

## NOTICE OF MEETING

**Meeting:** HR COMMITTEE

**Date and Time:** THURSDAY, 11 JUNE 2020, AT 9.30 AM\*

**Place:** SKYPE MEETING

**Enquiries to:** Email: [andy.rogers@nfdc.gov.uk](mailto:andy.rogers@nfdc.gov.uk)  
023 8028 5588 - ask for Andy Rogers

**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 no later than 12.00 noon on MONDAY 8 JUNE 2020. This will allow the Council to provide public speakers with the necessary joining instructions for the Skype Meeting.

**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. **HR UPDATE** (Pages 5 - 6)  
To receive the latest HR Update.
4. **ANNUAL SICKNESS REPORT** (Pages 7 - 12)  
To receive an update on the Council's approach to managing sickness absence, and trend data for the 2019/2020 financial year.
5. **EMPLOYEE SURVEY FEEDBACK**  
To receive a presentation giving an overview of the Employee Survey results.
6. **HR METRICS** (Pages 13 - 20)  
To receive HR statistics and trends relating to the workforce and associated issues.
7. **EXIT INTERVIEWS - VERBAL UPDATE**  
To receive an update on an analysis of exit interviews.
8. **PUBLIC PARTICIPATION**  
To note any issues raised during the public participation period.
9. **ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

## **NEW FOREST DISTRICT COUNCIL – VIRTUAL MEETINGS**

### **Background**

This meeting is being held virtually with all participants accessing via Skype for Business.

A live stream will be available on YouTube to allow the press and public to view meetings in real time and can also be found at the relevant meeting page on the Council's website.

### **Principles for all meetings**

The Chairman will read out Ground Rules at the start of the meeting for the benefit of all participants. All normal procedures for meetings apply as far as practicable, as the new Government Regulations do not amend any of the Council's existing Standing Orders.

The Ground Rules for all virtual meetings will include, but are not limited to, the following:-

- All participants are reminded that virtual public meetings are being broadcast live on YouTube and will be available for repeated viewing. Please be mindful of your camera and microphone setup and the images and sounds that will be broadcast on public record.
- All participants are asked to mute their microphones when not speaking to reduce feedback and background noise. Please only unmute your microphone and speak when invited to do so by the Chairman.
- Councillors in attendance that have not indicated their wish to speak in advance of the meeting can make a request to speak during the meeting by typing "RTS" (Request to Speak) in the Skype chat facility. Requests will be managed by the

Chairman with support from Democratic Services. The Skype chat facility should not be used for any other purpose.

- All participants should note that the chat facility can be viewed by all those in attendance.
- All participants are asked to refer to the report number and page number within the agenda and reports pack so that there is a clear understanding of what is being discussed at all times.

### **Voting**

When voting is required on a particular item, each councillor on the committee will be called to vote in turn by name, expressing their vote verbally. The outcome will be announced to the meeting. A recorded vote will not be reflected in the minutes of the meeting unless this is requested in accordance with the Council's Standing Orders.

By casting their vote, councillors do so in the acknowledgement that they were present for the duration of the item in question.

### **Technology**

If individuals experience technical issues, the meeting will continue providing that it is quorate and it is still practical to do so. The Chairman will adjourn the meeting if technical issues cause the meeting to be inquorate, the live stream technology fails, or continuing is not practical.

### **Public Participation**

Contact details to register to speak in accordance with the Council's Public Participation Procedures are on the front page of this agenda.

In order to speak at a virtual meeting, you must have the facility to join a Skype for Business Meeting. Joining instructions will be sent to registered speakers in advance of the meeting.

The Council will accept a written copy of a statement from registered speakers that do not wish to join a Skype Meeting, or are unable to. The statement will be read out at the meeting and should not exceed three minutes. Please use the contact details on the agenda front sheet for further information.

To:

**Councillors:**

**Councillors:**

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

Kate Crisell  
Michael Harris  
Maureen Holding  
Mahmoud Kangarani

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HR COMMITTEE – 11 June 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 The final aspect of the HR system to go live will be the performance module. This includes a much-improved probation workflow and our new performance management process.
- 2.2 The module has been built and is currently being tested by a number of users. Once feedback from this has been gathered, we will look to roll this out across the organisation.

### 3.0 PAY AWARD 2020

- 3.1 As an interim measure it was agreed to implement a 2% pay award for employees from April.
- 3.2 An improved offer of 2.75% has been made by the National Employers. Whilst not accepted by the Trade Unions we have implemented the additional 0.75% backdated to April in May. If the final agreement is in excess of this, then any additional payment will be backdated to 1<sup>st</sup> April 2020.

