

## NOTICE OF MEETING

**Meeting:** HR COMMITTEE

**Date and Time:** THURSDAY, 19 MARCH 2020, AT 9.30 AM\*

**Place:** COMMITTEE ROOM 1 - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA

**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](http://www.newforest.gov.uk)

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

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## AGENDA

### **Apologies**

#### **1. MINUTES**

To confirm the minutes of the meeting held on 30 January 2020 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 3 - 6)**

To receive an HR Update Report.

**5. LEAVER'S QUESTIONNAIRE (Pages 7 - 18)**

To receive a report summarising survey results gathered from employees leaving the Authority.

**6. GENDER PAY GAP UPDATE (VERBAL UPDATE)**

To receive an update.

**7. APPRENTICESHIP UPDATE (VERBAL UPDATE)**

To receive an update on apprenticeships undertaken at the Council since the introduction of the 'Levy' in 2017.

**8. QUARTERLY HEALTH AND SAFETY REPORT (Pages 19 - 20)**

To receive the Quarterly Health and Safety Report.

**9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

To:

**Councillors:**

**Councillors:**

Barry Rickman (Chairman)  
Mark Steele (Vice-Chairman)  
Hilary Brand  
Keith Craze

Kate Crisell  
Michael Harris  
Maureen Holding  
Mahmoud Kangarani

HR COMMITTEE – 19 March 2020

## HR Update

### 1. BACKGROUND

- 1.1 This report gives an update on HR matters since the last HR Committee. These matters are in addition to the reactive caseload which includes job evaluations, restructuring advice, grievances, disciplinaries and sickness absence matters.

### 2. ITRENT HR SYSTEM

- 2.1 Since early January we have been live with the recruitment portal. This provides a much better and more modern environment for potential employees to search for vacancies. They can sign up for email alerts when jobs become available and book interview slots on line.
- 2.2 We are just waiting for the first whole cycle to be completed with an external candidate being moved through to becoming an employee.
- 2.3 The final aspect of the HR system to go live will be the performance module. This will include a much improved probation workflow and our new performance management process.
- 2.4 We have a consultant coming to finalise a few points in early April and it is hoped that the system will be live in May.

### 3. EQUALITIES TRAINING

- 3.1 The HR Advisory team have provided three more Equalities training sessions for employees at Appletree Court with a minimum of 20 attending each one.
- 3.2 We have also delivered an out of hours training session for the Information Officers
- 3.3 We will be providing another session over the lunchtime period to pick up Customer Services employees.

### 4.0 MANAGING SUICIDAL CONVERSATIONS

- 4.1 Following on from the council supporting 12 Mental Health First Aiders, we ran a further course on managing suicidal conversations which 36 employees attended.

4.2 A further session was run on 2 March which 26 people attended. 10 of these were from outside organisations.

## **5.0 HR BRIEF BITE SESSIONS**

5.1 HR are pleased to announce the introduction of a new brief bite session – Menopause and the Workplace.

5.2 The first session has been booked for the end of March.

## **6.0 PAY AWARD 2020**

6.1 In response to the Employee Side claim, the Employers side have offered a 2% pay rise for all employees. This was almost immediately dismissed by Employee Side. Further negotiations will now take place.

6.2 As an interim measure it has been agreed to implement a 2% pay award for employees from April. If the final agreement in excess of this then any additional payment will be backdated.

## **7.0 EMPLOYEE SURVEY**

7.1 The employee survey 2020 is now live.

7.2 This is being promoted to employees in a number of ways.

- A link has been put on Forestnet,
- There is a link on the front page of the HR hub.
- We are emailing directly those in Leisure and Operations who don't have access to Forestnet but that have provided us with a personal email address.
- Posters have displayed in office, leisure centres and depots.
- The members of the Employee Forum have been asked to remind colleagues to complete the survey.

## **8.0 LEGISLATION CHANGES EXPECTED 6 APRIL 2020**

8.1 There are two changes in legislation which are expected to be in place ready for implementation on 6 April 2020

8.2 The first is a change to the Reference Period for 'A weeks Pay' for holiday pay calculations. Previously we have used 12 weeks as a reference period. From 6 April this will change to a reference period of 52 weeks.

