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NORTH LINCOLNSHIRE COUNCIL

GOVERNANCE SCRUTINY PANEL

21 November 2023

Chairman: Councillor Janet Lee

Venue: Room F01e,
Conference Room,
Church Square House

Time: 4.00 pm

E-Mail Address:
Matthew.nundy@northlincs.gov.uk

AGENDA

1. Substitutions.
2. Declarations of disclosable pecuniary interests and personal or personal and prejudicial interests and declarations of whipping arrangements (if any).
3. To take the minutes of the meetings held on 25 July 2023 and 14 August 2023 as a correct record and authorise the Chairman to sign. (Pages 1 - 4)
4. Public speaking requests, if any.
5. Recruitment and Retention of Council Employees (Pages 5 - 8)

Discussion and questions with Helen Manderson, the council's Director – Outcomes
6. Member Induction and Development - Added Item Requested by Councillor A Davison (Pages 9 - 12)
 - (a) Discussion and questions with Helen Manderson, the council's Director – Outcomes
 - (b) Nest Stages, if any.
7. Any other items that the Chairman decides are urgent by reason of special circumstances that must be specified.

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Public Document Pack Agenda Item 3

NORTH LINCOLNSHIRE COUNCIL

GOVERNANCE SCRUTINY PANEL

25 July 2023

PRESENT: - Councillor J Lee (Chairman)

Councillors A Davison (Vice-Chair) and H Rowson

The meeting was held in Room G01e/G02e, Church Square House, Scunthorpe.

149 **SUBSTITUTIONS** - There were no substitutions at the meeting.

150 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS AND DECLARATIONS OF WHIPPING ARRANGEMENTS (IF ANY)** - There were no declarations of disclosable pecuniary interests and personal or personal and prejudicial interests.

No whip was declared.

151 **TO TAKE THE MINUTES OF THE MEETING HELD ON 12 JULY 2023, AND THE SPECIAL MEETING HELD ON 12 JULY 2023 AS A CORRECT RECORD AND AUTHORISE THE CHAIRMAN TO SIGN** - That the minutes of the proceedings of the meeting held on 12 July 2023, and the special meeting held on 12 July 2023, having been printed and circulated amongst the members, be taken as read and correctly recorded and be signed by the Chair.

152 **PUBLIC SPEAKING REQUESTS, IF ANY** - No public speaking requests had been received.

153 **LEADER PORTFOLIO - PLACE SHAPING, STEEL AND HEAVY INDUSTRY** - The Chair welcomed Councillor R Waltham MBE to the meeting, the council's Cabinet Member with the Leader Portfolio - Place Shaping, Steel and Heavy Industry. Councillor Waltham MBE had been invited to the meeting to discuss his Cabinet Member portfolio with members, with particular emphasis on –

- Scunthorpe Town Deal update
- Broadband
- Refurbishment of 20-21 Centre
- Transformation of unoccupied retail units
- Houses of Multiple Occupancy
- Devolution
- Humber Acute Services Review

Following the Cabinet Member's verbal presentation, the Chair facilitated a discussion between Panel Members and Councillor Waltham MBE.

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Resolved – That Councillor Waltham MBE be thanked for his attendance, verbal presentation and for answering members' questions.

154 **ADDED ITEM, IF ANY** - There was no added item for consideration at the meeting.

155 **ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT BY REASON OF SPECIAL CIRCUMSTANCES THAT MUST BE SPECIFIED** - There was no urgent business for consideration at the meeting.

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NORTH LINCOLNSHIRE COUNCIL

GOVERNANCE SCRUTINY PANEL

14 August 2023

PRESENT: - Councillor J Lee (Chairman)

Councillors H Rowson and L Yeadon

Councillors M Grant and H Yates attended the meeting in accordance with Procedure Rule 1.37(b).

The meeting was held in rooms G01e/G02e, Church Square House, Scunthorpe.

156 **SUBSTITUTIONS** - Councillor L Yeadon substituted for Councillor A Davison.

157 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS AND DECLARATIONS OF WHIPPING ARRANGEMENTS (IF ANY)** - There were no declarations of disclosable pecuniary interests and personal or personal and prejudicial interests.

No whip was declared.

