy Strategic Asset Management Plan 	<ul style="list-style-type: none"> Local Plan People Strategy Talent Pipeline Strategy Risk Management Strategy Engagement and Improvement Strategy Strategic Asset Management Plan Medium-Term Financial Plan 	<ul style="list-style-type: none"> Local Plan Climate Change Strategy Strategic Asset Management Plan
Supporting Strategy Documents	<ul style="list-style-type: none"> Visitor Economy Strategy Private Rented Sector Strategy 	<ul style="list-style-type: none"> Visitor Economy Strategy Employment and Skills Strategy 	<ul style="list-style-type: none"> Digital Strategy Communication Strategy Disposals and Acquisitions Strategy 	<ul style="list-style-type: none"> Climate Change Action Plan
Regional Strategy Documents	<ul style="list-style-type: none"> Active Derbyshire - Making Our Move Derbyshire Health and Wellbeing Strategy 2022 Refresh Derby and Derbyshire Integrated Care Strategy 2023 Derbyshire Homelessness Strategy 2022 - 2027 	<ul style="list-style-type: none"> Derbyshire Strategic Growth and Infrastructure Framework Derbyshire and Nottinghamshire Local Skills Improvement Plan 	<ul style="list-style-type: none"> ICB - People and Communities Strategic Approach to Engagement 2022-2023 	<ul style="list-style-type: none"> Vision Derbyshire Climate Change Strategy: 2022-2025 Derbyshire County and Derby City Air Quality Strategy 2020-2030 Derbyshire Natural Capital Strategy

Our Workforce

NEDDC workforce profile statistics - (as at April 2023)

Total number of employees

539



Employee turnover rate

13.5%



Employment status

Full Time Part Time

61.2% 24.7%

Casual

14.1%



Length of service

0 to 6 mths
= 6.9%

6 to 18 mths
= 12.1%

18 mths to 4 yrs
= 17.9%

4 to 8 yrs
= 15.1%

8 to 14 yrs
= 12.7%

14 to 20 yrs
= 15.6%

20 yrs plus
= 19.7%



Gender



Male

52.5%



Female

47.5%

76 trainee/career graded posts created, with a clear pathway for professional and personal development



Total number of employees using hybrid or Agile working

181



100% of employees have received training, personal development or coaching within the last 12 months



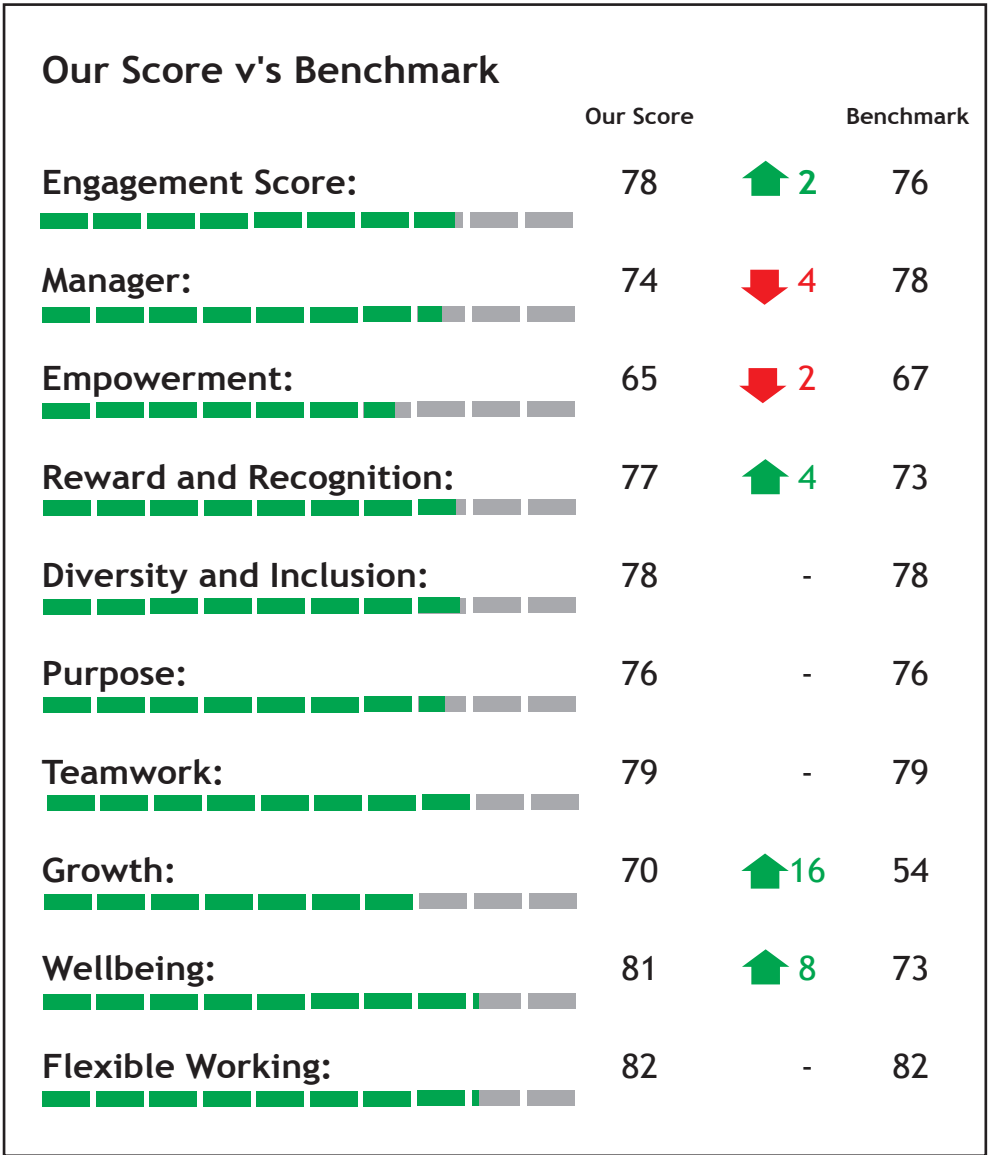
What they say

In December 2023 our Council conducted an employee survey, producing 309 responses - an overall response rate of 61%.

This exceeded the best previous response rate of 48%. The survey showcases the areas in which we exceed, but also, the areas upon which we need to focus on. The survey provides valuable feedback and insights into employee perspectives across different departments within the organisation and will help us to achieve more going into 2024.

The results are generated from different categories of survey questions. These were chosen following industry best practice, to ensure we have a broad view of the whole organisation. The benchmark includes averages of local authorities and private organisations results, which are of a similar size or output. The platform compares our results with the benchmark to see how we fair against others.

Overall, the employee survey indicates positive engagement, with scores exceeding benchmarks in areas such as engagement, reward and recognition, diversity and inclusion, purpose, teamwork, growth, wellbeing, and flexible working. However, there are opportunities for improvement in manager and empowerment categories as they fall a little below their respective benchmarks.



What's going well?

(Determined by the benchmark and best practice).

- 75% of employees feel like they belong at North East Derbyshire District Council.
- 94% of employees understand how their work contributes to the success of North East Derbyshire District Council.
- 83% of women at NEDDC feel a sense of recognition and respect from their peers.
- 80% of men feel that their work environment is safe and healthy.
- 93% of employees who started in the last 12 months are satisfied with the flexibility to choose their working arrangements.
- 92% of employees who have 1-2 years' service feel that the Council is a fair employer.
- 92% of employees who have 10+ years' service understands how their work contribute to the success of NEDDC.
- 77% of employees with 6-9 years' service feel that they receive recognition for good work.
- 92% of employees aged 20-29 feels that their work is well organised.
- 100% of employees aged 40+ feel that they maintain a healthy work-life balance.
- 86% of line managers and team managers feel a sense of recognition from their co-workers.
- 88% of service managers feel that the council keep them updated.
- 100% of Director and directors feel that their opinion counts.
- 89% of employees feel that they have received enough training to fulfill their job role.

Areas to work on:

(Determined by the benchmark and best practice).

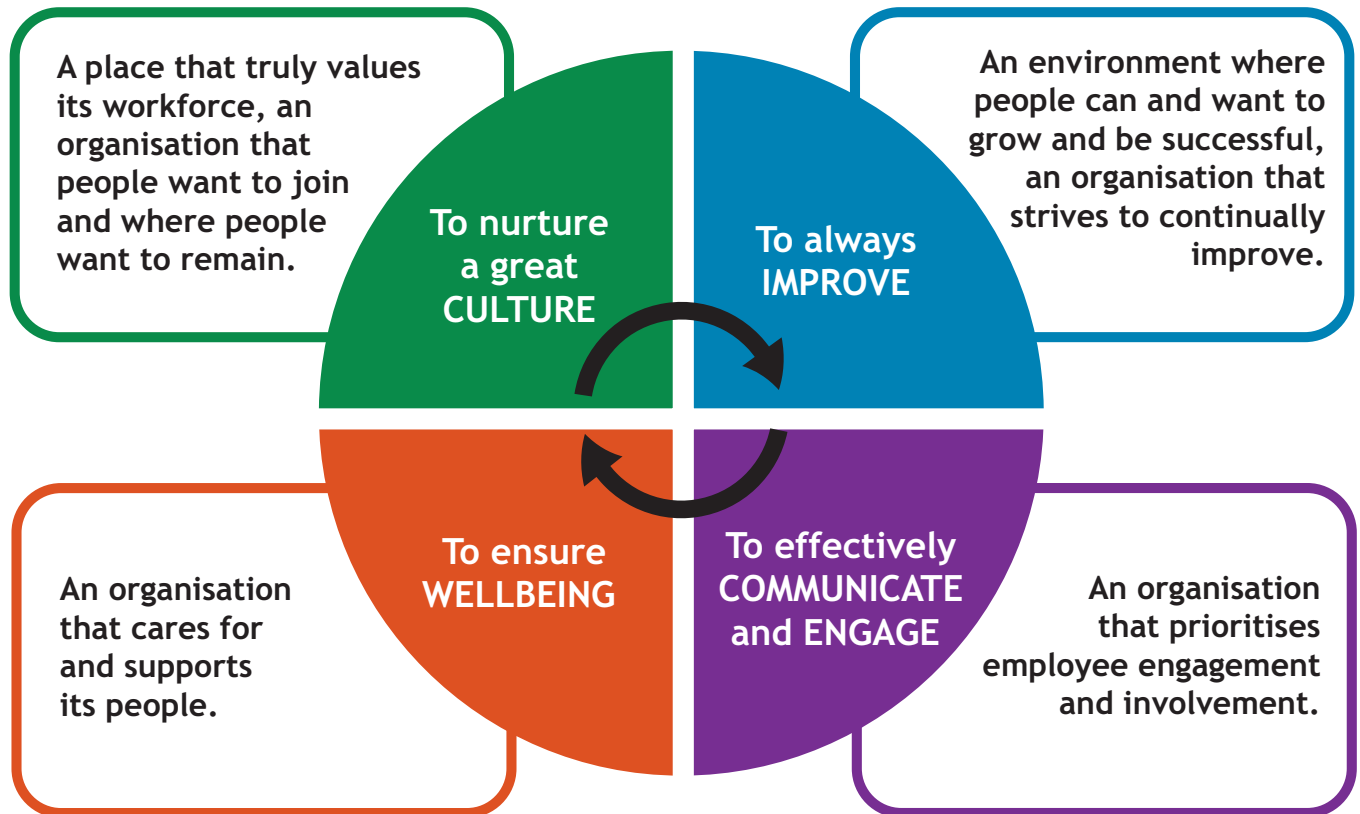
- 57% of employees feel that service areas work well together.
- 70% of employees understand the objectives of the Council Plan.
- 66% of employees would stay at NEDDC if a comparable job was available.
- 63% of employees feel that their opinion counts.
- 66% of employees feel that they can contribute to decisions that affect them.
- 40% of women at NEDDC feel less empowered in their roles than men.
- 52% of employees who have 6-9 years of service feel empowered in their role.
- 43% of 60-69-year-old employees feel that their opinion counts at work.
- 60% of Officers and team members feel that they can contribute to decision that affect them.