- 8.3 The second is the Right to a Written Statement of Particulars. This has always been a right but should have been given within 2 months of starting work. This is now a day one right.
- 8.4 It would be rare for us to start an employee without them receiving their contract of employment before starting. We will ensure that moving forward this doesn't happen at all.
- 8.5 Both of these changes were recommendations from the Governments Good Work Plan.

## **9.0 PARENTAL BEREAVEMENT LEAVE AND PAY**

- 9.1 This is likely to also come into effect from April 6 but we are waiting for confirmation of all the details.
- 9.2 The definition of a bereaved parent is likely to include guardians, foster parents and those covered by a court order.
- 9.3 The definition of a child will be those under 18 years of age or stillborn after 26 weeks.
- 9.4 The leave and pay entitlement is likely to be two weeks taken either as a block or as separate weeks. Paid at the statutory rate of pay and taken within 56 weeks of bereavement.
- 9.5 It is likely that there will be no requirement for any length of service to qualify for the leave. It is expected that there will be a requirement for 26 weeks service for any entitlement to the pay provisions.
- 9.6 Once the details are confirmed we will update our policies accordingly.

### **For further information contact:**

**Name: Heleana Aylett**  
**Title: HR Service Manager**  
**Tel: 02380 285588**  
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## HR COMMITTEE – LEAVER'S QUESTIONNAIRE

### 1. INTRODUCTION

- 1.1 The purpose of this report is to update the HR Committee on the information gathered from those employees leaving the council.

### 2. BACKGROUND

- 2.1 Up until July 2018 information gathered from those leaving the council was obtained via an online questionnaire produced within a software package called SNAP. Maintenance and updating of the system proved difficult and as a result we chose not to renew the license for this software.
- 2.2 As a result we have used the skills of our inhouse ICT service and created an online questionnaire very similar to the one produced in SNAP and results are collated using the inhouse database. An example of the questionnaire can be found at Appendix 1 together with the Management Advice Note 4.22 detailing the process as Appendix 2.
- 2.3 The questionnaires are only sent to those employees who are leaving the council and not those who are part leaving, ie those who have multiple positions and are just leaving one of their posts.
- 2.4 Questionnaires are not sent to those who are exiting the council on grounds of redundancy. Discussions will have already been held between the individual and their manager/human resources and appropriate support offered to them eg outplacement, career counselling.

### 3. CURRENT PROCESS FOR LEAVERS

- 3.1 All employees who leave the council have their employment record terminated via the council's online systems. This has previously been via a gresso and since April 2019, via ITrent (HR Hub). The recruitment and payroll process all termination paperwork.
- 3.2 For each termination the recruitment team will send a pre-populated leavers questionnaire with the employee's basic employment information to the employee, either to their NFDC email address or if they do not have an NFDC email, it will be sent to their personal email address. There have been a few requests for a hard copy of the questionnaire to be sent and the recruitment team will then manually enter the data once returned, however, the majority of questionnaires are sent electronically.
- 3.3 Completion of the questionnaires are not compulsory however a reminder is sent via the system after 1 week. If nothing is received it is deemed that the employee who has resigned does not wish to complete the questionnaire.
- 3.4 Although the questionnaire asks for results online, there is the option on the questionnaire for the employee to request a meeting with their manager/or their manager may wish to discuss any issues prior to their last day. We encourage the meeting to be held in a relaxed atmosphere to encourage the employee to be open and honest with their feedback.
- 3.5 The recruitment team are alerted to all completed questionnaires and the completed form will be visually scanned by the recruitment team. Any comments that need to be followed up will be alerted to the HR Advisory team.