158 **PUBLIC SPEAKING REQUESTS, IF ANY** - No public speaking requests had been received.

159 **ITEM REQUESTED FOR CALL-IN, IN ACCORDANCE WITH PARAGRAPH 22 OF PART D RULE 5 (OVERVIEW AND SCRUTINY PROCEDURE RULES) OF THE COUNCIL'S CONSTITUTION** - The Chair welcomed everyone to the meeting and invited Councillor L Yeadon and Councillor H Yates to introduce their reasons for calling in the decision. The reasons being -

- Through data the Labour Group had obtained and analysed, we believe there were in excess of 180 unlicensed properties that were being used for multiple occupation within the Crosby and Park Ward alone, with yet more properties in the Town Ward.
- Houses of Multiple Occupancy was a huge issue in Scunthorpe. Consequently, the Labour Group had submitted an added item to be considered by a scrutiny panel in the near future on this very issue.
- The Labour Group had the following concerns about the report, namely –
 - The report referenced a public consultation and business case for a selective licensing scheme in North Lincolnshire. However, the appendix referred to in paragraph 2.6 had not been published

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alongside the report. Please could the Labour Group see the appendix to explore which properties in Crosby, Park and Town wards it included?

- What evidence was the council seeking to obtain, and how would this evidence be used to draft a business case?
- How would any business case, that was to be consulted on, be agreed before it was to be circulated for comment? Would members be able to view the evidence that had been received to assist in the process?
- How would the council consult on the business case? No information was contained in the report as to how it would be undertaken ie public events, written invitation to comment etc.
- Labour Councillors, via the Local Government elections, represented all of Scunthorpe. Therefore, the Labour Group, or at least the Shadow Cabinet Member, would respectfully request that once the evidence had been received, the council share the evidence so that it could contribute towards the business case.

The signatories also believed that the decision was contrary to the policy framework or contrary to, or not wholly in accordance with the budget. The reason being -

- This had significant potential financial implications on associated budgets and future budget setting.

Councillor R Hannigan, Deputy Leader - Adults, Health, Families and Communities Cabinet Member, responded to questions, explaining the rationale for the decision and describing the agreed methodology for the selective licensing of private rented accommodation. Officers assisted the Cabinet Member by responding to technical questions about the council's policy and its implementation.

Resolved – That no further action be taken, and the decision be implemented with immediate effect.

160 **ADDED ITEM, IF ANY** - There was no added item for consideration at the meeting.

161 **ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT BY REASON OF SPECIAL CIRCUMSTANCES THAT MUST BE SPECIFIED** - There was no urgent business for consideration at the meeting.

NORTH LINCOLNSHIRE COUNCIL

GOVERNANCE SCRUTINY PANEL

RECRUITMENT AND RETENTION OF COUNCIL EMPLOYEES

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To provide a briefing on the recruitment and retention of council employees including the council's policy and what incentives and initiatives could be adopted to encourage employees to remain or join the council.

2. BACKGROUND INFORMATION

- 2.1 The council's recruitment and selection policy sets out our approach to recruitment and is underpinned by the following principles to ensure we attract, appoint and retain a suitable and skilled workforce:

- Promote and safeguard the welfare of children, young people and vulnerable adults.
- Commit to the recruitment of a diverse workforce to best meet the needs of our customers.
- Ensure that recruitment decisions are based on reasonable and objective criteria, free from bias or unfair discrimination.
- Provide training for recruiters to ensure they are fully equipped with the skills to recruit the best people.
- Make reasonable adjustments to meet individual need, where known.

- 2.2 To assist the recruitment of council employees, the following are in place:

- Bespoke, online recruitment platform (Networx) enabling applicants to apply online easily and managers to advertise, shortlist, arrange interviews and onboard new employees.
- Ability to tailor application methods depending on the level of post being advertised including CVs and adapted/simplified application forms for different sectors of the labour market.
- Guidance and advice to managers, including advert templates and wording, to ensure quality adverts that sell the role and benefits of working for the council.
- Ability to post adverts across a range of external job boards and social media, alongside the council's website, to ensure labour market reach.