### 4.0 FURLOUGH

- 4.1 The closure of the Leisure centres from 18 March has meant that we have furloughed 396 employees.
- 4.2 Originally staff were furloughed until the end of May, this has now been extended until the end of June.
- 4.3 Leisure centres are in Step 3 of the government roadmap, but currently no dates on when the Leisure centres can reopen.
- 4.4 The Government has confirmed that the furlough scheme will continue to run until October however after the end of July it will not be in its current format, but no further details are yet available.

## **5.0 STEPPING UP**

- 5.1 Since the lockdown, due to the willingness and cooperation of our staff we have been able to run the majority of our services with very little disruption to the public.
- 5.2 The ICT we have in place has meant that a large proportion of our staff have been able to work from home accessing the systems they need and staying in touch via skype.
- 5.3 In some of our essential services such as refuse we have managed to redeploy staff from other areas in order to keep any disruption to a minimum.
- 5.4 A number of other staff including Elections and Leisure staff not furloughed have been key in ensuring that the food hub based at Applemore has been successful in ensuring the delivery of food to the most vulnerable in our district.
- 5.5 For some staff working from home is not an option and they needed to still access Appletree Court. With the correct procedures in place they have managed to ensure social distancing is followed and that ATC remains a safe place to work.

## **6.0 MOVING FORWARD**

- 6.1 There have been many changes implemented in order to make the return to work for staff safe and in line with government guidelines.
- 6.2 Changes are being made at Information Offices and Health and Leisure Centres ready for when they can reopen. These include Perspex screens between staff and customers and floor markings to ensure social distancing.
- 6.3 Managers will be working with the Facilities team and Health and Safety to ensure that the correct risk assessments are conducted in line with the Covid secure guidelines.

## **7.0 HEALTH AND LEISURE REVIEW**

- 7.1 The review was delayed initially until the end of June 2020. We are awaiting further information on the recovery timeline of the Leisure centres, once this is available, we will be considering this information at the Task and Finish group and a way forward will be recommended to Cabinet.

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

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

## ANNUAL SICKNESS ABSENCE REPORT

### 1. INTRODUCTION

1.1 This report gives an update on the Councils approach to managing sickness absence and provides trend data for the 2019/20 financial year.

### 2. BACKGROUND

2.1 Sickness absence continues to be a key performance indicator for the Council.

2.2 During 2019, concerns were raised by employees during the 'Chief Executive & Leader' Briefings regarding levels of absence and impact on colleagues, HR consulted with unions regarding a range of measures to address this. The unions agreed to altering sickness trigger points, and stages within short term sickness management. Further details are given in 4.3 below.

2.3 Also during 2019, technology enabled many office-based workers to work remotely, reducing the spread of common germs.

2.4 It is believed that both of these points above have had a positive impact on the sickness absence figures.

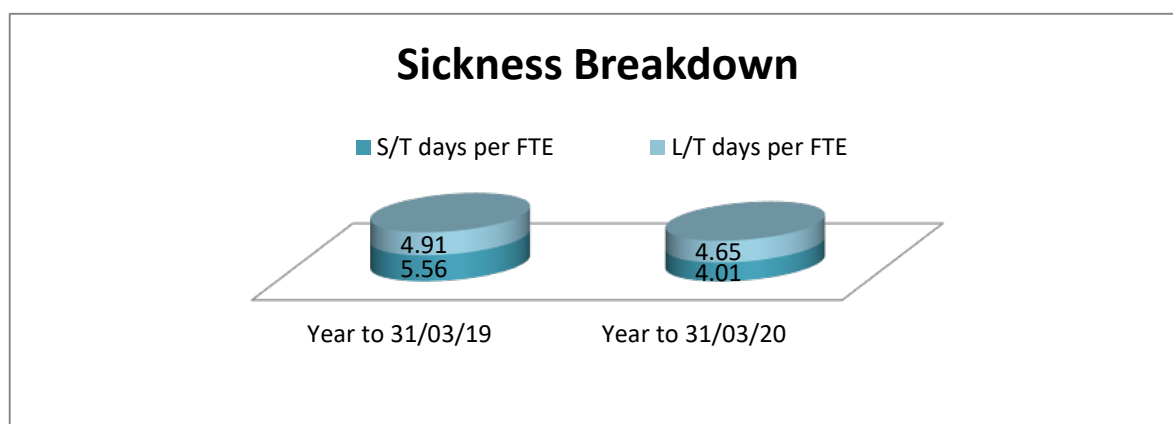
### 3. SICKNESS ABSENCE DATA

3.1 The table below compares full time equivalent (FTE) working days lost due to sickness for the year to March 19 compared to the year to March 20 and the percentage of working time lost.