#### **4. INFORMATION FROM QUESTIONNAIRES**

- 4.1 The in-house database used to send questionnaires since July 2018 has sent out approximately 98 questionnaires and from these just over half were returned. It is important to remember that questionnaires are sent to those who have voluntarily resigned and the turnover figure for 18/19 (voluntary resignations) quoted in the HR Metrics report was 16%.
- 4.2 Analysis shows that generally the service areas where the questionnaires have not been returned are from employees in positions within Leisure, eg Leisure Attendants and operational staff, such as refuse loaders.
- 4.3 Appendix 3 shows a breakdown of some of the information gathered from the completed questionnaires.
- 4.4 Where the employee has been asked to give a rating the range is between 1-10 (10 being highest).
- 4.5 In Appendix 3, figure 2 asks where employees see training opportunities. The most frequent answer was “in-house”. Changes to learning and development with the arrival of ITrent (HR Hub) will also contribute to how training is managed, how data is collated on the quality of training received and how employees can book their training events – with the aim of creating a more joined up approach and ease for the employee and greater management data for the council.
- 4.6 With regard to feeling valued, figure 3 shows a “middle of the road” score. Within more recent times the Chief Executive and Leader of the Council have completed a programme of staff briefing sessions where staff are encouraged to ask questions, whilst at the same time it gives an opportunity to update staff on important matters.
- 4.7 In addition figure 5, (management with your service) aims to understand management within service areas. An example of the work here is as a result of the Leisure review which has generated an increase in communication between management and staffing at the centres, with those on the project holding staff briefing sessions. Here the aim of involving staff and being visual to answer queries is paramount.
- 4.8 Staff turnover, to a certain degree is healthy as it enables an opportunity to create new experiences for others and to welcome new talent into the organisation. From those who leave the council when asked how NFDC compared to other organisations (figure 6) the most popular rating was a 10 (excellent).

#### **5. MOVING FORWARD**

- 5.1 The completed questionnaires will continue to be monitored and issues that are flagged up from leavers will be acted upon in consultation with human resources. With the arrival of ITrent in April 2019 and the capabilities of the system there may be scope for this system to process this information, however, other modules, such as learning and development and recruitment are currently underway.

#### **6. FINANCIAL IMPLICATIONS**

- 6.1 None.



**7. CRIME & DISORDER IMPLICATIONS**

7.1 None.

**8. ENVIRONMENTAL IMPLICATIONS**

8.1 None.

**9. EQUALITY & DIVERSITY IMPLICATIONS**

9.1 None.

**10. DATA PROTECTION IMPLICATIONS**

10.1 None.

**11. RECOMMENDATIONS**

11.1 That the content of the report is noted by the Committee.

**FOR FURTHER INFORMATION CONTACT:**

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# LEAVERS QUESTIONNAIRE

It is important to get the views of employees who are leaving New Forest District Council.

All information you tell us will be treated as confidential. If you have disclosed information that requires further investigation you may be contacted by the HR advisory team to clarify the content or for further details.

To help us improve, results of your questionnaire will be shared with your manager and HR. All responses will be grouped together and reported as anonymous statistics for executive heads.

Please take 5 minutes to answer the following questions

Personal details	
Name	Test Test
Job Title	
Service	
Gender	
Hours	
Salary scale band	
Date joined NFDC (approx):	
Leaving date	

What factors made you leave/move position within the Council? (Tick all that apply)	
1. Career progression	<input type="checkbox"/>
2. Financial	<input type="checkbox"/>
3. Problems with manager/colleagues	<input type="checkbox"/>
4. Job too stressful	<input type="checkbox"/>
5. Ill health	<input type="checkbox"/>
6. Unhappy with Council's management style	<input type="checkbox"/>
7. Need new challenge	<input type="checkbox"/>
8. Want to leave local government	<input type="checkbox"/>
9. Difficult to balance work and home life	<input type="checkbox"/>
10. Worried about job security	<input type="checkbox"/>
Discrimination because of my:	
11. race	<input type="checkbox"/>
12. sex	<input type="checkbox"/>
13. disability	<input type="checkbox"/>
14. Early retirement	<input type="checkbox"/>
15. Lack of promotion prospects	<input type="checkbox"/>

16. Ill health retirement

17. Redundancy

18. Other (Please state)

### Your service

Overall, how would you rate the management within your service? 1 = very poor, 10 = excellent

Did you experience any unacceptable behaviour during your time at the council?

If Yes, please give details of the unacceptable behaviour you experienced

Was poor performance tackled in your service?

Were you given all the necessary equipment/uniform/PPE to undertake your role?

If No, what additional equipment/uniform/PPE did you require?