The results of the survey influence the actions identified within this People Strategy and will be used to formulate an action plan for improvement including more targeted surveys in the coming months designed to drill down further into specific themes. We will run the full survey every 12 months to further inform our direction.

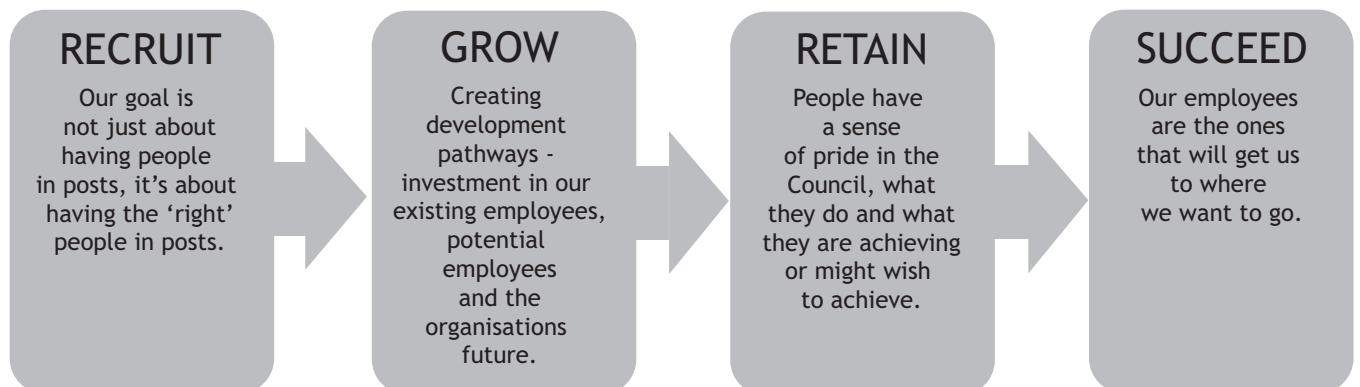
Our People Strategy vision

‘To continue to embed an environment for our people to grow and be successful, helping to ensure that our organisation delivers great services and is a great place to work’

This is underpinned by four key objectives or ‘cornerstones’...



So that we can effectively...



Nurturing a great culture



ONE TEAM Leadership - we are 'ONE TEAM'

When we say 'We are ONE TEAM' we are effectively describing our **CULTURE** - it's how we operate and the sense of feeling we experience when considering our organisation.

It can be hard to define, but you can feel it - an organisation where employees feel seen and heard, where leadership and management is transparent, and where individuals and teams are proud and excited to work together and for each other to achieve results.

Many organisations will boast a great culture - too often however this is limited to perks and benefits alone, and whilst these may be great to have, they may often be superficial - a great organisational culture goes much deeper.

All the elements within this strategy document certainly contribute. The substance however, of our ONE TEAM culture, lies in how our people are valued, trusted, and encouraged to achieve and develop.

We are an organisation that has strong, people centric foundations, that form the sub-structure upon which everything else is built - after all, our people are the ones that will get us to where we want to go.

Our ONE TEAM culture begins with a belief in leadership, adopting the right behaviours and the right organisational ingredients and then actively nurturing these so that they shape the day-to-day activity and decision making.

These help us to harness ideas, energy and enthusiasm whilst promoting 'buy in' from everyone within our organisation. Behaviours and ingredients which are grounded in a belief in and aspiration for effective leadership at all levels, a belief in the power of team and the recognition of the contribution we all make in delivering organisational success.



We are ONE TEAM

- We plan together
- We experiment together
- We deliver together
- We create together

- We share the big picture
- We share thoughts
- We share the load
- We share the wins and the losses

As an organisation we embrace innovation, creativity, new ideas and new ways of working to ensure our council reaches a sustainable position.

We challenge functional barriers, encourage, coach and empower our colleagues to engage, develop talent, harvest ideas and energy from within, create an environment where people want to be successful and take ownership and most importantly - be ONE TEAM.

Stay connected through:

- Leader briefings
- Team meetings
- Service Managers Forum
- Workforce workshops
- Employee Liaison Group
- Employee survey
- Extranet
- Your line manager
- Assistant Directors and Directors

Look out for:

- Leader and Deputy Leader site visits and drop in's
- Senior Leadership and Senior Management 'back to the floor' sessions
- Employee awards and other engagement sessions.

Beliefs, behaviours, and key organisational ingredients

It might be said that management is a way of 'getting the work done', using the resources at hand to deliver a product - it might also be loosely said that managers instruct and administer based upon procedures and rules. Leadership on the other hand might be described as a way of behaving that enthuses people to collectively align to a desired outcome - and rather than instructing and administering, leaders might **influence** and **empower**.

Whilst both management and leadership are important, at NEDDC our modus operandi is **leadership** over **management** generally. NEDDC senior management team

are passionate about coaching colleagues to want to achieve, and we strive to create an environment where this is the case - **encouraging our people to shine**.

Building relationships is key, **making time for others** and being genuinely interested in what they have to say, and offer is important - we **see** and **hear** our people. A sense of **ownership and responsibility** amongst the team is at the centre of our approach - they should be motivated to be the best that they can be, 'pulling out all the stops' to achieve success and doing this because they want to. Understanding and **communicating** our strategic direction is ongoing - keeping everyone **connected and involved** is paramount. We genuinely involve others in



shaping the vision, whether that be the creation of the Council Plan, key strategy development or service delivery...there is a significant level of involvement including all tiers of the workforce - this approach creates **buy-in** and has far greater day-to-day impact upon the organisation than instruction from the top.

Senior management know that great ideas will not only be theirs but will come from others around us too - being **open minded** is critical to our success. The ability to recognise both the opportunities and the threats is also important - internal and external **insight** provides the information which helps to inform our direction.

In creating this safe environment to express ideas and make suggestions, we cultivate an organisation that dares to **innovate and think creatively**. We make it easy and comfortable for anyone to voice their ideas.

We actively aim to bring everyone along and **enrol others in the journey**. We set out to **inspire** people to do this because they want to. This approach allows the organisation to tap into all the human energy available, to create a critical mass moving us toward positive change and progress.

Being transparent, genuine, and honest results in **authentic and credible leadership** - here at NEDDC, we believe that we are all 'a work in progress' and none of us are the finished article. This outlook allows us to learn, grow and develop and helps create a **trusting** organisational environment.

Recognition and respect help employees see that the organisation values them and their contributions to the success of their team and the organisation overall. We heavily promote an environment and approach that **acknowledges, praises, and encourages** regularly - employees who have **pride** in their work, each other and workplace believe in the organisation.

We strive to **develop our teams** through training, **mentoring, and coaching** and by building the skill sets, behaviours and attitude that are needed to ensure future success. We encourage a forward-thinking outlook and a willingness to 'shape our future' helping to ensure that everyone who works for the Council has a sense of **belonging in the workplace**.

We actively **break down functional barriers** by having a **no silo** approach to delivering the business of the Council, getting our people to see the BIGGER PICTURE of success and a recognition that we may not be able to do some things on our own but by **collaborating** with others we can.

And...we never let ourselves or our teams lose sight of our **ONE TEAM culture** - the thing that sets us apart - our USP!

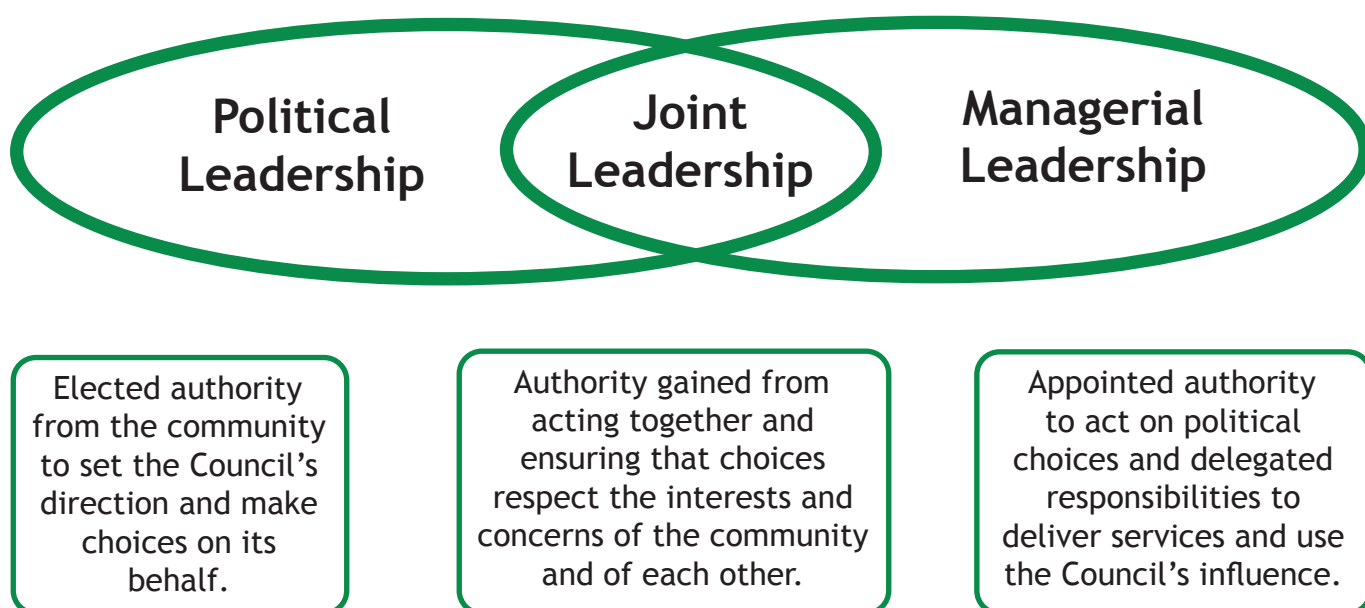
*Our behaviours define
our culture, our culture
determines our level of
success...whatever the
measure.*

Collaborative leadership model

When it comes to officers and elected Member relations, the approach here at NEDDC is very much aligned to one of ‘collaborative leadership’. Clearly the roles of elected Members and officers are different, and this is recognised here. Despite this, we understand and believe that we are in essence all here to improve

the outcomes for our district and to help improve the lives of the people within.