Years	Year to 31/03/19	Year to 31/03/20
<b>Total days lost</b>	8157	6567
<b>Average days per FTE</b>	10.47	8.66
<b>% of working time lost</b>	4.02%	3.33

3.2 The absence figure has reduced by 1.81 days per FTE and 0.69% less working days lost compared to last year.

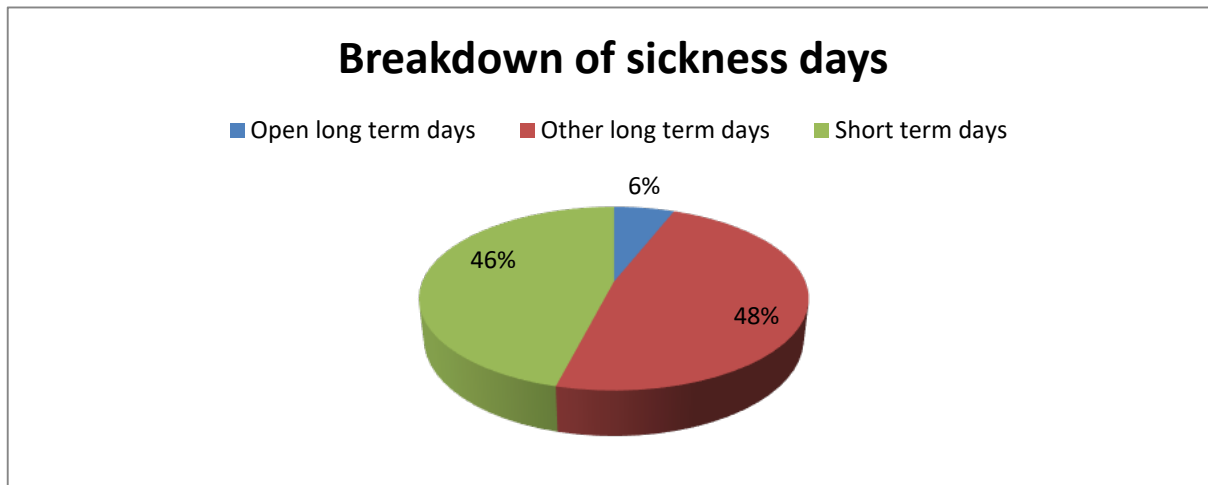
3.3 Short and long term sickness absence days per FTE:



3.4 Long term absence (sickness of 20 days or more) remains high with the majority of the cases in the last year being within our operational service areas. Commonly in long term sickness cases, it can take a protracted length of time to receive correct diagnosis and action, with potential for extended recuperation. At 31<sup>st</sup> March 2020 there are currently 8 employees off long term sick accounting for a total of 420 days open long term sickness (as opposed to 28 people and over 475 days last year).

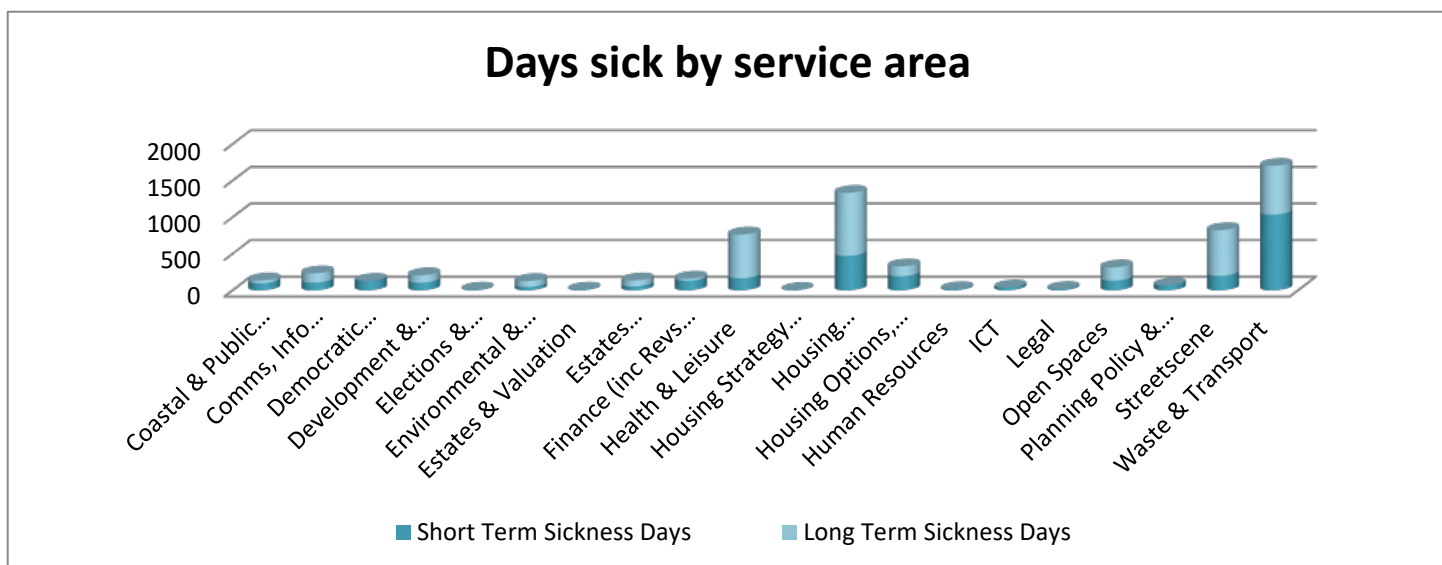
3.5 There has been 1 Sickness Case review dismissal and no ill health retirements this year. This compares to 1 ill health retirement and 2 Case Review dismissals the previous year.

