

NOTICE OF MEETING

Meeting: HR COMMITTEE

Date and Time: THURSDAY, 19 SEPTEMBER 2019, AT 9.30 AM*

Place: COMMITTEE ROOM 1, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - ask for Andy Rogers
Email: andy.rogers@nfdc.gov.uk

PUBLIC PARTICIPATION:

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Cabinet's terms of reference which are not on the public agenda; and/or
 - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

Bob Jackson
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 6 June 2019 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. HR UPDATE REPORT (Pages 1 - 4)

To receive the HR Update report.

**5. MANAGEMENT DEVELOPMENT TRAINING - UPDATE AND PROPOSALS
(Pages 5 - 8)**

To receive an update on Management Apprenticeships and training undertaken in the past 18 months.

6. PAY ADJUSTMENT 2019 (Pages 9 - 14)

To consider local pay arrangements.

7. INVESTORS IN PEOPLE (IIP)

To discuss the principles of IIP.

8. DATES OF FUTURE MEETINGS

To agree the following dates for Committee meetings in 2020/21
(Thursdays at 9.30 a.m.):

11 June 2020
17 September 2020
15 January 2021
18 March 2021

9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

(IIP)

To: **Councillors:**

Barry Rickman (Chairman)
Mark Steele (Vice-Chairman)
Hilary Brand
Kate Crisell

Councillors:

Michael Harris
Maureen Holding
Mahmoud Kangarani
John Ward

HR COMMITTEE – 19 SEPTEMBER 2019

UPDATE

1. BACKGROUND

1.1 This report gives an update on HR matters since the last HR Committee.

2. ITRENT HR SYSTEM

2.1 Since the last update in June we have introduced the online travel and expenses module for officers, Members and the National Park Authority.

2.2 From a payroll perspective we have also introduced timesheets for Leisure Centres. This means the input is done at the Centres and goes directly into the payroll system.

2.3 The next element for payroll to rollout is the online overtime claim form. It is anticipated that this will be trialled at Appletree Court during October.

2.4 Further modules will be rolled out during this year including:

- Recruitment Portal
- Learning and Development
- Performance

3. HOUSING MAINTENANCE REORGANISATION

3.1 A fundamental review of Housing Maintenance has been undertaken over the last four months.

3.2 The Housing Maintenance Service is responsible for maintaining the Council's housing stock which currently sits at 5,088 properties, made up of tenanted houses, flats, hostels and schemes providing extra care.

3.3 A full consultation exercise was undertaken with recommendations being made to Executive Management Team on the proposed way forward.

3.4 In total 17 new posts were recommended including the creation of a new Service Manager. Some of these costs were offset by the deletion of 7 vacant posts.

3.5 Other changes include the now two teams sharing resources of a central Business Support and Customer Services hub who will deal with the administration of the business, customer service, workforce planning and finances across the whole of the Housing Maintenance Service. Both parts of

the Service will draw upon these central resources in order to discharge their respective functions.

- 3.6 Further changes were made including a dedicated Health and Safety Advisor and Training Co-ordinator who will also bring necessary skills and knowledge into the Service.
- 3.7 The changes made will strengthen the council's ability to look after our housing stock and ensure legislative requirements are met.

4.0 ARMED FORCES RECRUITMENT

- 4.1 We have signed up with RightJob Online job matching which seeks to help organisations looking to employ ex-military personnel. RightJob is the CTP's free online job board, created specifically for employers with jobs for ex-military personnel, and accessible by over 14,000 skilled and experienced individuals, ready to enter the civilian workforce.
- 4.2 Now that we have registered, we can post and manage our jobs via the online portal. The CTP can provide a job matching service, notifying candidates of appropriate vacancies and providing CV and application advice.
- 4.3 The CTP is the official provider of Armed Forces Resettlement, and is government funded; therefore, this service is provided free of charge to both ex-military personnel and employers, ensuring maximum gain and exposure for both parties.
- 4.4 This will be used as an additional tool in our recruitment campaigns.