In undertaking the business of the Council, elected Members and officers are indispensable to one another and mutual respect between both is essential. Members provide a democratic mandate to the Council, whereas officers contribute the professional expertise and human resource required to deliver the Council Plan and the policy framework.



When we say, 'we are ONE TEAM', we don't therefore limit this to officers of the Council alone. The culture extends beyond the officer ranks as we purposefully strive to strike an appropriate balance - the 'sweet spot' in the middle - which is very much built upon good relationships and good communication - both of which build trust.

We believe that the adoption and development of our 'ONE TEAM' ethos, coupled with our 'collaborative leadership' approach, sets the organisation up to succeed.

We are better placed to shape the future of the communities that we serve when we do this collectively.

Equality, diversity, and inclusivity

As an organisation, we are committed to providing excellent services shaped by an understanding of the needs of different people and ensuring that how we deliver services promotes equality and challenges inequality. This is set out in our Equality Plan and Objectives 2023-2027; this plan includes the Council's specific equality



objectives for this period. These apply to all our employees and Councillors and covers all aspects of the Council's activities.

Equality in the workplace is about ensuring that every employee or job applicant has the same opportunities and is treated fairly, regardless of their individual characteristics.

Diversity, on the other hand, is about creating a culture that values differences - this might include a range of people with differences such as age, ethnicity, religion, race, and sexual orientation for example.

Inclusivity in the workplace means everyone feels valued at work. It refers to how employees are treated, how they interact - an inclusive workplace engages with everyone, it lets employees feel safe to come up with ideas, raise issues and suggestions - knowing this is actively encouraged.

At NEDDC, we aim to think beyond legal compliance, we take the view that equality, diversity, and inclusivity should be seen as adding value to our organisation, contributing to wellbeing and outcomes, and impacting upon us all.

Equality, diversity, and inclusivity when seen in this broader sense makes for a happier workforce, better equipped to serve a diverse range of residents and customers, improved ideas creation, and helps us to attract and retain great staff.

By creating a workplace that is welcoming to all, we position ourselves as an employer of choice.

Reward and recognition

We heavily promote an environment and approach that acknowledges, praises, and encourages consistently - when employees feel valued, they are energised, motivated and likely to go that little bit further for the organisation. When we do this our people feel ownership and a sense of pride - recognition enhances the connection to the organisation and improves the organisations chances of retaining our people for longer. By regularly and authentically doing this we move closer, as an organisation, to unlocking our people's true potential.

A simple 'thank you' is often all that is needed, showing appreciation for their hard work and effort during the day. Other times, perhaps when a particular goal is achieved, or they have gone above and beyond, more formal recognition will be more appropriate.

In such situations, of course the person will feel a sense of achievement themselves, that good feeling however can be massively amplified when others recognise the achievement also - especially recognition from peers, colleagues, and the organisation. This recognition contributes to their sense of fulfilment, making them happier, which will impact positively upon their performance, make our customers happier and much more.

*When we acknowledge praise
and encourage our people,
they will shine ever brighter.*



New ways of working

Over the past few years, the Council has had to think strategically about its services, policies and plans and the need for new ways of working. To some degree the coronavirus pandemic has fast tracked changes to the Council's usual working practices - changes that came about in a matter of weeks that may otherwise have taken years to have happened.

The Council along with all other organisations moved rapidly to a virtual and remote working environment with a reassuring demonstration of adaptability, versatility, and flexibility. Beyond the immediacy of the reaction to the pandemic, the Council recognised that the changes brought about by adversity, could become part of the 'new normal' for the Councils operating framework. To that end, in March 2021, the Council adopted its Agile Working Policy.

Whilst the current policy focusses on flexible working, flexible hours, and remote working, the potential is far greater than this. We are beginning to think differently at NEDDC - agile working shouldn't be limited to 'same work' done the 'same way' but in a 'different time and place', this should also be open to doing work differently focussing on the 'performance' and 'outcomes' with these being the drivers rather than 'time and attendance'.

The goal we are seeking at NEDDC is to create a more responsive, efficient, and effective organisation. Central to this will be our culture...simply buying new technologies and investing in new

workplaces is not enough! Engaging with our people, empowering them in a relationship of trust and responsibility are the key.

Working within guidelines but without boundaries.

Collaboration with Trade Unions

The relationship between Trade Unions and the Council are very good here at NEDDC. There is a clear recognition that whilst the employer and Trade Unions may have different perspectives on occasions, in essence we are all seeking the same broad positive objectives with our people being firmly at the centre of these.

These positive relationships help build trust amongst the workforce providing further mechanisms for dialogue through which problems and opportunities can be identified and resolved or pursued. These effective relationships can add value to workplace safety too by helping to shape workplace safety practices and reducing workplace accidents.

Trade Unions can be a good source of information on workplace procedures and practice given their involvement nationally in a whole range of workplace settings, this provides a great opportunity to identify and share with us examples of safety best practice from elsewhere for example.

Similarly, Trade Unions have the potential to bring other benchmarking benefits and a broad perspective on many workplace issues and industry knowledge that can contribute to the business decisions being made.

Trade Unions also have the potential to support many of the things that this Council holds dear and are at its core, things such as equality and inclusivity for example. Trade Unions can help actively fight discrimination and help promote fairness. This helps to ensure our workplace is an attractive one to potential employees, and further helping to improve retention rates for existing employees.

In recognising all of this...the Council meets and communicates regularly, working closely with Trade Unions in a strong relationship that is built upon a state of mutual respect.

We know that we ultimately want the same things...to provide a safe, fair, and great place to work.



Nurturing a great culture

- *words into action!*

Some of the things we do already...

- Promotion of leadership behaviours.
- Positive organisational culture branding.
- Collaborative leadership model.
- Creativity away days.
- Multi-team workshops.
- Regular team meetings and 1-2-1's.
- Open door culture.
- Back to the floor sessions.
- Meet the Leader and MD events for new starters and existing employees.
- Informal coaching and mentoring.
- Equality Plan and policies.
- Equalities training.
- Reward and recognition scheme.
- Employee celebration events.
- Long service awards.
- Job evaluation and equal pay for equal work.
- Agile working arrangements
- Living wage employer.
- Effective trade union relationships.

Some of the things we plan to do...

- Introduce a 'living the leadership behaviours' training programme.
- 'You said and together we fixed' approach.
- Succession planning model.
- Team activities model.
- Internal communications and feedback development.
- SMT roadshows.
- SMT back to the floor schedule - 'Visibility' campaign.
- Introduce a 'service area' and 'working together as One Team' showcase mechanism
- Link rewards and recognition to the desired behaviours.
- Employee (shining star) of the month.
- Long service awards review.
- Review job evaluation scheme.
- People strategy working group and annual review.



Ensuring Wellbeing

Health and wellbeing framework

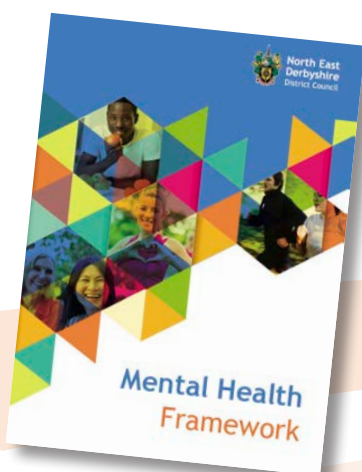
Promoting and supporting employee health and wellbeing is at the core of our organisation's people centric culture. A better working environment and better working lives are clearly recognised here as key determinants in our organisation's success. Healthy workplaces help people flourish and reach their potential benefitting the individual, the team, the organisation and ultimately the communities that we serve.

We recognise that by investing in our people's health and wellbeing, this will lead to increased resilience, better employee engagement, reduced sickness absence, higher performance, and increased productivity...moreover though, we do this because we should. This is why our initiatives and efforts in this regard aren't seen as 'standalone' or 'bolted-on' to our everyday business...the health and wellbeing of our people is seen as our everyday business - our endeavours in this regard are integrated throughout the organisation, embedded in our culture and in our leadership.

Wellbeing is important to health and health is important to wellbeing.

Mental health

Mental health problems are common in society generally and it is estimated that nationally at least



one in six workers experience common mental health problems, including anxiety and depression. Many employees might not feel comfortable talking about it, and whilst this situation is improving with a great deal more openness about the topic generally, mental health can still be seen as a taboo subject by some and choose to keep it to themselves.

There are many reasons why someone's mental health could be poor at any time including home and personal life; career and work-related issues; emotional reasons; finance and money related challenges; physical health and social factors - all of these could be either long term or short-term situations. Struggling to cope with everyday life does not look or feel the same for everyone.

There are countless statistics relating to the cost to employers from lost work days, cost to the NHS and cost to the economy. However, most important to our organisation is the human cost to our employees, and the potential for poor mental health having an impact on the lives of individuals and those around them. This can manifest itself in a variety of ways both at work and at home and could impact upon a person's ability to manage other elements of their personal life.

By managing the physical, operational, and cultural environment to support the mental health and wellbeing of employees first, the benefits to the Council will follow. The Council have therefore developed a 'Mental Health Framework' that sets out the organisation's commitment to the mental health and wellbeing of its people. It supports efforts to improve employee mental health and wellbeing both at work and in home life.

Positive mental health is crucial - it profoundly influences every aspect of our lives.

Occupational health

Taken at its highest level, there is a great deal of evidence that confirms that being in work is generally better for a person's health and wellbeing than being out of work. If individuals move from being in work to out of work, over time their risk of mortality increases and conversely if they move back into work, it reduces.

The purpose of Occupational Health is to help maintain the wellbeing of our employees, preventing and removing ill-health and developing solutions to keep staff with health issues at work. An Occupational Health service provides professional advice and recommendations for the Council to take into consideration when working together with employees to support them at work.

They also carry out pre-employment assessments and statutory health surveillance - for example when workers may be exposed to hazardous substances or noise.

At NEDDC we very much value high quality Occupational Health services as part of our healthy workplace culture and believe that a systematic approach to this can contribute to our organisational success.

Good quality employment is the most effective way to improve the well-being of individuals, families, and communities.

Employee benefits

The local government landscape and marketplace has changed significantly in recent years. Recruitment is very difficult nowadays across the public sector and in a recent LGA survey it was found that 9 out of 10 Local Authorities are struggling to recruit and retain. Gone are the days where there were many applicants for any advertised job and where the salary alone was the deal breaker.

These days, along with helping to attract and retain people, employee benefits are also seen as a motivational tool and with salary often seen as a whole package that might better fit with an individual's circumstances or add real value to the existing and would-be employee's lives.

NEDDC also hold the view that the right employee benefits package can contribute to an improved state of wellbeing, help encourage achievement and strengthen the values of the organisation. Coupled with these benefits, the Council recognise the importance of its organisational culture, one that very much values its people. We work hard to exhibit our ONE TEAM culture shaping activity, casting ourselves as a strategic recruiter helping to ensure we remain an employer of choice.