3.6 The chart below shows a breakdown of sickness days over the year to 31<sup>st</sup> March 20:



3.7 As at 31<sup>st</sup> March 2020 those off long term, 7 are on full pay, 1 is on half pay plus statutory sick pay.

3.8 The graph below details the sickness days per Service area as at 31/03/2020:





3.9 This shows the same data in table format:

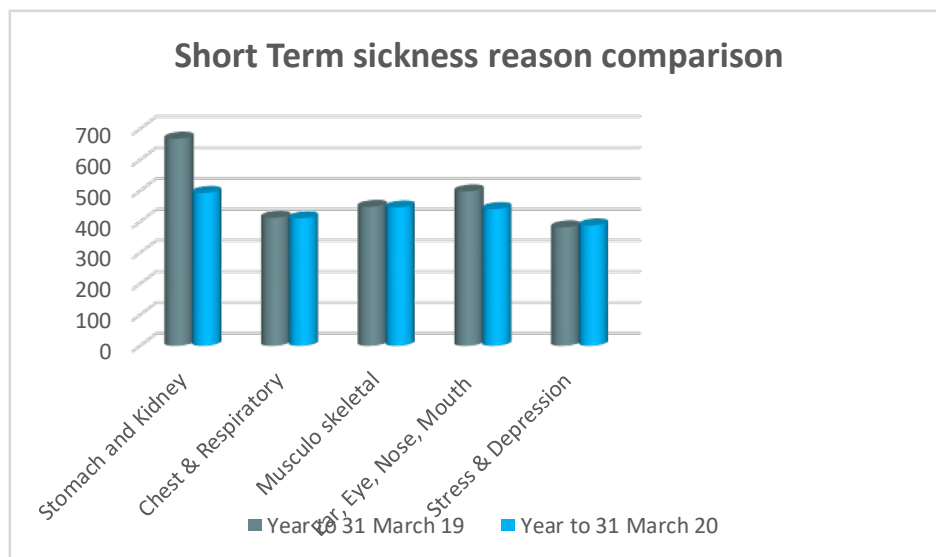
Service Area	Short Term Sickness Days	Long Term Sickness Days
Coastal & Public Facilities	97	39.5
Comms, Info Offices & Customer Services	106	127
Democratic Services	130	0
Development & Building Control & Economic Dev	105	101
Elections & Business Development	10.5	0
Environmental & Regs	46.5	81
Estates & Valuation	10	0
Estates Management & Support	55	81
Finance (inc Revs & Bens)	131	29
Health & Leisure	166	597.5
Housing Strategy & Development	6	0
Housing Maintenance	472	861
Housing Options, Rents	192	136
Human Resources	17	0
ICT	40	0
Legal	19	0
Open Spaces	133	181
Planning Policy & Strategy	70	0
Streetscene	198	626
Waste & Transport	1035	668

3.10 The top five reasons overall for sickness absence across the Council can be broken down as detailed below.

Reasons for sickness	Year to 31/03/2019 (days lost)	Year to 31/03/2020 (days lost)
Musculo skeletal	1052	1238
Stress/Depression	812	1057
Chest & respiratory	321	550
Stomach & Kidney	514	493
Other	5458	3229

Compared across the last two years, the table highlights that musculo skeletal remains the highest reason for sickness. Stress and Depression has increased by over 200 days – mental health is a key area of focus for the Council as we move forward.