### The council as an employer

How would you rate New Forest District Council as an employer? 1= very poor, 10 = excellent

How valued did you feel by the council? 1= very poor, 10 = excellent

How does New Forest District Council compare to other employers you have worked for? 1= very poor, 10 = excellent

**Training**

How did you hear about training and development opportunities ?

- Posters
- In house
- Team meetings
- Word of mouth
- Forest Net (Intranet)
- Manager at PDI
- Training Co-ordinator
- Found them myself
- Direct from Human Resources

Any additional information

**Final Meeting**

Would you like to meet with your manager/supervisor to discuss any issues or suggestions you may have had?



# LEAVER'S QUESTIONNAIRE

Number 4.22  
Page 1 of 2  
Date Issued Jan 2001  
Updated Jan 2019

## 1. POLICY (extract)

The Council seeks to create a climate of understanding and goodwill. It will promote effective employee relations by encouraging openness and trust.

## 2. INDIVIDUALS AFFECTED

2.1 All employees leaving the Council's employment.

## 3. CONTEXT

3.1 The completion of the leaver's questionnaire is a process designed to monitor the reasons for employees leaving the Council's employment. All employees will be asked to complete the questionnaire when they are about to leave (Appendix A). Completed questionnaires will be monitored by Human Resources and trends reported to Executive Management Team. A meeting can also be arranged at either the request of the manager or the employee to discuss further their employment experience.

3.2 If a meeting is arranged it can provide an essential source of information for monitoring morale and for assessing perceptions of management systems and styles. However such a meeting can also uncover feelings of grievance that might otherwise manifest themselves as subsequent legal challenge.

## 4. APPENDICES

Appendix A - Leaver's Questionnaire

## 5. GOOD PRACTICE STANDARDS

5.1 The aim of the leaver's questionnaire is to capture data from employees who are leaving the council. Whether the feedback gained is positive or negative, a good organisation will use the information as an investment into the process of continuous improvement.

5.2 Although not a mandatory part of the process the employee and manager can arrange to meet to discuss the leaver's questionnaire. The employee completing the questionnaire can request a meeting or the manager may choose to hold a meeting.

5.3 The meeting should be held in a relaxed atmosphere and should be conducted in a way that encourages the employee to be open and honest.

5.4 Where it is obvious that the employee is leaving for positive reasons, and with positive feelings, the manager should use the questionnaire results as an opportunity to reinforce those feelings so that the employee will be a good ambassador of the Council. It is also an opportunity to ascertain what aspects of Council policy and practice have contributed most to the employee's sense of well-being and success.

5.5 It is also important to explore fully any negative or anxious feelings. If the manager believes that the employee is disguising or withholding some negative feelings, these should be probed gently to get a true picture. In exceptional circumstances, the employee may have a justifiable grievance (e.g. sexual harassment or bullying) which is later raised in a claim for constructive dismissal damages. In such exceptional circumstances, it may be advisable for the manager to encourage the employee to remain in employment. In any event, the manager should investigate and, if there is substance, should deal with the identified cause of the grievance. Human Resources will advise.

# LEAVER'S QUESTIONNAIRE

Number 4.22  
Page 2 of 2  
Date Issued Jan 2001  
Updated Jan 2019

- 5.6 The manager should make a note of the key issues and feelings discussed at the meeting. These notes could be particularly important if there is subsequent legal challenge resulting from unresolved grievance (e.g. a claim of constructive dismissal). The form should be placed in the employee's personal file and should be retained for a period of at least six months after the employment has ended.
- 5.7 Managers should remember that the information given should be treated in confidence. If the employee discusses an issue which has implications for the Council, the manager should advise the employee that the manager may need to disclose the information to other people.

## 6. PROCEDURE

- 6.1 On receipt of an employee's resignation the manager should complete the online termination notice. The manager is prompted to enter an email address, either NFDC or personal E-Mail. The HR Admin Team (Recruitment) will process the termination and use the E-Mail address to send the leaver the link to the questionnaire.
- 6.2 The employee can complete the questionnaire either at their personal workstation or by another mobile device such as a smart phone/tablet.
- 6.3 Completed questionnaires are automatically sent to the HR Admin Team (Recruitment). Manager receives a copy & if requested asked to arrange a meeting.
- 6.4 The HR Advisory Team monitor this data and periodically report statistical information to management.