The benefits of working at North East Derbyshire District Council are many and varied and wider than salary alone.

Ensuring Wellbeing - *words into action!*

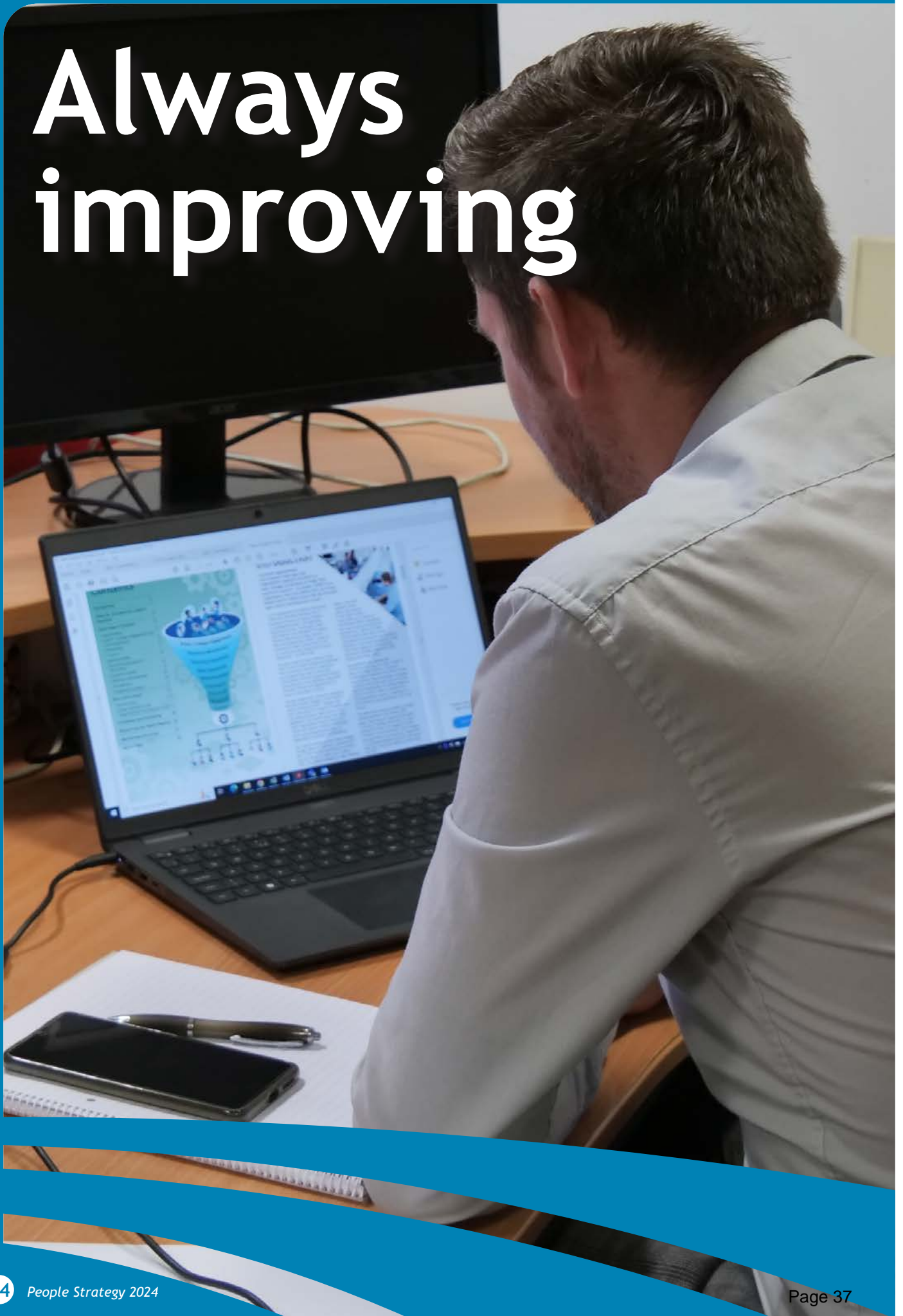
Some of the things we do already...

- Mental health framework.
- Mental health working group - officers and elected Members.
- Employee assistance programme.
- Supporting employees at work training.
- Managing sickness absence policy.
- Occupational health service.
- Employee support plans incorporating best practice from organisations such as Mind and ACAS.
- Counselling and physiotherapy.
- Free eye tests.
- Workplace stress risk assessments.
- Health & wellbeing framework - reviewed annually.
- Mental health first aid training.
- Flexible and agile working policies.
- Social events such as walking groups, yoga, nutrition workshops.
- Cycle to work scheme.
- Vivup and Kaarp benefits.
- Managers toolkits.
- Wellbeing information boards.
- Health & wellbeing bulletin every two months.
- Payment of professional fees.
- Access to local government pension scheme.
- Up to 35 days annual leave.
- Sickness pay scheme.
- Living wage employer.
- Pre-retirement Courses.
- Access to Westfield Health scheme.
- Wellbeing workshops.
- Discounted access to leisure facilities.
- Free onsite parking.

Some of the things we plan to do...

- Mental health framework and working group review.
- Quarterly mental health update on extranet.
- Mental health events throughout the year.
- Implement a 'buddy-up' scheme.
- Further promote health referral through our leisure facilities.
- Introduce a 'study-buddy' scheme.
- Volunteering days programme.
- Extension of social activity calendar.
- Exploration of 'green' lease car scheme.

Always improving



Workforce planning

It's good to know where you want to 'go' or 'get to' organisationally. Having set out our goals and business needs, it is important that we know about our workforce and what might need to change to help us achieve those goals - as we know, our employees are the ones that will get us to where we want to go.

The point of workforce planning is to maintain proper staffing levels so that critical competencies are fulfilled, succession is well-managed, costs optimised, agility is achieved, and resiliency is retained. These objectives are achievable when the supply and demand of employees and skills are identified and forecasted accurately and in a timely manner. Through workforce planning, we are attempting to incorporate adjustments for 'known' workforce changes such as retiring employees, an ageing workforce, and skills gaps for example.

Along with the numbers of people, there is the need for these being the right people with the right skills. The organisation will not develop without the right level of training and development taking place. The world moves much more quickly these days, the workforce must be constantly trained and re-trained as part of the workforce planning process.

Fail to plan, plan to fail.

Recruitment and retention

Perhaps traditionally, the recruitment process and getting people into posts has often been reactive - a post becomes vacant, and we recruit. Perhaps also traditionally, the labour market has been more robust with each vacancy advertisement attracting any number of likely candidates. The world is a very different place these days with organisations seemingly competing evermore for the same decreasing pool of people.

Like most things though, the greatest rewards often take the greatest effort to attain. Our goal here is not just about having people in posts, it's about having the 'right' people in posts, people who have a sense of loyalty and pride in what they do and what they are achieving or might wish to achieve - it's about the creation of an environment where people can be and want to be successful as part of our organisation and the delivery of services that we provide to our communities.

When we think of recruitment, we include the entire process from the beginning of the 'search' or 'growing our own' starting point, to the persons integration into the organisation that marks the beginning of the employee experience for the person. This is why at NEDDC, this is not simply recognised as a HR function, this responsibility is firmly aligned with the leadership and in the culture of the organisation and these being a fundamental part of the recruitment journey. The ONE TEAM culture, inclusive environment, reputation, meaningful work, opportunity and even branding and promotion, are all important factors that contribute to a successful recruitment.

As we've heard, recruitment can be difficult these days, but it can also be a costly endeavour that we don't want to get wrong. Due to the time, money and effort that is put into a recruitment process, we must get this right so that we aren't replacing our new colleague in a few months' time or failing to attract anyone at all...and in the meantime this could all be having a negative impact on our service delivery as we operate with gaps in our structure.

It's about the creation of an environment where people can be and want to be successful.

Induction and appraisal

We know that recruitment can be difficult and costly, we also know that an effective or indeed an ineffective induction programme can make the difference between a new employee successfully integrating or leaving very quickly. We must get this right and see it as more than a 'hoop' to be jumped through.

During the induction, our new employee will learn about who's who, specific policies, technical information, undertake pre-starter training and many other practical things included in our induction checklist. It is important though, that the induction is recognised as the new employees welcome to the organisation. It's an opportunity to establish relationships with colleagues, an opportunity to engage with our purpose, our vision and overall direction, a time to demonstrate our culture and enthuse them during that formative stage of a new employee's employment with the Council.

Our culture is far more aligned these days to one that focuses on continuous engagement and feedback, regular contact and check-ins, and ongoing development. However, like the induction, the appraisal process is also recognised as key here at NEDDC. And, whilst we certainly don't rely upon this process to learn more about our employees, discover their strengths and areas where they need support, improve their performances, and identify opportunities - they do offer a dedicated time and space to ensure this takes place.

These play an important role in helping keep our employees engaged and motivated to do well. They allow us to formalise our praise and positive feedback whilst collectively recognising areas for improvement too and how this might be supported by the organisation. They can help determine training need or aspiration and allow for conversation in a structured environment without distraction on a 1-2-1 basis.

These shouldn't be seen as 'hoops to jump through' - these are opportunities to build relationships, motivate, enthuse, and ensure success.

Talent pipeline, personal development, and training

In essence our talent pipeline is a multi-stream mechanism within which a cohort of candidates are engaged, supported, and developed with the intention of filling future roles that might open within the

organisation or elsewhere. The mechanism is both inward and outward facing, providing new opportunities, and attracting new people to the organisation whilst creating development pathways for those already employed by the Council who might currently have un-tapped potential or who might simply be looking for a change in direction without having to leave to do so.

In building the talent pipeline, we are not only dealing with the 'here and now', but we are also considering our needs for the next 12 or 24 months and beyond - succession planning, future proofing, scanning the horizon and planning for the years ahead - we are sowing the seeds now for the rewards to be harvested later.

Alongside the Talent Pipeline, the Council has an extensive workforce development programme which has been designed to ensure our employees receive both the necessary core corporate training whilst offering employees broader training opportunities and continuing education and learning programmes with the intention of maximising their job role success and career pathway opportunities along with a contribution to continual organisational improvement.

Coaching and mentoring

Whilst there are key differences between these two activities, both are recognised as very powerful and personal ways to help people. Accepting that there are differences between the two, generally both are about helping others grow, develop, and reaching their full potential. They can improve employee engagement; help build confidence and help share knowledge and experience...all of which can improve



organisational performance.

Coaching and mentoring can also help employees move towards that next chapter in their career, providing insight and 'real-life' experience helping to prepare those who at some point, will be making that next step in terms of career progression or indeed those who have recently made that step. They can also be used as effective support tools, helping to boost individual and team competencies and morale.

Along with dedicated coaching and mentor training, through our Organisational Development team, we plan to introduce a 'coaching and mentoring' programme for either 'would-be' recipients to request for themselves or for managers to put forward nominations on behalf of others, to receive

this level of support. It is envisaged that ultimately, the organisation will have numerous coaches and mentors with a regular flow of recipients benefitting and progressing at any one time - 'fast-tracking' knowledge sharing and personal development on a large scale - building it into the corporate consciousness so that it becomes part of our every day, for more and more people.