5.0 HEALTH AND LEISURE REVIEW

- 5.1 The Council is currently undertaking a review of its five Health and Leisure Centres.
- 5.2 The next stage is Invitation to Negotiate (ITN) – which we aim to issue in the middle of November.
- 5.3 The presentation attached shows the progress so far and the timeline for future milestones in the process.
- 5.4 We have been in discussion with the unions on the review through ESLP and other meetings. We have shared with the unions the TUPE information from the contract.
- 5.5 Further meetings will be arranged with Employee Side to discuss their concerns before ESLP meet again in November.

6.0 DBS CHECKS

- 6.1 In the past there were only three types of criminal record check available; standard, enhanced and enhanced with children's and/or adults barred list checks.
- 6.2 For any check to have been carried out, the post applied for must have been included in the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975.
- 6.3 There is now an additional basic check. The basic check can be used for any position or purpose. A basic certificate will contain details of convictions and cautions for the Police National Computer (PNC) that are considered to be unspent under the terms of the Rehabilitation of Offenders Act (ROA) 1974.
- 6.4 The cost of a basic check is currently £25. We are unable to undertake checks ourselves so have engaged the services of another company. This will cost in the region of £6 per application.
- 6.5 The company that we are using for our Basic DBS checks is CareCheck, they have been operating since April 2002. They are purely a DBS umbrella, meaning that applications submitted have their undivided attention and they have a success rate of 90% of applications submitted are completed within 24 hours.
- 6.6 All new employees will be asked to complete a check before their employment is confirmed.
- 6.7 In due course it is recommended that all existing staff are also asked to complete a DBS checks.
- 6.8 Should a DBS check come back with convictions or cautions on then consideration will be given to the nature of the conviction, when it was and the role the candidate is applying for or the employee is already in.

7.0 PAY – NEXT STEPS

- 7.1 Currently our spine point values do not match the spine point values of the NJC scheme.
- 7.2 We have completed a review of our bands 1-4 over the last two years and this is covered in the report presented today.
- 7.3 It does still mean however that the NJC pay award given each year, particularly when there are % increases given, is difficult to translate into our own spine point values.

7.4 This note is to advise the committee that work will be done through the Employee Side Liaison Panel to address this issue and updates and recommendations will be provided to the Committee in due course.

8. CHANGES TO SICKNESS PROCEDURE

8.1 Recommendations have been made to the Employee Side Liaison Panel to introduce changes to the corporate sickness procedure.

8.2 It is generally accepted amongst the staff that the process for dealing with short term sickness is not robust enough and does not discourage employees from taking odd days as illness. Indeed this was raised by the staff as an issue to Bob Jackson and Cllr Rickman on their regular meet the staff sessions.

8.3 Discussions have taken place with employee side and different avenues explored. In conclusion it was best felt that to avoid any possible discrimination changes to the corporate sickness policy were preferable.

8.4 One change recommended is to introduce new sickness trigger points for short term sickness. The other recommendation is that we remove some of the stages in the current process.

8.5 As at present any absence related to disability will be monitored but is likely to be discounted in the normal trigger points. Managers will be encouraged to speak to HR for further advice in this matter.

8.6 The changes will be implemented with effect from October 1st. Management Advice notes will be updated accordingly and further brief bite training sessions will be arranged during October.

8.7 Communication on the changes will be through Service Managers, Operational Managers and employee notices.

For further information contact:

Name: Heleana Aylett
Title: HR Service Manager
Tel: 02380 285588
E-mail: Heleana.aylett@nfdc.gov.uk

MANAGEMENT TRAINING - UPDATE AND PROPOSALS

1. INTRODUCTION

1.1 The purpose of this report is to update the HR Committee on the first round of Management Apprenticeships and other management training undertaken in the past 18 months, and detail the way forward with Management Development.

2. BACKGROUND

2.1 In 2017, it was recognised that there was a demand for Management Development within the Council. This was addressed in two ways; through formal management apprenticeships and through a 2-day supervisory management course run in-house by an external trainer.