3.11 Whilst return to work meetings are carried out for all periods of sickness absence, and more formal meetings are held with those that hit a trigger for short and long term sickness, it is easier to keep track of individual long term sickness matters. Short Term trends are not generally identified outside of formal meetings. To assist with this, data is provided on overall short term sickness trends. The top five reasons for short term sickness remain the same as last year. The graph below shows a breakdown of the highest reason by number of days for Short Term absence:



3.12 The average cost of sickness absence per day is £98.

3.13 The March 2020 CIPD Health & Wellbeing at Work Survey details an average of 5.8 days sickness absence per FTE compared with 8 days average per FTE in the public sector. It states that larger organisations (with over 1000 employees) have significantly higher sickness than those with less than 500 employees. It also details mental health is the 1<sup>st</sup> highest cause of long term sickness and the 3<sup>rd</sup> highest cause for short term sickness across sectors, behind minor illnesses and musculoskeletal issues.

#### 4. SICKNESS ABSENCE ACTION PLAN

4.1 Management information is key to effective and proactive sickness absence management. It is a key objective of all Service Managers to ensure sickness is managed effectively. Online sickness absence reports and trend data are available for all managers through the Hub Management Information.

4.2 A robust Sickness Absence procedure is in place, which includes return to work meetings and short & long term triggers.

4.3 During 2019, concerns were raised by employees during the 'Chief Executive & Leader' Briefings regarding levels of absence and impact on colleagues, HR consulted with unions regarding a range of measures to address this. The unions agreed to altering sickness trigger points, and the following changes were agreed:

- Additional trigger – 2 or more unrelated periods of sickness within the same month
- Altered trigger – 3 or more occasions totalling 6 or more days within a rolling 12 month period (from 4 occasions totalling 8 or more days)
- Less review meetings to be held in short term sickness cases

4.4 The HR Advisory Team advise and assist managers through the Sickness Absence procedure. The Team continue to run the Absence Management 'Brief Bite' training session for supervisors and managers at least twice a year to ensure that those new to managing at the Council or those requiring a refresher are fully trained in the Council's formal process.

4.5 The Council is also continuing to take a number of preventative steps in relation to sickness absence:

4.5.1 We offer the Employee Assistance Programme 'Workplace Wellness' through Right Management. It offers a free 24-hour telephone helpline, 365 days a year and covers issues as diverse as emotional/personal, legal, financial, marital/family, work/career and drugs/alcohol. If recommended, there may be a further opportunity to discuss problems

face-to-face with a trained counsellor. This service is regularly promoted and fully funded by the Council.

- 4.5.2 We have continued to run resilience workshops, and have additionally run training on embracing, managing and implementing change linked to smarter working across all services for employees and managers, we have received excellent feedback on these.
- 4.5.3 Flu jabs – As with previous years, Operational staff at the depots were given the opportunity to collect a flu voucher in order to obtain the flu jab at local chemists along with us asking all service managers. In total the Council have purchased 88 flu vouchers this year with the majority now being used. It should be noted that those with medical need are offered free flu jabs by their GP and employees often take up that option.
- 4.5.4 Health checks – Another two full days of Health checks (36 checks) took place in June 2019. These remained free of charge to those on band 4 or below working over 18.5 hours per week, charged to the relevant business unit, to all others there was a £35 charge. The checks included: Height, Weight, BMI, Body Fat, Diabetes, Total Cholesterol, HDL Cholesterol, Blood Pressure, ECG, and are undertaken by a qualified nurse. The situation will be assessed this winter to see if it is feasible to undertake such checks in the following year.

## **5. Mental Health and Wellbeing**

- 5.1 Mental Health and Employee wellbeing continues to be a high priority area for assisting employees; the supportive measures available are:
- We continue to have 12 fully trained mental health first aiders across the council, with contact details on Forestnet. We are looking to source an online programme later in the year to add to this number, up to 25 if possible. This is a 2-day course with many break out activities – providers are looking at how they can provide this moving forward online.
  - Additionally, we have used MIND to run a series of 2-hour manager awareness sessions on mental health.
  - During 2020/21 we will be running Dignity at Work training in June and July via skype.
  - 12 Mindfulness sessions took place during the year, with the maximum 16 spaces filled on 9 out of the 12 sessions (at least 10 spaces were taken on the others). Sessions received very good feedback.
  - Since the pandemic and lockdown, we have offered ‘managing mental health for managers’ sessions, and ‘managing working from home’ 2 hour virtual sessions for employees. Later in the year, the HR team will run twice yearly ‘Managing Homeworking’ brief bites sessions for managers to attend. As with all brief bites at this time, these will be presented using Skype.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 There are direct financial implications related to this report.