This is about supporting people and encouraging them to reach their full potential.

Performance and delivery management and improvement

Helping our people perform well, and creating an environment for our people to succeed is central to our leadership behaviours. Our people need to understand where we are going, what's expected of them and must be led in a way so that they are motivated, have the right skills, resources and support they need to succeed, and are accountable for their work.

Whether it's an individual, teams or organisational performance and delivery management, our approach centres on two-way communication and regular, open, and supportive feedback on progress towards objectives. This will often be backed up by a formal process including recording objectives, periodic reviews and improvement plans where performance and delivery could be improved...but the focus will always be discussion and ongoing, open dialogue built on trust.

Organisationally, we are far better placed these days in establishing the relationship between individual and team delivery, and the pursuit of successful delivery of the Council Plan - the business plan of the Council, our purpose!

This is very much built on the desire for the plan being a living and breathing document, a dynamic plan, one that changes and flexes with the world around us.

The performance and delivery management mechanisms developed alongside the plan, enable a 'common information picture' and updates against the plan to be seen and recognised right from the 'front-line' to the formal reporting processes shared with our elected Members and the communities that we serve. This represents a significant step forward in the organisational delivery of our objectives helping ensure that all stakeholders are connected to our delivery outcomes and progress.

The next step in this evolution will be covered in our new and emerging Improvement Strategy, this will focus upon delivery assurance and continual improvement and the 'relentless' pursuit of these. The strategy will bring forward an approach that will further enhance our 'real-time' understanding of our delivery successes, barriers faced and identification and implementation of improvement opportunities, enabling us to better navigate the 'overall delivery journey' of the Council Plan - watch this space!

The focus will always be discussion and ongoing, open dialogue built on trust.

Always Improving - *words into action!*

Some of the things we do already...

- Workforce and succession planning.
- Annual workforce profiling.
- Skills gap analysis.
- Recruitment and retention policy.
- E-recruit platform.
- Service area recruitment packs.
- Careers fairs, school and higher education links.
- Talent pipeline strategy.
- Talent pipeline co-ordinator.
- Talent pipeline web pages.
- Promotion of leadership behaviours.
- Learning and development policy.
- Corporate training programme.
- Continuing professional development support.
- Service specific training programme.
- Online and hard-copy induction programme.
- Appraisal programme.
- Work-trackers at all levels.
- VOSTO Council Plan delivery management.
- Formal coaching and mentoring through apprenticeships.
- Informal coaching and mentoring.
- Positive organisational culture.
- Reward and recognition scheme.
- Employee celebration events.
- Performance management framework.
- Competency framework.
- Exit monitoring process.

Some of the things we plan to do...

- Service Manager 'Essentials' programme.
- Workforce planning included in annual service plan review.
- Workforce profile data added to management dashboard.
- Develop skills and capability matrix - present and future need.
- Bi-annual employee 'deeper dive' surveys.
- Recruitment process and resources review.
- Induction process and resources review.
- Creation of onboarding videos for service areas.
- Improve links with education.
- Digital training platform roll-out.
- Formal coaching and mentoring training for SMT and service managers.
- Coaching and mentoring referral or request programme for all employees.
- 'Walk a mile' - job swap scheme.
- Celebrating our successes review.
- Employee (shining star) of the month.
- 'You said and together we fixed' approach.
- Appraisal scheme review - align more to desired behaviours.
- Further develop our 'Data-hub' - supporting data-led service provision.
- Further embed VOSTO Council Plan delivery management.
- Roll-out 'Propeller' programme.
- Roll-out 'Tell us once' - exit monitoring, informing, and learning process.

Effectively communicating and engaging



Communication and engagement are powerful tools that can have an enormous impact on the success of any organisation. Effective communication will improve employee engagement, which helps build trust and respect, these go on to enable understanding, ownership, and buy-in, all of which helps to enhance individual and organisational performance.

We recognise that our people represent our single most significant investment and asset, and as we have heard already in this document, they are the ones who will get us to where we need to be - the ones who will ultimately determine our success or failure, it would be ludicrous therefore to not keep them 'plugged in' and enrolled on the journey. Keeping everyone connected and involved is paramount - this why communication and engagement is a cornerstone of our People Strategy.

When thinking of communication and engagement in the workplace, some might limit their thinking to employee surveys or an email to all for example, and whilst these have a place and offer value, here at NEDDC communication and engagement is promoted and encouraged at a much more fundamental level - it starts with the day-to-day communication and engagement, the one to one, the informal chat...the personal connection. Building relationships is a key

leadership behaviour within our ONE TEAM ethos, we strongly advocate and promote making time for others and being genuinely interested in what they have to say and offer.

For communication to be effective, it must be bidirectional - not simply top down only.

To be engaging it needs to be regular and inclusive, sometimes one-to-one, and wherever possible involve the entire organisation. Our belief is that genuine employee communication and engagement is a two-way street that includes personal interaction, sharing the big picture, and giving and accepting feedback.

Communication and engagement includes all services and all staff - whether office based or front line, out in the district collecting waste or lifeguarding a swimming pool, everyone is valued here and is included. Everyone should be connected, able to see what is being said and feel empowered to share their views and be part of it.

Therefore, in addition to the fundamental day-to-day approach, we have various mediums, channels, and mechanisms designed to engage a wider audience, sometimes a specific audience, or for a specific reason and as a way of offering our people choices in how they engage.

We genuinely see and hear our people and strive to keep everyone connected and involved.

Employee liaison group

The purpose of this group is to provide a further platform to strengthen relationships, bolster communications, assist with engagement and provide opportunities for staff to have a voice. The group includes staff representation from across all service areas of the Council, the Leader of the Council and MD.

Views of staff are represented at the group meeting with proactive and meaningful debate promoted, solutions and innovative ideas presented, or new ways of working discussed too. Attendees receive 'real-time' updates from the Leader and MD on things of a corporate nature, updates from service area representatives and 'two-way' dialogue that is shared by all attendees with their service areas and peer groups, across a whole range of topics, in a further attempt to keep everyone connected.

Keeping everyone connected and involved is key.

Service Managers forum

This forum is a place for the Service Manager tier to come together and share thoughts, progress, and challenges with their peers from across the organisation. The forum is recognised as a sort of 'sibling' to the Senior Management Team (SMT) meetings held regularly at the Council. These are very much recognised as key to our organisational success and another valuable 'connection' in the wider communication and engagement network.



This group receives/provides updates directly to and from SMT, helping to ensure bi-directional communication throughout the organisation. Amongst other things, they receive learning and development as a group, consider progress against the Council Plan and other key workstreams, receive updates and changes to employment practice from HR and receive updates and feed into corporate communication messages and campaigns whilst showcasing to each other their service area successes. Perhaps most importantly though, the group provides an opportunity to share learning and experiences and provide support and help to each other helping to solve problems or tackle common or similar issues.

Whilst this group is in place specifically for Service Managers, the group themselves welcome 'would-be' Service Managers of the future along as part of their development and learning journey - all very much aligned with our 'grow our own' corporate mindset and the ambition set out in our Talent Pipeline Strategy.

A valuable 'connection' in the wider internal communication network.

Internal working groups

At NEDDC, we create working groups for a variety of reasons and purposes, pulling together staff, and sometimes elected Members too, to achieve a specific goal.

Those who make up the groups will sometimes have specific skills or expertise whilst others will be a critical friend or simply represent their own area or tier of the Council and may even be a potential end user too.

The belief here at the Council is that this approach will generate different perspectives, shared responsibility, a balance of strengths, open channels of communication, increased participation, improved motivation and 'buy-in'. One of our key organisational and leadership behaviours is to involve others in the shaping of what and how we do things. We firmly believe that this approach has far greater day-to-day impact upon the organisation than instruction from the top.

Enrolling others in the journey creates 'buy-in'.

Bulletins and updates

The importance of staff bulletins and updates cannot be underestimated. We aim for ours to be educational as well as entertaining - we don't want to bore our readers. Visualisation, infographics, and other entertaining features are key to ours. We purposely focus upon our employees and weight it heavily in their favour, we want these to be valued and interesting rather than corporate blurb that becomes metaphorical wallpaper.

Our well-crafted bulletins and updates aim to inform everyone across a range of topics including what's new, new starters and leavers, corporate messages and updates, training, personal and team celebration, sprinkled with an element of fun and humour...all delivered with a consistent brand and identity and in a regular and timely manner.

Along with the corporate bulletins and updates, at NEDDC we believe its valuable to have regular updates from the Leader and MD - the 'tone from the top', so to speak, is key when nurturing a positive organisational culture. These are often more specific and a little more personal, providing a connection and insight into the organisation's leadership and their personal perspectives on things.

Overall, the aim of these bulletins and updates is to generate interest and help staff feel more engaged and better informed after reading it, further helping to motivate, encourage and include.

A well-informed and connected workforce encourages collaboration, removes silos, and supports a positive culture.

Team meetings

When organised well, a team meeting is one of the greatest tools in the workplace toolbox. They can enable closer collaboration, help with ideas generation and sharing, engender the sense of 'team', create space for feedback, align, and focus the team on individual, team, and corporate goals, and facilitate a great level of communication within the team. Conversely - when organised poorly or undervalued and seen as a 'hoop to jump through', such meetings will be filled with disengaged people who can't wait for it to end.



Of course, there are many reasons for a team meeting to be called - these might be regular scheduled meetings, a one-time meeting, a retrospective de-brief, or wrap-up meeting...but all share similar benefits. To get the best from team meetings, here at NEDDC we very much drive home the message of their importance and help to ensure they have purpose, are timely and frequent, have a similar format and key agenda items to allow for wider common information sharing and consistency.

Making time for others and being genuinely interested in what they have to say, and offer is important.

Consultation and feedback

This whole strategy is heavily geared towards the importance of speaking with and hearing from our people - organisationally we believe greatly in this. We are not alone in this belief...there is strong evidence of the benefits organisations with effective and meaningful staff information and consultation arrangements enjoy.

Whether it is dealing with change or change programmes, helping to build trust from an informed workforce who are listened to, seeking a sounding board to inform direction and decisions, generating ideas from the workforce...most of these represent benefits to both the organisation and its people. Effective consultation and feedback lead to a model of partnership and collaboration, a

positive organisational culture built upon trust and people who are valued, ultimately leading to greater job satisfaction and quality of work, better recruitment and retention rates and a more united organisation.

We strive to ensure that everyone here has a sense of belonging in the workplace.

Employee survey

Our Employee Survey is perhaps the single most obvious mechanism when we think of employee consultation and feedback. We value this highly as a confidential way to measure how engaged, motivated, and satisfied our people are - this provides the organisation with specific insights into everything that is working well, what we might need to do to improve and how positive our overall staff experience is.

Engaged employees who feel a sense of belonging in the workplace are less likely to leave for a job elsewhere. By conducting these surveys, we intend to demonstrate that we genuinely care about their experiences and value their perspective on things. When our people see that we are making a genuine effort to hear what they say and then act on this, we hope to develop a sense of loyalty towards the organisation. Our latest Employee Survey conducted at the end of 2023 demonstrates this well as the results have directly influenced the development of this very strategy and associated action plan.