3. FORMAL MANAGEMENT APPRENTICESHIPS

3.1 The Apprenticeship levy had recently come into effect, and newly created Apprenticeship Standards in Management were available, and the Council considered this to be the best way to fulfil our requirements.

3.2 The training cost for the Management Apprenticeships was met from the Apprenticeship Levy payments. This amounted to £109,000. The levy must be paid regardless of whether it is drawn upon or not. The levy is paid monthly at 0.5% of the paybill.

3.3 The table below details the apprenticeship providers, levels and students:

PROVIDER	APPRENTICESHIP LEVEL	STUDENTS	COMMENTS
Solent University	Level 6 - Degree in Leadership & Management, & Chartered Manager Status	RS, JK	Both achieved 1 st class honours degrees with distinctions in their End Point Assessments.
Solent University	Level 5 – Foundation Degree and Diploma in Leadership & Management	LN, SC, MR, LK, MC, TW + 1 other	All achieved merits and distinctions – End Point Assessments to follow. One student has deferred completion but this can be taken up again in January 2020 if appropriate.
Brockenhurst College	Level 3 – Team Leader apprenticeship	MP, GC, JL, DP	They are yet to receive grades or carry out End Point Assessments. These were carried out by Brockenhurst College. Whilst the taught elements and assignment schedule was delivered well, the End Point Assessment organisation and communication has been particularly poor despite persistent chasing. By mid October these should all be complete.

- 3.4 These were the first groups of apprenticeships under the new 'Standards' framework to be undertaken by the providers. The content of the apprenticeships and tutors have been very good. At times, communication to us as the employer, as well as to the students, could have been better – this did improve during the duration of the apprenticeships. End point assessments are a new aspect and have proved challenging for all providers. It seems teething problems have now been overcome, and should be resolved for future programmes.
- 3.5 In order to assess the effectiveness of the programmes, a set of questions was posed both to those that undertook the apprenticeship programmes, and a separate set was posed to their managers. An overview of feedback from both students and managers of students is provided below.

Employees

Positives:

- Pitched at right level
- Proven national qualifications
- Proves ability and improves confidence
- Opportunity to learn from others (internal colleagues and external other businesses)
- Learnt aspects of management and leadership previously unaware of
- Developed skills of self-reflection
- Developed and applied project management skills
- Exceeding own expectations on ability and knowledge
- Significant positive impact at work – strategic approach to management/leadership problems, coaching skills employed, better understanding of different styles
- Would highly recommend to others, outlining personal time commitment
- Management support and flexibility required

Negatives:

- End Point Assessments – delays causing frustration to students
- Unclear of workload and expectations – high degree of personal time required for research and assignments

Managers

- Supportive of management training
- Concerns regarding 1/5th time out of the office – impact on others' workloads
- Future learners should be put forward by Senior Management rather than self-picked
- Majority believe students have a better understanding of management roles, context within the organisation, corporate matters, raising profile
- Developed knowledge and applied project management skills
- In some cases, stakeholders have commented on student's development in practice
- Noticed greater levels of confidence and competence in overall conduct.

4. SUPERVISORY MANAGEMENT DEVELOPMENT

- 4.1 To supplement the apprenticeships and provide alternative opportunities, a two-day Supervisory Management course through an external provider was funded by the Corporate Training Budget.
- 4.2 The cost for the training was just under £3,500.
- 4.3 12 employees attended the two-day Supervisory Management programme run in-house and provided by MTD Training. There was no national qualification; just an attendance certificate for this course.

- 4.4 Feedback from the two-day programme was excellent; fantastic trainer, learnt a lot about many aspects of management in a short period of time, good opportunity to air ideas and views and learn from others across different areas of the council. The only negative feedback was that more depth would be have been welcomed in some areas.

5. MANAGEMENT DEVELOPMENT 2019 ONWARDS

- 5.1 Providers have taken stock of the first round of Apprenticeship Standards, and are making changes to their programmes for 19/20 cohorts to better meet student and employer requirements:

Level 3

While Brockenhurst College are still working on the way they are able to offer the course in the future and give us assurance of a more streamlined process moving forward, Intech Business School are able to provide the Level 3 Team Leader apprenticeship, this can be on an 1:1 basis, or with a minimum of five students this can be provided as a cohort together. This can be started at any time of the year.