## 7. LEGISLATION

- 7.1 **Employment Relations Act 1999:** Gives effect to many of the measures relating to "Fairness at Work", including family-friendly rights, rights for workers to be accompanied at disciplinary and grievance hearings, part-time workers rights, enhanced trade union provisions.
- 7.2 **Employment Rights Act 1996:** This brings together many of the individual employment rights found amongst a number of different statutes. It repeals in their entirety the Employment Protection (Consolidation) Act 1978 and the Wages Act 1986. It requires employers to provide employees with information about their rights and entitlements and to treat them fairly.

## 8. OTHER SOURCES OF INFORMATION

### WHERE FOUND

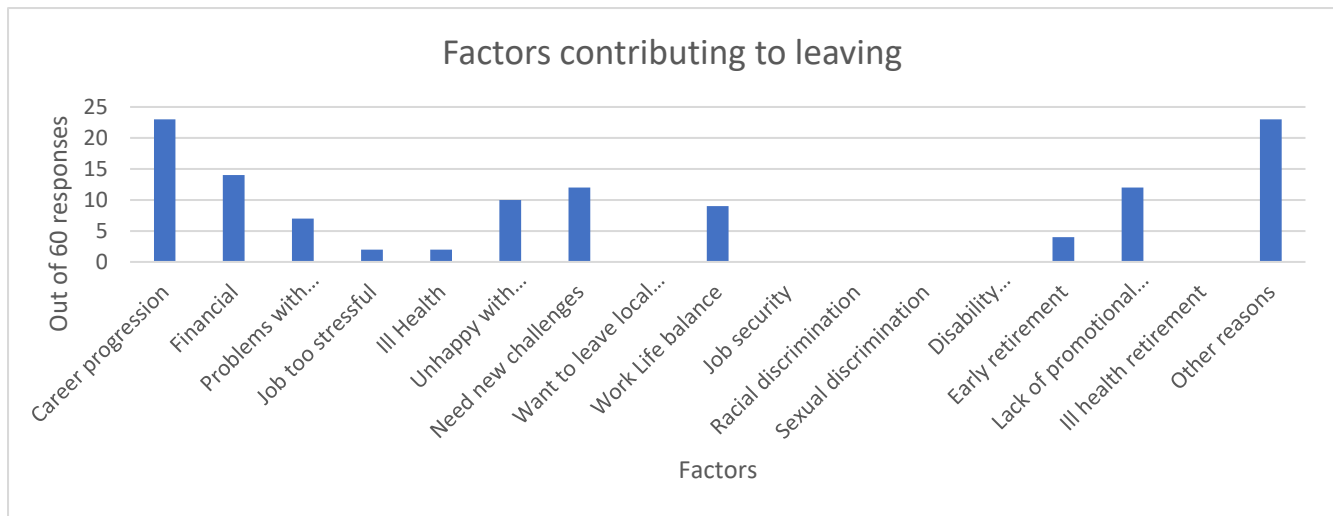
- |     |  |                 |
|-----|--|-----------------|
| 8.1 | Internal - General advice  | Human Resources |
| 8.2 | External – Chartered Institute of Personnel and Development (CIPD) Codes of Practice | Human Resources |