In undertaking the surveys, we very much hope to better understand our people and make the necessary meaningful changes that may be required. We undertake these in the belief that in doing so we can increase satisfaction levels, create happier employees, improve employee well-being levels, build trust and empathy, and improve retention rates.

Our people are the ones that will get us to where we want to go ...we must listen.

Back to the floor and an open-door approach

When trying to establish a sense of 'what is', often the easiest person to convince is yourself, but what information do you rely upon to reach this conclusion? Well-worn phrases such as 'hearing it from the horse's mouth' and 'walking a mile in their shoes' are well worn for good reason...there is nothing quite so certain as seeing things and hearing things on the ground or at the sharp end.

It is easy to become removed from the 'shop floor' when taking up senior positions spending most of your time in the office or in meetings. The culture at NEDDC however, recognises that by dedicating time to get 'back to the floor' we can demonstrate that we are interested in the day-to-day challenges of our people, finding better

ways of working, learning more about the business, and reaching out to remote sites who might otherwise feel like the poor relation of the organisation.

By getting back to the floor, we are far more likely to have a more relaxed and insightful conversation with our staff where they are doing what they know, than in the more formal setting of a meeting room or office. We are of course more visible to everyone, not just the ones we liaise with more regularly.

In a similar vein, having an open-door approach is very much recognised as standard within the senior management team at NEDDC. Such an approach is one that values feedback and providing support and serves to demonstrate our people can approach management/leadership with their concerns, feedback, and ideas...this is actively encouraged. Taking such an approach we ultimately aim to promote a workplace culture of collaboration, of people who are valued, trusted, and encouraged to achieve and develop, a belief in the power of team and the recognition of the contribution we all make in delivering organisational success.

This helps build trust and respect, understanding and ownership, all of which enhances organisational performance.

Effectively communicating and engaging - *words into action!*

Some of the things we do already...

- Employee liaison group - quarterly.
- Joint consultative group - quarterly with trade unions.
- Senior management team meetings minutes - every 2 weeks.
- Service managers forum - every 2 months.
- Internal working groups - as and when required.
- ONE team bulletin - every 2 weeks.
- Leaders briefing - video every 6 weeks.
- MD update - written briefing every 6 weeks.
- Regular team meetings and 1-2-1's - every 4 to 6 weeks.
- Whatsapp groups within some service areas.
- Staff consultation and feedback.
- Employee survey - at least every two years.
- Positive organisational culture branding.
- Creativity away days.
- Multi-team workshops.
- Back to the floor sessions.
- Meet the Leader and MD events.
- Employee celebration events.
- Essential communication messaging.

Some of the things we plan to do...

- 'You said and together we fixed' approach.
- Informal schedule of themed meetings and workshops with trade unions.
- Internal communications development to improve overall organisational awareness.
- Develop ONE team bulletin to be more interactive with ability to respond and comment.
- 'Learning Lens' publication roll-out.
- SMT roadshows with Q&A's.
- SMT back to the floor schedule - 'Visibility' campaign.
- Service area showcase.
- Create more opportunities for employees to feedback.
- Employee survey 'deeper dive' - bi-annually - 'trust your gut, speak-up' campaign.
- Further development of digital 'chat space' and teams' channels.
- Employee (shining star) of the month.
- Long service awards review.

Meeting each other's expectations

The success of this strategy relies upon us all adopting the beliefs, behaviours, and key organisational ingredients contained within. It relies upon a belief in leadership at all levels and strong, positive relationships being formed and nurtured.

As with all relationships, including those between an organisation and its people, expectations are involved - it is important to make sure that we are all clear on what these are and being committed to ensuring that these are being met and will continue to be met consistently.

Employee Expectations

- A great workplace culture
- Transparent and inclusive leadership
- Work will be motivating, meaningful, and satisfying
- Safe, healthy, and inclusive environment
- Equal opportunity for all employees
- A flexible work environment where possible
- Fair rewards and benefits for all employees
- High quality training
- Opportunities for personal and career development
- Good communication and feedback
- Employee engagement and involvement

The Organisations Expectations

- Contribution to a great workplace culture
- Honesty and trustworthiness
- High standard of integrity, conduct, and professionalism
- Determination and enthusiasm
- Appropriate behaviour and to not bring the Council's reputation into disrepute
- Treat each other with respect and courtesy
- Take all reasonable steps to achieve regular attendance
- Be punctual, dressed appropriately and fit to carry out the duties of the job role
- Take care of yours and others health and safety
- Be committed to always delivering your role working within the Council's policies and procedures

A belief in the power of team and the recognition of the contribution we all make in delivering organisational success.

A final word...

Having now read this document fully, hopefully it is clear to the reader that here at North East Derbyshire District Council we seek to continually improve as an organisation in the knowledge that our success in this endeavour is completely dependent upon the people within.

As a council we are committed to evolving and making changes which will allow all our people to further flourish, develop and to ensure that all colleagues feel like they belong. As individuals, we understand that we all play a part in our Council's success - as a team, as ONE TEAM, we know that we can achieve our full organisational potential.

This strategy will be supported and driven by detailed plans including timelines, resources and performance measures which will be refreshed annually. Our people strategy working group, including representatives from all levels of the organisation along with the Services Scrutiny Committee, will carefully monitor progress and evaluate the impact of our endeavours to ensure that the strategy continues to provide the right solutions and outcomes for our people and our organisation as a whole.

Thank you for taking the time to read - we hope you enjoyed it.

Equalities Statement

North East Derbyshire District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or language or contact us by:

- Phone: [01246 231111](tel:01246 231111)
- Email: connectne@ne-derbyshire.gov.uk
- Text: [07800 00 24 25](tel:07800 00 24 25)
- BSL Video [Call](#): a FREE, three way video call with us and a BSL interpreter.
- Call with [Relay UK](#) via textphone or app on [0800 500 888](tel:0800 500 888). FREE phone service for anyone who has difficulty hearing or speaking.
- Visiting our [offices](#) at Wingerworth:
2013 Mill Lane, [S42 6NG](#).



North East Derbyshire District Council

Services Scrutiny Committee

**Council Plan Objective – A Great Place to Access Good Public Services -
Update January to March 2024**

7th May 2024

Report of the Information, Engagement & Performance Manager

Classification: This report is public

Report By: Kath Drury, Information, Engagement and Performance Manager

Contact Officer: As above

PURPOSE / SUMMARY

To report progress on the strategies underpinning the Council Plan objective - “A great place to access good public services” for the period ending 31st March 2024

RECOMMENDATIONS

1. That progress against the Council Plan “A great place to access good public services” objective be noted.
-

IMPLICATIONS

Finance and Risk: Yes ☐ No ☒

Details:

On Behalf of the Section 151 Officer

Legal (including Data Protection): Yes ☐ No ☒

Details

On Behalf of the Solicitor to the Council

Staffing: Yes ☐ No ☒

Details:

On behalf of the Head of Paid Service

DECISION INFORMATION

Decision Information	
Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: NEDDC: Revenue - £100,000 <input type="checkbox"/> Capital - £250,000 <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i>	No
Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)	No
District Wards Significantly Affected	None
Consultation: Leader / Deputy Leader <input type="checkbox"/> Cabinet <input type="checkbox"/> SMT <input checked="" type="checkbox"/> Relevant Service Manager <input type="checkbox"/> Members <input type="checkbox"/> Public <input type="checkbox"/> Other <input type="checkbox"/>	Details: Ward Members

Links to Council Plan priorities, including Climate Change, Equalities, and Economics and Health implications.
A great place to access good public services: <ul style="list-style-type: none"> • Assist and influence other public partners to improve their services in the district. • Continually improve Council services to deliver excellence and value for money.

REPORT DETAILS

1 Background

1.1 The Council plan 2023-27 has four objectives:

- A great place to work.
- A great place to access good public services.
- A great place to live well.
- A great place that cares for the environment

Information on progress on what the Council has done for the *access good public services* objective is contained at appendix one.

1.2 Under the good public services objective there are two strategies – Assist and influence other public partners to improve their services in the district and Continually improve Council services to deliver excellence and value for money.

There are three and five tactics - our approaches to positively influence the strategy - under the respective strategies.

2. Details of Proposal or Information

- 2.1 The appendix notes under each strategy and tactic the relevant work that has been undertaken during this period together with providing a flavour of the breadth of work.
- 2.2 The report was taken to Senior Management team on 22nd April 2024 for consideration and oversight.

3 Reasons for Recommendation

- 3.1 This is an information report to keep Members informed of progress against the council plan objective for the good public services.

4 Alternative Options and Reasons for Rejection

- 4.1 Not applicable to this report as providing an overview of progress against the council plan objective for the good public services.

DOCUMENT INFORMATION

Appendix No	Title
1	A summary of progress for the Council Plan objective – A Great Place to Access Good Public Services – for the period ending March 2024
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet you must provide copies of the background papers)	

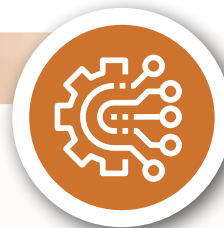


North East
Derbyshire
District Council

Council Plan 2023 - 2027

A summary of progress for **a great place to access good public services** for the period ending 31st March 2024 (Q4)





A great place to access good public services



This quarter, the following progress has been made on *assist and influence other public partners to improve their services in the district*

Actively participate, nurture relationships, and maximise benefits for NEDDC residents in partnerships such as Health, Economy, Resilience, etc.

- Training provided to circa 20 Citizens' Advice Advisors in homelessness and promoting better awareness and joint working between Citizens Advice and the council who is leading on 'commitment to collaborate' as part of wider strategy work.

- 2nd round of UKSPF Inclusive Communities Fund awarded to Citizen's Advice NED to target specialist debt advice. Funds secured from Healthy North East Derbyshire to fund volunteer training to provide benefits and debt advice in Clay Cross via Derbyshire Unemployed Workers Centre.

- Working with First Art to discuss how we can help shape the community element for the Clay Cross cultural space.

- New partnership with Fairplay Chesterfield who support children and young people with disabilities. They supported us with the Special Education Needs (SEN) sessions at Killmarsh Active on the soft play which attracted 18 children on 4th February which is a fantastic achievement.

Collate and analyse district wide data to inform improvements

- Local economic data being updated to support the development of the Growth Strategy, Skills Plan and Tourism Strategy.
- Further analysis being undertaken on the Resident Survey results to maximise insight.

Directly assist residents and businesses to access all available public services and support

- Administered Community Recovery Grants of £500 to residents affected by Storm Babet. 111 grants awarded totalling £55,500. 149 applications received in total. The scheme closed 25 January 2024.



This quarter, the following progress has been made on *continually improve Council services to deliver excellence and value for money*



Fiscally responsible and efficient

- 2022/23 Statement of Accounts still awaiting sign off by Mazars (External Auditors), expected to be completed by end of April 2024. Delays have been experienced by many councils. 2023/24 accounts closedown process has now commenced.