Level 5

Solent University will continue to provide the Level 5 Diploma, with CMI accreditation. They will no longer be able to provide the Foundation Degree due to funding cuts from government. This will not affect the diploma but will make the workload more manageable for students. This programme starts in October 2019.

Level 6

Solent University will run the Chartered Manager Degree in the same format. This programme starts in September 2019.

Level 7

Solent University have added to their courses and will now be offering the Master's Degree Strategic Leader. This will start in November 2019.

- 5.2 Taking into account that different methods of learning suit different people, and that additionally for some the out of work commitment required for the apprenticeships is not possible due to other work or personal commitments, it is considered important to continue to offer the two-day supervisory course for those it is appropriate for. Based on the excellent feedback MTD Training will provide this again in Autumn 2019.
- 5.3 During early September, applications are being considered by EMT as the final decision makers of which employees will attend each programme. All those who have submitted applications will be notified in advance of each programme start date.

6. FINANCIAL IMPLICATIONS

- 6.1 Training costs for apprenticeships can be claimed back from the Levy payments already made. There needs to be consideration of impact on others of the absence of the chosen staff.
- 6.2 The two-day Supervisory Management programme costs will be met from the Corporate Training budget.

7. CRIME & DISORDER IMPLICATIONS

- 7.1 None

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 None

9. EQUALITY & DIVERSITY IMPLICATIONS

- 9.1 Service Managers and EMT will apply a fair and consistent process for selecting employees for management development opportunities.

10. DATA PROTECTION IMPLICATIONS

- 10.1 None

11. RECOMMENDATIONS

- 11.1 That the Committee support the Council's commitment to the Management Development programmes detailed above.

- 11.2 A verbal progress report will be provided in the New Year, once all programmes are underway.

For further information contact:

Zoe Ormerod
HR Advisor
023 8028 5588
Zoe.ormerod@nfdc.gov.uk

HR COMMITTEE – 19 SEPTEMBER 2019

PAY ADJUSTMENT 2019

1. INTRODUCTION

- 1.1 The purpose of this report is to provide a basis for the council to consider its' local pay arrangements.

2. BACKGROUND

- 2.1 NFDC moved to local pay scale and structure in April 1990, the structure over this time has been modified to take account of our local market and the pay scales have been regularly reviewed and amended accordingly.
- 2.2 In 2017 the council implemented a two-phase approach to bands 1-4. This was focussed at our employees on the lowest pay to improve their terms. This included introducing a lowest hourly rate of £8 during the first phase.
- 2.3 The second phase of this took effect from 1 April 2018. This meant having three spine points within each band and the increase between each spine point was set at a consistent 3%.
- 2.4 Over the same two-year period the NJC pay award has been largely bottom loaded with those employees earning less that 25k being awarded much greater % increases. Overall the % increase between spine points on the NJC scale is now 2%.
- 2.5 Currently the only spine point value at NFDC which matches the NJC spine point value is the bottom one which is now £9 per hour.
- 2.6 Because of the difference in the spine point values it becomes increasingly difficult to match the increase in values between the two pay scales.

3. PROPOSED CHANGES -see appendix 1

- 3.1 Although the Council does believe that it has done much work to increase the terms for our lowest paid employees, we have had discussions with the unison regarding the NJC award.
- 3.2 As a result of those discussion the council is proposing the following backdated changes to be implemented with effect from 1 April 2019.
 - 3.2.1 Employees currently paid on band 2 SCP 15 will be reviewed. If it transpires that they have not received the appropriate level of pay award since 1/4/17, they will be placed on SCP 16.
 - 3.2.2 The top of Band 3, SCP 19 will be increased by £94. This is the figure required to keep the pay gap between the NFDC point and the best fit NJC point the same as it was pre-pay award (i.e. gap 1/4/17 was £116 (NFDC 19 Vs NJC 20), gap based on current scale is £22, therefore pay point to increase by £94 to keep gap at £116).