## **6. ENVIRONMENTAL IMPLICATIONS**

- 6.1 There are no environmental implications arising from this report.

## **7. CRIME AND DISORDER IMPLICATIONS**

- 7.1 There are no crime and disorder implications arising from this report.

## **8. EQUALITY AND DIVERSITY IMPLICATIONS**

8.1 There are no equality and diversity implications arising from this report.

## **9. EMT COMMENTS**

9.1 It is positive to recognise the improvement in sickness absence days, and the measures that have been taken to assist with this, namely improved technology and remote working capabilities and the changes to the sickness absence procedure.

9.2 Moving forward EMT would like to see three-month sickness figure comparisons year on year to understand the relationship between both remote working and covid and the impact on sickness absence.

## **10. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS**

### **Employee Forum Comments:**

10.1 None received.

### **Employee Side Comments:**

10.4 None received.

## **11. RECOMMENDATIONS**

11.1 That the sickness levels for 2019/20 be noted and the action plan be supported.

### **For Further Information:**

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Human Resources Service Manager  
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Or  
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HR Advisor  
[Zoe.ormerod@nfdc.gov.uk](mailto:Zoe.ormerod@nfdc.gov.uk)  
023 8028 5588

EMT – 2<sup>nd</sup> June 2020  
 HR COMMITTEE – 11<sup>th</sup> June 2020

## HR METRICS AND PERFORMANCE MONITORING

### 1. PURPOSE OF REPORT

1.1 To provide data on a number of HR issues in order that better informed business decisions can be made within the council.

### 2. BACKGROUND

2.1 The HR Metrics report has been used to compare data since 2017 and replaced the annual employee report.

### 3. WHERE WE NEED TO BE

3.1 As good practice we should regularly benchmark how the organisation is performing on a targeted set of essential HR metrics.

3.2 The data can be used to compare policies and practices with other employers.

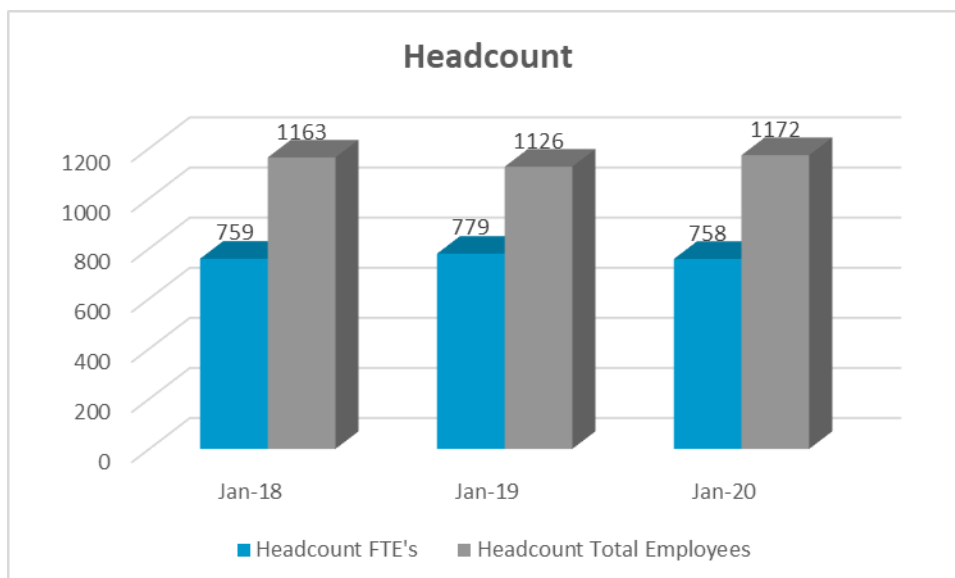
3.3 The results will enable HR to be more proactive in identifying areas for improvement.