Listen to customers (Residents and Businesses) to improve services

- Results and insights from the Residents Survey (Nov 2023) reported and shared with Senior Management Team, Cabinet and Scrutiny during this period. Work has started on the action plan.
- Public and stakeholder consultations undertaken this quarter include Clay Cross Anti-Social Behaviour, Licencing, Supported Accommodation Review and Tourism Strategy.

- **89% of council employees who took part in the survey were satisfied with the ICT service.**

The service is now considering the comments received.

- The programme for taking Customer Services out into the district throughout April to October 2024 has agreed and publicised.

Ensure good governance and transparency in all we do

- Equalities and data protection training for Streetscene operatives delivered over nine sessions with over 100 operatives in attendance.

- 18 requests for copies of personal information (data subject access requests) received in 2023/24. All administered within the statutory timescale of one calendar month. This is an improvement on 2022/23 when 22 requests were received and 3 of those took longer than the statutory timescale.
- 1 data breach reported to the Information Commissioner's Office (Regulator) during this quarter. No further action required.

- **645 Freedom of information requests received for 2023/24** which is an increase of 109 on 2022/23. 98.9% responded to within statutory timescales (Council target 95%).

- Additional support mechanisms implemented for major planning applications following complaint re Unstone housing scheme.
- Quest (continuous improvement tool for the leisure industry) assessors have been engaged to start the process at Clay Cross Active.
- 2 Internal Audit reports issued during this period. One report rated 'substantial assurance' and one rated 'limited assurance'. An action plan and monitoring arrangements have been put into place to improve that rating.

A great place to access good public services



- 68 formal complaints had been received this quarter including cross cutting complaints, 52 of these were handled within timeliness standard - 76%. For 2023/24 as a whole - 244 formal complaints were received of which 192 had been dealt within standard - 79%.

- **6 Internal Review complaints had been received this quarter** including cross cutting complaints, 4 were handled within timeliness standard - 67%. For 2023/24 26 internal reviews have been received of which 22 were handled within standard - 85%.

Modernise and innovate services to continually improve

- Telephony migration for Coney Green Business Centre underway.

- **Hybrid Mail** (system to move incoming and outgoing post onto a digital system **is progressing well** with most council services using it (80%).

Maintain a motivated and skilled workforce

- **The first newly qualified Environmental Health Officer completed qualification** through the MSc. pipeline, put in place to respond to challenging recruitment conditions. Six other supported Trainee Environmental Health Officers are being supported, at different stages of their qualification journeys.

- The new People Strategy draft has been developed including establishing the internal Talent Pipeline and what that can offer employees.
- Risk Management Strategy draft also developed during this quarter.
- Streetscene Operative training programme now completed with 136 staff receiving in person sessions on Customer Service, Equalities, Data Protection, HR, Health and Safety and Anti-Terrorism. Positive feedback received from attendees and presenters. This has fostered ongoing productive discussions and, prompting workforce driven suggestions to further enhance employee productivity and satisfaction.
- 150 employees completed internal training courses and 4 employees undertook qualification-based training this quarterly period.
- 1 Apprentice has completed training in this period.
- A connection with Sheffield Hallam University has been established and one Sandwich placement has been formed.



CABINET DECISIONS 2023/24

Decisions Made Since Last Round of Scrutiny Meetings

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
29 Feb 2024	<p>Medium Term Financial Plan Budget Monitoring Report April - December 2023 (Q 3)</p> <p>Relevant to Services Scrutiny</p>	Councillor P R Kerry – Deputy Leader and Portfolio Holder for Strategic Leadership and Finance	Key & Open	That Cabinet noted the Quarter Three Budget Monitoring position as outlined in the report and detailed in Appendices 1-4 to the report.	To inform Cabinet of the financial position of the Council, following the third quarter's budget monitoring exercise for the General Fund, the Housing Revenue Account and Capital Programme.
29 Feb 2024	<p>Derby and Derbyshire Strategic Leadership Board</p> <p>Relevant to all Scrutinies</p>	Councillor N Barker – Leader and Portfolio Holder for Strategic Leadership & Finance	Non Key & Open	<p>Approved the proposals for the establishment of the Derby and Derbyshire Strategic Leadership Board (SLB) and the delegation of functions to this Joint Committee as set out in the Functions and Responsibilities document in Appendix 2 of the Council report.</p> <p>Noted the draft the Terms of Reference, including the Introduction and Context, Functions and Responsibilities, Procedural Rules, and Information Procedure Rules for the SLB as set out at Appendix 2 of the Council report and the position detailed in those documents regarding scrutiny and co-option.</p> <p>Appointed the Leader of the Council as the Council's representative on the SLB and the Deputy Leader of the Council, as substitute.</p>	<p>To establish the Derby and Derbyshire Strategic Leadership Board with robust governance arrangements in place and secure the Council's future involvement and participation in new governance arrangements as they develop and emerge.</p> <p>To ensure that the Council has appropriate lead Elected Member representation on the proposed Strategic Leadership Board, via the appointment of suitable Cabinet Members.</p>

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
				<p>Noted the intention that the SLB be the body for the nomination of District and Borough representatives to the East Midlands Combined County Authority (the CCA), when established, further noting that this was subject to the CCA's agreement that this be the mechanism.</p> <p>Agreed that the County Council act as the host authority for the Joint Committee.</p> <p>Noted and agreed the dissolution of the D2 Joint Committee for Economic Prosperity, the enactment of which is subject to the establishment of the SLB and recommends that the Constitution is amended accordingly.</p> <p>Noted and agreed the dissolution of the Vision Derbyshire Joint Committee, the enactment of which was subject to the establishment of the SLB and recommends that the Constitution is amended accordingly.</p>	To ensure that the Council has appropriate delegations in place to enable the Council to participate in finalising the details of the Strategic Leadership Board governance.

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
				<p>Agreed with the Council's active participation in the SLB and the associated costs of taking forward the programme of work, the maximum cost of which currently stands at £12,500 for NEDDC (assuming all Districts and Boroughs are members of the SLB) which is funded until at least March 2025 via the Business Rates pool.</p> <p>Noted that as the functions of the SLB are executive functions, Derbyshire County Council would not have the opportunity to co-opt additional members onto the SLB and the ability to co-opt is restricted within the Terms of Reference.</p> <p>Noted that, in accordance with section 9F of the Local Government Act 2000, constituent authorities who operate executive arrangements would need to make formal scrutiny arrangements to review or scrutinise decisions made in connection with the exercise of the functions of the D2 Strategic Leadership Board, and that the Council's existing scrutiny arrangements would apply.</p>	

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
				Delegated authority to the Managing Director and Head of Paid Service in consultation with the Leader to agree the final terms of reference for the SLB and all other arrangements.	
29 Feb 2024	Shared Ownership Allocations Policy Relevant to Communities Scrutiny	Councillor N Barker – Leader and Portfolio Holder for Strategic Leadership & Finance	Non Key & Open	That the revised Shared Ownership Allocations Policy is approved.	The previous Shared Ownership Policy has now expired, and a revised Policy needs to be put in place.
29 Feb 2024	'Unlocking' The Avenue Southern Access Relevant to Business Scrutiny	Councillor J Barry – Portfolio Holder for Growth & Assets	Non Key & Open	<p>That Cabinet noted the recent progress in 'unlocking' The Avenue Southern Access.</p> <p>That Cabinet approved further officer resource and undoubtedly further investment from the Council (on a business case by business case basis), to complete The Avenue development, as outlined in the report, as a regeneration priority.</p> <p>That Cabinet supported The Avenue being discussed and promoted to partners and funders as the Council's priority regeneration scheme.</p>	To approve further officer resources and further investment from the Council (on a case-by-case basis to complete The Avenue development as a regeneration priority for the Council.

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
29 Feb 2024	<p>Report on the Future of the Housing Revenue Account Car Parking Strategy (Exempt Item)</p> <p>Relevant to Communities Scrutiny</p>	Councillor J Barry – Portfolio Holder for Growth & Assets	Key & Exempt	<p>That the initial pilot parking schemes at Kelstedge and Holymoorside be no longer progressed, due to the numerous issues around delivery of the individual sites.</p> <p>That the three ‘Phase One’ sites at Killamarsh, Grassmoor and Ashover, which have now successfully received planning permission, be progressed to completion on site where feasible.</p> <p>That the three Phase One sites which have currently been unsuccessful through the planning process or withdrawn, Littlemoor, Renishaw and Ridgeway, be not progressed.</p> <p>As part of the ongoing estate management process Rykneld Homes Limited review the void specification to include the installation of hardstanding parking areas and Electric Vehicle (EV) charging points, where affordable and viable.</p> <p>That parking improvements be incorporated, whenever feasible, in future estate regeneration/redevelopment schemes.</p> <p>The budget allocation be utilised for future regeneration projects.</p>	A significant amount of officer time and resources have been expended in order to develop specific schemes through to the Planning stage. The decision will allow action to now be taken to take forward appropriate schemes in the near future and so enable improvements through the Housing Revenue Account to be achieved.

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
29 Feb 2024	<p>Clay Cross Town Deal - Town Centre Contractor Procurement (Exempt Item)</p> <p>Relevant to Business Scrutiny</p>	Councillor J Barry – Portfolio Holder for Growth & Assets	Key & Exempt	That Cabinet agreed to enter a contract with Inside Limited to deliver the construction elements for the Clay Cross Town Centre Regeneration Scheme, as well as undertaking any other required associated ancillary agreements, subject to outstanding contract negotiation and due diligence requirements.	Agreeing to contract with the identified construction company will mean that a quality, experienced provider can be commissioned within budget to meet the objectives and delivery timescale of the Clay Cross Town Centre Regeneration Scheme.
28 March 2024	<p>NEDDC Climate Change Strategy 2024-2030</p> <p>Relevant to Environment Scrutiny</p>	Councillor S Pickering – Portfolio Holder for Environment & Place	Non Key & Open	<p>That Cabinet agreed that the Climate Change Strategy reflects the current Council Plan's vision and priorities in a concise and clear manner.</p> <p>That Cabinet agreed the updated Climate Change Strategy title 'Rethink, Reduce, Reuse, Recycle' better reflects the Council's commitment to sustainable thinking.</p> <p>Cabinet noted that the monitoring approach on Climate Change now aligns with Government guidelines to aid transparency and cohesiveness.</p> <p>That Cabinet approves the updated Climate Change Strategy and agrees for it to be published on the Council's website.</p>	To display the Council's approach on tackling Climate Change and enable the Council to be more sustainable.