- Recruitment supplements can be used in exceptional circumstances where there is a proven difficulty in recruiting to a post.
- Guaranteed interviews for candidates with a disability and serving members of the British Armed Forces or veterans who meet the essential criteria for a role under the Disability Confident Employer and Defence Employer Recognition schemes.
- Suite of employee benefits including annual leave, agile working, family friendly policies, flexible working, salary sacrifice schemes, gym membership, pension schemes, access to counselling service, Kaarp employee discounts.
- Targeted initiatives such as attendance at job fairs and expos, collaborative working with the council's Action Station and other external agencies, visits to schools and colleges and focused campaigns for shortage areas such as Proud to Care.
- Recruitment supplements can be used in exceptional circumstances where there is a proven difficulty in recruiting to a post.

2.3 In order to retain our employees, we undertake the following:

- Continuous professional development: We offer career pathways and opportunities for development including professional shortage areas such as social work and we seek to develop our own talent pipeline.
- Redeployment: Enables the council to retain valuable skills and experience where employees may be displaced due to a change in work demands or personal circumstances such as health or caring responsibilities or where an apprenticeship is due to end.
- My Conversations: The performance and wellbeing framework ensures that regular, structured conversations take place between employees and their managers. This enables employees to feel motivated and supported in their work and for managers to identify development opportunities, talent and potential.
- Engagement workshops took place earlier this year centred around conversations on how we engage the workforce and is being progressed through the OD transformation workstream. The council has established staff networks across diverse groups within the workforce. Engagement is a key factor in retaining staff by fostering a sense of belonging as an employee of the council.
- Employee recognition schemes including long service awards and annual Best Awards, which aim to recognise, engage and value employees for their contribution.
- Workforce reporting: Regular reporting on turnover and workforce demographics enables services to understand their current and future workforce requirements and plan accordingly.

2.4 National terms and conditions set the level of pay we can offer, so the council is limited in offering incentives related directly to pay. Consideration may be given to the following incentives and initiatives around recruitment and retention:

- Proactive promoting and marketing of North Lincolnshire Council's employee value proposition (the unique set of benefits that an employee receives in return for their skills, capabilities, and experience) to applicants and employees.
- Developing case studies on working for the council to attract a diverse range of applicants and sell the benefits of working for the council.
- Introducing an employee benefits portal as a 'one stop' shop for accessing a range of benefits and expand the offer to employees.
- Reviewing salary sacrifice schemes to explore whether there are opportunities to increase take-up and expand the range of options available to employees.
- Committing to additional schemes targeted at recruiting and retaining specific groups within the labour market such as the Age Friendly Employer Pledge.
- Building more detailed insight on why employees stay and leave to better understand the employee experience, which can then inform future recruitment and retention strategies.

3. OPTIONS FOR CONSIDERATION

3.1 There are no options relevant to this report.

4. ANALYSIS OF OPTIONS

4.1 There are no options relevant to this report.

5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)

5.1 Not applicable - this report is intended as a briefing for members.

6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)

6.1 Not applicable - this report is intended as a briefing for members.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 Not applicable - this report is intended as a briefing for members.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 No consultation required for purpose of briefing.

9. **RECOMMENDATIONS**

9.1 That this briefing report is noted.

DIRECTOR OF OUTCOMES

Church Square House

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North Lincolnshire

DN15 6NL

Author: Debbie Searles, Head of HR & OD

Date: 1 September 2023

Background Papers used in the preparation of this report – None.

NORTH LINCOLNSHIRE COUNCIL

GOVERNANCE SCRUTINY PANEL

MEMBER INDUCTION AND DEVELOPMENT

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To provide a briefing on the member induction and development programme.

2. BACKGROUND INFORMATION

- 2.1 The Council's approach to member induction and development is based on providing the essential skills and information to support Councillors within their role of working with, and representing, communities and residents across North Lincolnshire.
- 2.2 The induction and development programme has evolved over a number of years through the provision of online training available via the Learning Lincs members e-learning dashboard and in person events, including an annual training provision for committee members and statutory training.
- 2.3 The provision of member development, including statutory training, was acknowledged in the Report of the Independent Remuneration Panel (February 2023). The report also acknowledged that whilst take up and participation in member development is encouraged, and has improved, it still remains low overall.
- 2.4 The potential impact of the vacant part time member development officer post was also noted within the report. To mitigate this issue, the member development programme is managed by the Council's Learning Solutions team, in collaboration with Democratic Services. The programme is currently under review with the aim of providing a refreshed and consolidated approach incorporating the comprehensive LGA offer.