### 4. KEY CORPORATE DATA

#### 4.1 Headcount

	01/04/2018	01/04/2019	01/04/20
<b>Total Employees</b>	1163	1126	1172

	01/04/2018	01/04/2019	01/04/20
<b>FTE's</b>	759	779	758



## 4.2 Employee Turnover

Year	Voluntary resignations only	Contract Terminations	Turnover (combined)
17/18	7.66%	6.23%	13.89%
18/19	16%	10%	26%
19/20	18%	4%	22%

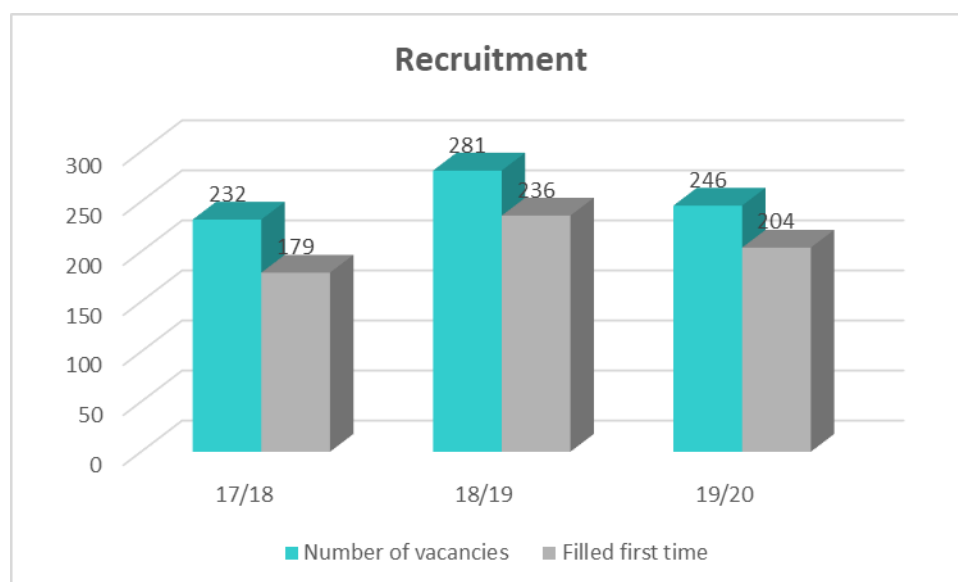
Overall turnover in 2019/20 is lower than in 2018/19, despite a marginal increase in voluntary resignations.

Out of 246 new starters on probation during the period, 7 were dismissed during their probationary period. This means that 97% were successful in completing their probation.

## 4.3 Recruitment & Retention

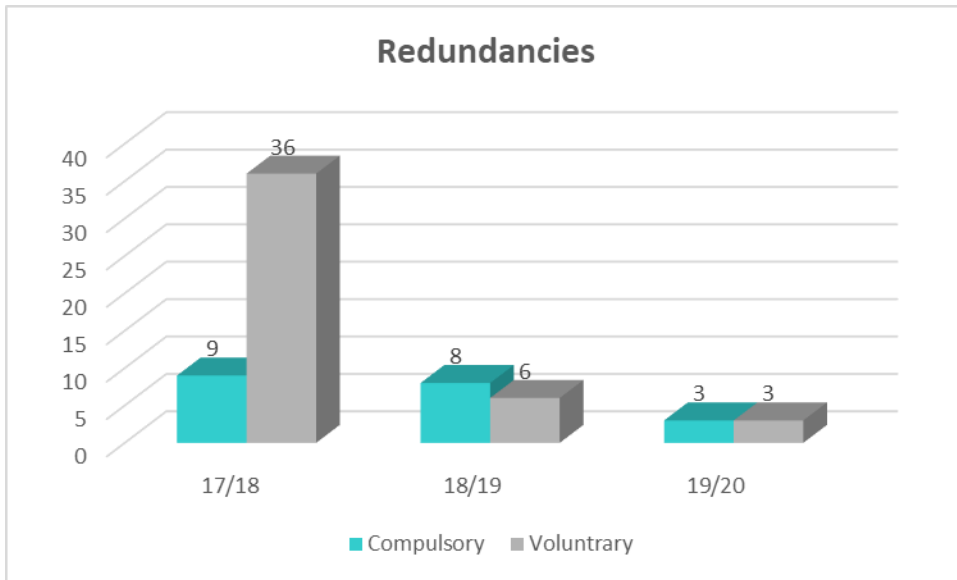
There have been less vacancies than the previous year, it has taken less average days to fill the posts.