**APPENDIX 3**

**LEAVERS QUESTIONNAIRE – RESPONSES**

**Figure 1**



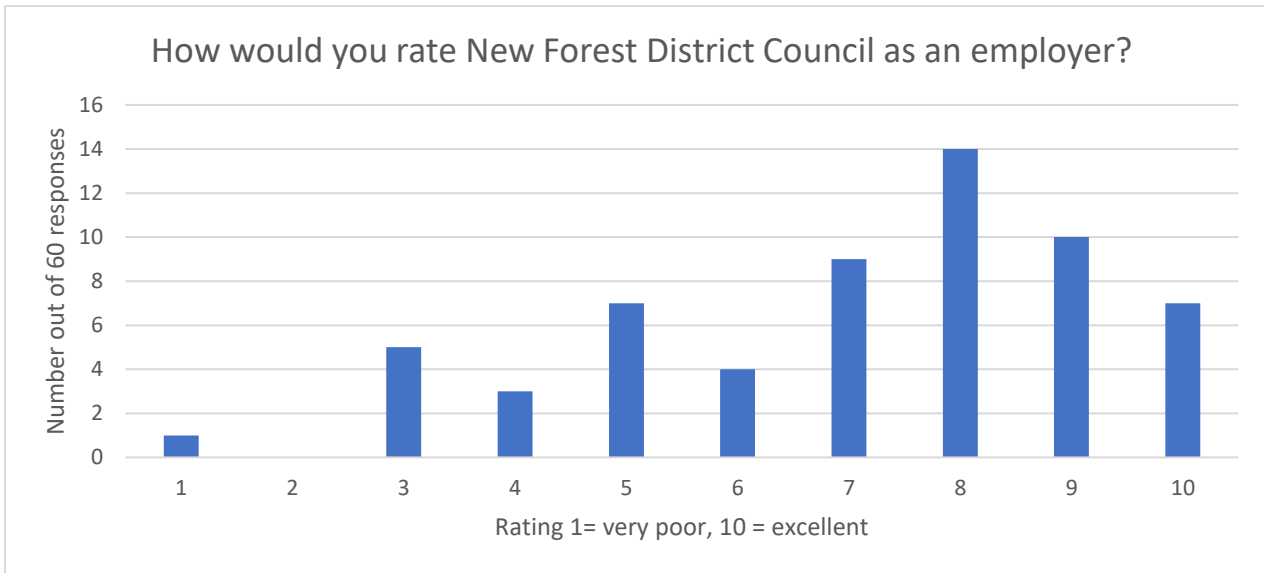
**Figure 2**



**Figure 3**



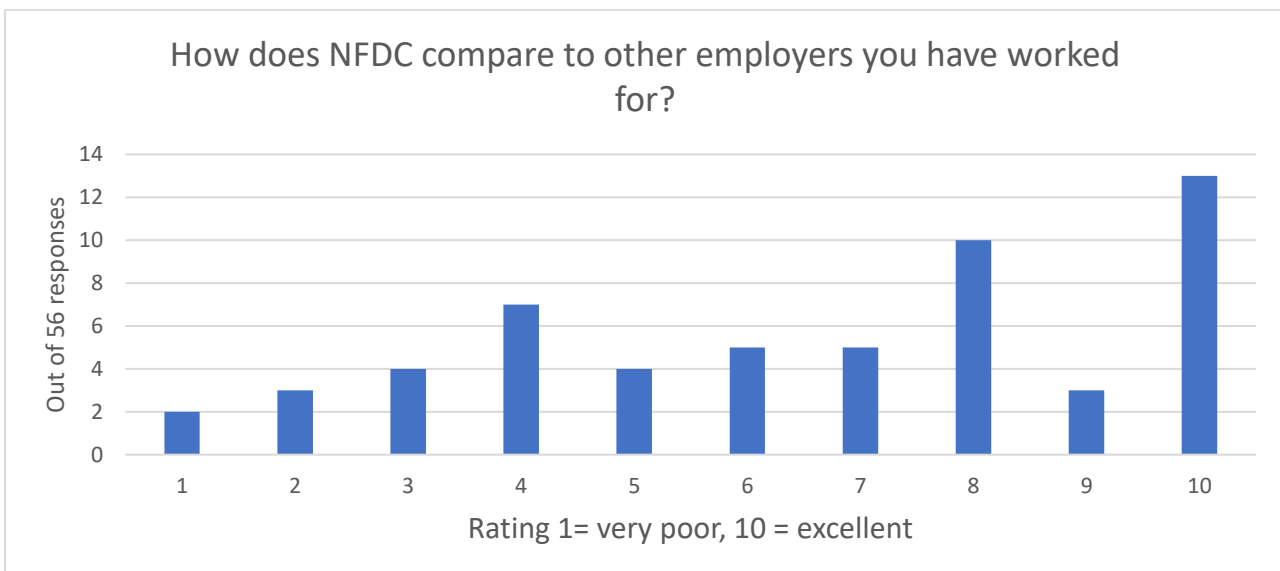
**Figure 4**



**Figure 5**



**Figure 6**



**HR COMMITTEE: 19 MARCH 2020**

## **QUARTERLY HEALTH AND SAFETY REPORT**

### **1. INTRODUCTION**

1.1 This report provides an update on the key health and safety issues in the last quarter and summarises any significant issues raised at each of the safety panels. A table of the high-risk actions to monitor is provided to EMT.