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
28 March 2024	<p>Council Plan Objectives Update – October to December 2023</p> <p>Relevant to All Scrutinies</p>	Councillor N Barker – Leader and Portfolio Holder for Strategic Leadership & Finance	Non Key & Open	That Cabinet noted the progress against the Council Plan 2023-2027 objectives.	This was an information report to keep Members informed of the progress against the Council Plan objectives.
	<p>Local Plan Review – Local Plan Evidence and Position Statement</p> <p>Relevant to Environment Scrutiny</p>	Councillor S Pickering – Portfolio Holder for Environment & Place	Non Key & Open	<p>That Cabinet agreed the decision not to formally progress with a full Review of the Local Plan at this stage.</p> <p>That Cabinet approved the evidence base Action Plan at Appendix 2 of the report.</p> <p>That Cabinet approved the 'Position Statement' for publication on the Council's website.</p> <p>That Cabinet noted the notes from the first Local Plan Working Group meeting on 1 November 2023 (Appendix 3).</p>	To enable the Council to progress with evidence based work so that it is in the best position to adopt the new Local Plan making processes that are expected to come into force later this year, and to agree a statement that sets out the Council's position and updates members of the public on the approach being taken. The publication of a Position Statement would demonstrate openness and transparency around the matter of plan making.
	<p>Discretionary Power to reduce Council Tax – Section 13(a) of the Local Government Finance Act 1992</p> <p>Relevant to Services Scrutiny</p>	Councillor J Birkin – Portfolio Holder for Council Services	Non Key & Open	That Cabinet endorsed the implementation of the Section 12A Council Tax Reduction Scheme	To comply with the legislative requirement that each Council Tax billing authority in England make a scheme specifying the terms and eligibility for the Section 13A Council Tax Reductions.

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
28 March 2024	<p>Stonebroom Redevelopment Update</p> <p>Relevant to Communities Scrutiny</p>	Councillor N Barker – Leader and Portfolio Holder for Strategic Leadership & Finance	Non Key & Open	<p>That Cabinet noted the progress to regenerate the Prefabricated Bungalows at Stonebroom, including the option to consider delivery of a new community building to replace existing provision.</p> <p>That Cabinet approved demolition notices be issued to 40 tenancies of the bungalows.</p> <p>That Cabinet approved RHL's request to award Band 1 priority housing application status to seven tenancies of the bungalows, who have expressed an interest in relocating away from the project.</p> <p>That Cabinet approved further detailed design, engineering and construction planning works be undertaken for the project with a budget cost of £0.5m (from within the approved budget) in advance of the main construction contract.</p> <p>That Cabinet noted temporary decants of existing customers will be required into current voids on the development. This is necessary to facilitate the construction programme and ensure the scheme is viable.</p>	

Date	Title	Portfolio Holder	Status	Decision	Reasons for Decision
				That Cabinet noted existing gardens, access path and open grass spaces will need to be incorporated into the construction area in a flexible manner, to provide sufficient storage, access and working space for the construction team during redevelopment.	The regeneration scheme at Stonebroom supports the Council's commitment in its Council Plan to build, acquire and facilitate the delivery of more high-quality social housing for rent in the District.
	Rykneld Homes Ltd Senior Management Team Review Relevant to Services Scrutiny	Councillor N Barker – Leader and Portfolio Holder for Strategic Leadership & Finance	Non Key & Exempt	That Cabinet endorsed the proposed changes to the Rykneld homes Ltd (RHL) Senior Management Team Structure, as set out in the report.	It is a requirement of the management agreement that significant changes have prior consent of the Council. The proposed restructure provides a robust structure for delivering housing services.
	The Management of Corporate Debt – Write-off of Outstanding Amounts Relevant to Services Scrutiny	Councillor P R Kerry – Deputy Leader and Portfolio Holder for Strategic Leadership and Finance	Non Key & Exempt	That Cabinet agreed to write off the amounts in respect of Council Tax, Business Rates and Rents as detailed in Appendix 1 of the report.	All available options to recover this debt had been explored with write off being the final option in the debt management process.



Forward Plan of Executive Decisions for the period 15 April 2024 – 15 May 2024

This Forward Plan sets out all of the decisions that are expected to be taken over the next four months by either: (i) The Cabinet, or (ii) an officer on an Executive function of the Council.

Some of the decisions listed in this plan are 'Key Decisions'. A Key Decision is one that is likely to:

- (a) Result in the Council spending or receiving income of over £100,000 revenue or £250,000 capital, or
- (b) Have a significant impact on two or more wards in the Council's area.

At least 28 calendar days' notice must be given before they are due to be taken by the Cabinet or an officer under delegated powers.

The Cabinet can make urgent decisions which do not appear in the Forward Plan. A notice will be published at the District Council Offices and on the Council's website explaining the reasons for the urgent decisions. Please note that the decision dates are indicative and are subject to change.

The Forward Plan also lists those 'Exempt' Decisions which are going to be taken over the next four months. Exempt Decisions are those decisions which have to be taken in private. This is because they involve confidential or exempt information which cannot be shared with the public.

The contact details for the officers or senior employees responsible for producing the reports and reports for these decisions are included in the plan. Please contact them if you would like more information. If you have any queries about why something is a Key Decision or is going to be taken in private then please contact the Governance Team on 01246 217391 or email: alan.maher@ne-derbyshire.gov.uk.

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Sarah Sternberg
Assistant Director of Governance & Monitoring Officer

Published on: 15 April 2024

Cabinet members and their responsibilities

Member	Portfolio of responsibilities
Councillor N Barker	Leader and Portfolio Holder for Strategic Leadership & Finance
Councillor P R Kerry	Deputy Leader and Portfolio Holder for Strategic Leadership & Finance
Councillor J Barry	Portfolio Holder for Growth & Assets
Councillor J Birkin	Portfolio Holder for Council Services
Councillor S Pickering	Portfolio Holder for Environment & Place
Councillor K Rouse	Portfolio Holder for Health & Leisure

DECISION TO BE TAKEN	DECISION-MAKER	DATE OF DECISION	KEY DECISION	EXEMPT DECISION (INCLUDING GROUNDS FOR EXEMPTION)	RESPONSIBLE PORTFOLIO HOLDER	RESPONSIBLE OFFICER
People Strategy Relevant to Services Scrutiny	Cabinet	23 May 2024	Non-Key	Open	Councillor Nigel Barker	Managing Director
Risk Management Strategy Relevant to Services Scrutiny	Cabinet	23 May 2024	Non-Key	Open	Councillor Nigel Barker	Managing Director

SERVICES SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

TUESDAY AT 10AM

CHAIR: CLLR M SMITH

VICE-CHAIR: CLLR H LIGGETT

MEETING DATE	AGENDA ITEM	WHAT IT WILL COVER	WHO IT INVOLVES
11 July 2023	Remit of the Committee	<ul style="list-style-type: none">• Briefing on Scrutiny :<ul style="list-style-type: none">- Setting the scene- The terms of reference for the Committee- How the Committee operates, ways of working– Discussion- The Council's new Council Plan and Scrutiny arrangements - discussion	Lee Hickin – Managing Director Jayne Dethick – Director of Finance & Resources and S151 Officer Sarah Sternberg – Assistant Director of Governance and Monitoring Officer Damon Stanton – Senior Scrutiny Officer
	Medium Term Financial Plan	MTFP Financial Outturn 2022/23	Jayne Dethick – Director of Finance & Resources and S151 Officer Tina Frost Morris – Chief Accountant
	Draft Scrutiny Work Programme	To consider the Committee's Draft Work Programme	Committee Members/ Damon Stanton – Senior Scrutiny Officer
19 SEPTEMBER 2023	Performance Management	Developing the Performance Framework to support the new Council Plan	Amar Bashir – Improvement Officer

	Policy Development	NEDDC Equalities Plan 2023-2027	Amar Bashir – Improvement Officer
	Cabinet Reports and the Forward Plan of Executive Decisions	To review recent Cabinet Reports, receive an overview of Cabinet business, and review the Forward Plan	Portfolio Holder Senior Officer Leader/Deputy Leader
	‘Horizon Scanning’	Four day working week – trial by South Cambridgeshire District Council and Government response	Sarah Sternberg – Assistant Director of Governance & Monitoring Officer
	‘Horizon Scanning’	Annual Ombudsman Report 2022/23	Sarah Sternberg – Assistant Director of Governance & Monitoring Officer
	Scrutiny Work Programme	To consider the Committees’ work programme	Damon Stanton – Senior Scrutiny Officer
21 NOVEMBER 2023	Medium Term Financial Plan	MTFP Financial Outturn 2022/23	Jayne Dethick – Director of Finance & Resources and S151 Officer Tina Frost Morris – Chief Accountant
	Performance Management	Council Plan Targets Performance Update	Q&A with the Portfolio Holder Relevant Service Managers/Directors Kath Drury – Information, Engagement and Performance Manager Amar Bashir – Improvement Officer
	Cabinet Reports and the Forward Plan of Executive Decisions	To review recent Cabinet Reports, receive an overview of Cabinet business, and review the Forward Plan	Portfolio Holder Senior Officer Leader/Deputy Leader

	Policy Development	To contribute to major Policies being considered by the Council	Lead Officer
	'Horizon Scanning'	To consider and contribute to potential changes in the operating environment which may include legislation, regulation and key projects being undertaken by the Council, for example	Lead Officer
	Scrutiny Work Programme	To consider the Committees' work programme	Damon Stanton – Senior Scrutiny Officer
27 FEBRUARY 2024	Performance Management	Council Plan Targets Performance Update	Q&A with the Portfolio Holder Relevant Service Managers/Directors Kath Drury – Information, Engagement and Performance Manager Amar Bashir – Improvement Officer
	Cabinet Reports and the Forward Plan of Executive Decisions	To review recent Cabinet Reports, receive an overview of Cabinet business, and review the Forward Plan	Portfolio Holder Senior Officer Leader/Deputy Leader
	Scrutiny Work Programme	To consider the Committees' work programme	Senior Scrutiny Officer
	Residents Survey	Committee to discuss the outcomes of the Residents Survey and to determine if they want to look at any areas as part of their Work Programme	Senior Scrutiny Officer

	Q3 Budget Monitoring Report	To receive a report on current budget position	Jayne Dethick – Director of Finance & Resources and S151 Officer – ACCEPTED
07 MAY 2024	Performance Management	Council Plan Targets Performance Update	Q&A with the Portfolio Holder Relevant Service Managers/Directors Kath Drury – Information, Engagement and Performance Manager Amar Bashir – Improvement Officer
	Cabinet Reports and the Forward Plan of Executive Decisions	To review recent Cabinet Reports, receive an overview of Cabinet business, and review the Forward Plan	Portfolio Holder Senior Officer Leader/Deputy Leader
	Policy Development	To contribute to major Policies being considered by the Council • People Strategy	Lead Officer
	Talent Pipeline	To receive an update on progress made	Lee Hickin, Managing Director ACCEPTED
	Review of Gully/Drainage Cleaning	To receive an overview of the gully/drainage cleaning work undertake by the Council	Darren Mitchell, Streetscene & Waste Services Manager ACCEPTED
	Scrutiny Work Programme	To consider whether the Committees' work programme has been completed at year end	Senior Scrutiny Officer

Notes

- MTFP Financial Outturn 2022/23 (July)

- Second Green Bin Collections
- Review of EH Improvement Plan
- Update on Combined Authority – Who's Who and NEDDC Roles (Lee Hickin)
- Access to Health Services – Doctors and Dentists
- Public transport provision
- Implementation of a Council Tax Premium for Empty Homes