2.5 Member Development in 2023

Following the May 2023 elections, a modified approach to member induction was undertaken. Welcome emails and packs were provided to newly elected members. This was supplemented by the Assistant Director: Governance and Partnerships and Head of Democracy providing a Code of Conduct input to the Conservative and Labour Groups in June 2023 and individual Directors providing induction to their

relevant Cabinet/Shadow Cabinet Members where required. The Code of Conduct input included an overview of governance, ethical practice, standards committee and democratic processes.

2.6 To support members to undertake and discharge their responsibilities on the Council's committees, development has been provided:

- Planning Committee training event: 2nd June 2023
- Audit Committee training event: 21st June 2023
- Licensing Committee training events: 21st June 2023 and 6th July 2023

2.7 Safeguarding training which provides an overview in relation to children and vulnerable adult protection issues and member responsibilities is offered periodically. The next date is:

- Monday 18th December (in person event): 13:00 – 16:00

Corporate parenting training is also offered to provide members with an understanding of their responsibilities in this area. A date for the training is currently being identified and will be communicated in the near future.

2.8 Additional development opportunities are available with two dates being offered in relation to Carers Awareness and how to sign post constituents to further support. The dates available are:

- Thursday 23rd November (online event) 18:00 – 19:00
- Thursday 24th November (in person event) 10:00 – 11:00

2.9 The dates for the Safeguarding and Carers Awareness development have been provided to both Conservative and Labour Group offices for circulation and awareness.

2.10 The Council's e-learning offer continues to be available to members. Support to access the members e-learning dashboard on Learning Lincs is available from the Learning Solutions team if required.

2.11 **Future Approach**

As referenced at 2.4 the overall programme is under review. The aim is to refresh and consolidate the development available, providing members with the opportunity to manage their own professional development and access learning as conveniently as possible.

2.12 The proposal currently under consideration is that the Council would continue to provide an induction programme alongside statutory development in relation to committees, safeguarding, corporate parenting and appeals panel. All other development would be provided via the LGA member development offer which is available to all members online.

2.13 This approach would enable members to access content as and when needed, and manage their own bespoke development needs around existing commitments. On completion of any LGA modules members would be required to update their group office; enabling the group office to retain a record and maintain an overview of the development undertaken.

2.14 The current online LGA member development offer includes:

- Audit Committees (an introduction)
- Biodiversity for Councils
- Building safely
- Children's Services
- Commissioning Council Services
- Community Engagement & Leadership
- Corporate parenting
- Councillor Code of Conduct
- Councillor Induction
- Economic development
- Equality, diversity, inclusion
- Facilitation and conflict resolution
- Handling intimidation
- Holding Council meetings online
- Influencing skills
- Licensing for councillors
- Local government finance
- Performance management
- Planning
- Police and crime panels
- Scrutiny for councillors
- Stress management & personal resilience
- Supporting mentally healthier communities
- Supporting your constituents with complex issues
- The effective ward councillor
- UK General Data Protection Regulation (GDPR)

2.15 To supplement the Council's statutory development offer and the LGA content, consideration could be given to the creation of a Member Development Steering Group to consult and agree on any future Council specific development needed to support the ongoing professional development of members.

3. **OPTIONS FOR CONSIDERATION**

3.1 There are no options relevant to this report.

4. **ANALYSIS OF OPTIONS**

4.1 There are no options relevant to this report.

5. **FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 Not applicable - this report is intended as a briefing for members.

6. **OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 Not applicable - this report is intended as a briefing for members.

7. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 Not applicable - this report is intended as a briefing for members.

8. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 No consultation required for purpose of briefing.

9. **RECOMMENDATIONS**

9.1 That this briefing report is noted.

DIRECTOR OF OUTCOMES

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Author: Leanne Dudhill Assistant Director: Organisational Development

Date: 13 November 2023

Background Papers used in the preparation of this report – Report of the Independent Remuneration Panel (February 2023).