### **2. ISSUES RAISED AT THE LATEST SAFETY PANELS**

2.1 EMT receive a summary which identifies significant health and safety issues raised at the leisure, office, housing and operational service safety panels and sets out actions required by the services.

2.2 Responsible lead officers are identified for each issue and the status of each will be kept up to date to show progress. Completed actions will be removed from the table on a quarterly basis whilst ongoing actions will remain for monitoring and new items added.

2.3 The majority of the points raised should be resolved within the relevant service, but a few may require Executive Heads to agree and sign off.

### **3. SUMMARY OF KEYS ISSUES RAISED**

3.1 Leisure services appointed a contractor for the installation of the agreed pH correction chemical for pool water treatment. The health and safety team are working with the Centre's maintenance team in order to resolve a post installation issue identified with the dosing of the acid.

3.2 The Transport service recently achieved a health and safety audit score of 53% and progress is being made with the 42 actions identified in the action plan. The highest priorities related to induction, training, development of risk assessments, systems of work and monitoring. The action plan and completion timescales will be monitored by their linked health and safety advisor and at safety panel. A full update on progress with all operational service safety audits will be reported at the April safety panels.

3.3 Since approval of the fire strategy by Cabinet, arrangements and implementation plans have been developed across the housing landlord services and leisure centres to ensure clarity on roles and responsibilities. Final arrangements and site-specific emergency evacuation procedures for Council offices, depots and shared buildings of which we are the landlord (Lymington Town Hall), remain at the implementation stage.

3.4 Implementation of visual estate management inspections for housing stock are a priority. A Housing Block Assessment project team has been set up and one of its functions will be to review the risks in all housing blocks to determine the frequency of inspections. All compliance checks under housing maintenance are being carried out in accordance with the standards in the compliance policies.

3.5 Work has begun on local arrangements for control of contractors and asbestos management within Housing Options. A key priority is to develop a corporate strategy and associated arrangements for the control of contractors and asbestos management in accordance with the approach to fire safety compliance.

- 3.6 Procedures on action to be taken in response to both non-emergency and emergency incidents in interview rooms have been developed. These have been finalised, agreed and implemented. Work has begun, taking the same approach, for the security of front desks. This will need to be led by Facilities, in close consultation with Housing and with advice and support from the health and safety team.
- 3.7 In response to Smarter Working and new guidance developed by the Chartered Institute of Ergonomics and Human Factors (endorsed by HSE), the Display Screen Equipment Policy has been revised and updated to include remote working and is out for consultation. All remote workers will need to complete the remote working assessment to identify any risks and controls which may need to be implemented.
- 3.8 In response to organisational change across Housing services, a safety panel attendance review and an employee safety representative election is underway, in preparation for the new financial year. Operational services are trialling a split of their panels due to the size of the service areas, to ensure a balanced representation and consistent approach across services.
- 3.9 All high-risk services have now been tasked with reviewing their service specific safety plans for the new financial year ensuring key challenges are detailed and realistic targets set. These plans will inform the health and safety teams work programmes and service plan priorities.
- 3.10 Developments are being made with uploading training needs onto the Itrent HR Hub System. Open spaces are trialling the system and have uploaded all essential employee training needs. Once fully tested and successful, the system will be rolled out to Waste, Streetscene and Transport. This will then enable valuable information to be drawn from their essential training needs matrices.

#### **4. EMT COMMENTS**

EMT emphasised the importance of the HR hub in informing Service Managers in Operations of staff training needs and when refresher training is required. The Executive Head for Operations confirmed he would be reviewing any outstanding actions in the transport audit.

#### **5. RECOMMENDATION**

- 5.1 HR Committee is asked to consider the contents of this quarterly update and be aware of ongoing actions that may require monitoring or intervention by EMT.

#### **For further information contact:**

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#### **Background Papers:**

None