- 3.2.3 The top of band 4, SCP 22 will be increased by £329. This is the figure required to keep the pay gap between the NFDC point and the best fit NJC point the same as it was pre-pay award (i.e. gap 1/4/17 was £131 (NFDC 22 Vs NJC 23), gap based on current scale is -£198, therefore NFDC pay point to increase by £329 to keep gap at £131).
- 3.2.4 Scale points 23 to 26 within band 5 will be adjusted to allow for 5.11% pay award over the 2 years; the current percentage that has been applied is 4.04%. 5.11% is the average NJC pay award across the NJC pay points equivalent to NFDC band 5, i.e. NJC points 24 to 28 (28 being included which pushes the average up, even though nearest fit ends at NJC 27). Using the average saves distortion of the NFDC spine throughout band 5, considering the NJC award ranges from 4.32% to 5.99% across this pay range (the NJC percentages are incidental in order to accommodate the revised 2% incremental pay spine).

4. FINANCIAL IMPLICATIONS

- 4.1 The full year cost of the changes as outlined in paragraphs 3.2.1 – 3.2.4 is in the region of £80,000-100,000 per annum, including on-costs (Pension and NI).
- 4.2 The Council set aside £100,000 for pay reviews in its 2019/20 budget, including the change to the £9.00 minimum pay point. A further £90,000 has also been set aside in the latest Medium Term Financial Plan in recognition of further work required on the Council's overall pay scales. The costs of the proposed changes included within this report are therefore matched within existing budgetary provision.

5. CRIME & DISORDER IMPLICATIONS

- 5.1 None

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 None

7. EQUALITY & DIVERSITY IMPLICATIONS

- 7.1 The changes would apply to those currently employed in bands 2-5. The number of employees in Bands 2 – 5 (including all H&L instructors) = 823 people. This can be broken down by gender as follows:
- 332 males 40.34%
 - 491 females 59.66%

8. EMPLOYEE SIDE COMMENTS

- 8.1 Unison welcomed the proposed changes to the pay structure. They would like to continue discussions on this point. They would not object to the changes being implemented but see this as an interim measure.

9. EMPLOYEE SIDE LIAISON PANEL COMMENTS.

- 9.1 The panel were happy to support the proposal and agreed that further negotiation would be entered into with Employee Side relating to adjusting the NFDC pay points to mirror those of the NJC in the future.

10. RECOMMENDATIONS

- 10.1 That the HR Ctte supports and recommends to Council the implementation of the proposed changes to the local pay arrangements from April 2019.

For Further Information:

Heleana Aylett
Service Manager Human Resources
Tel 02380 285588
Heleana.aylett@nfdc.gov.uk

This page is intentionally left blank

New Forest District Council - 1st April 2019

April 2019	Hourly Rate Apr 2019	SCP	BAND 1	BAND 2	BAND 3	BAND 3 Revised Point	BAND 4	BAND 4 Revised Point	BAND 5	BAND 5 Revised Points	Increase	Report Ref
£26,157	£13.5578	27							£26,157			
£25,308	£13.1178	26							£25,308	£25,568	£260	3.2.4
£24,502	£12.7000	25							£24,502	£24,755	£253	3.2.4
£23,722	£12.2957	24							£23,722	£23,965	£243	3.2.4
£22,997	£11.9199	23							£22,997	£23,333	£236	3.2.4
£22,264	£11.5400	22					£22,264	£22,593			£329	3.2.3
£21,612	£11.2020	21					£21,612					
£20,979	£10.8739	20					£20,979					
£20,366	£10.5562	19			£20,366	£20,460					£94	3.2.2
£19,770	£10.2473	18			£19,770							
£19,191	£9.9472	17			£19,191							
£18,629	£9.6559	16		£18,629							£544	3.2.1
£18,085	£9.3739	15		£18,085								
£17,554	£9.0987	14		£17,554								
£17,364	£9.0002	13	£17,364									

This page is intentionally left blank