Year	17/18	18/19	19/20
<b>Number of Vacancies</b>	232	281	246
<b>Average days to fill</b> (from closing date to offer made)	11	9	8
<b>% filled first time</b>	77%	84%	83%



## 4.4 Redundancies (included in 4.2 above)

Year	Number / % workforce Compulsory	Number / % workforce Voluntary	Number / % workforce Total
17/18	9/0.77%	36 / 3.10%	45* / 3.87% (* inc 19 from Leisure Reception Review)
18/19	8/0.71%	6/0.53%	14 / 1.24%
19/20	3/0.2%	3/0.2%	6/4%



#### 4.5 Workforce Data

% female employees across the Council = 50% (51% for 17/18).

% of top 5% earners that are women = 40% (up by 13% on last year).

% employees who declared themselves as from an ethnic minority = 0.80% (up by 0.2% on last year), an increase of three people. In the 2011 Office of National Statistics Census the percentage of population within the New Forest District declaring themselves as from an ethnic minority was 2.4%.

Disability is now self-declared in the HR Hub. 9 people have declared they have a disability. In the previous system last year, 26 people were listed as having a disability. This information was not automatically populated from one system to another and relies on employees declaring it on the Hub themselves. Employees will be reminded later in the year to keep their personal details up to date on the Hub.

## 5 GENDER PAY GAP

This data is based on the data from 31<sup>st</sup> March 2019 as reported on the government website [gov.uk](http://gov.uk)

### 5.1 Gender Pay Gap Headline information

The table below details NFDC Median and Mean pay gap information, in comparison to other local authorities (please note not all have submitted due to Covid extension applied).

Council	Median hourly rate	Mean hourly rate
Basingstoke	Women 13% higher	Women 3.2% higher
Bournemouth	Women 7.3% higher	Women 2% higher
New Forest	Equal	Women 7.2% lower
Portsmouth	Women 11% lower	Women 9.6% lower
Rushmoor	Women 7% lower	Women 12% lower
Southampton	Women 3.9% lower	Women 3.6% lower
Test Valley	Women 10.4% higher	Women 0.7% lower

Further detail is given below:

### 5.2 Mean Gender Pay Gap

The results for the Council are as follows:

- A standard mean male hourly rate of £12.6337
- A standard mean female hourly rate of £11.7013

<b>Mean Gender Pay Gap (%)</b>	<b>Mean Gender Pay Gap (£)</b>
7.2%	£0.93

### 5.3 Median Gender Pay Gap

The results for the Council are as follows:

- A standard median male hourly rate of £11.3135
- A standard median female hourly rate of £11.3135

<b>Median Gender Pay Gap (%)</b>	<b>Median Gender Pay Gap (£)</b>
0%	£0

### 5.4 Mean Gender Bonus Gap

<b>Mean Gender Bonus Gap (%)</b>	<b>Mean Gender Bonus Gap (£)</b>
0%	£0

### 5.5 Median Gender Bonus Gap

<b>Median Gender Bonus Gap (%)</b>	<b>Median Gender Bonus Gap (£)</b>
0%	£0

## 6 PAY BILL INFORMATION

### 6.1 Pay Bill Overview

The paybill has increased by £2,875,000 this year; compared to an increase of £702,000 the previous year.

Costs have increased as a result of pay award (including the introduction of the new £9.00 minimum pay point), incremental progression and also increased primary rate superannuation contributions.

The Council has invested in additional resources in several areas, including planning and open spaces, service management, ICT and has brought back in-house tree management and conservation services. Within housing, additional resources have been put into development and improvement, housing stock management and estate management.

<b>(£'000's)</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Total Pay Bill</b>	26,325	27,027	29,902

### 6.2 Pay bill breakdown

#### Paybill information for 2018/19

	£	TOTAL £	Paybill as %



Total Gross Pay	22,259,532.29		
Employers' NI	1,803,895.65		
Employers' Super	2,964,230.79	<b>27,027,658.73</b>	
General Fund Original Budgeted Expenditure	86,662,450		
HRA Original Budgeted Expenditure	27,667,450	<b>114,329,900</b>	<b>23.64%</b>

### Paybill information for 19/20

	£	TOTAL £	Paybill as %
Total Gross Pay	24,437,598.67		
Employers' NI	2,001,803.43		
Employers' Super	3,463,034.66	<b>29,902,436.76</b>	
General Fund Original Budgeted Expenditure	80,212,130		
HRA Original Budgeted Expenditure	27,876,050	<b>108,088,180</b>	<b>27.66%</b>

### 6.3 Additional pay information

	18/19	19/20
Double increments/ advancements	7 people	12 people
Increments withheld	1 person	0 people
Increment progression (in line with T&C's)	459 people	340 posts *
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	659 people	1334 posts *
Additional payments (Bonus/Market Supplement/Honorarium)	3 people	21 people

\* Please note this relates to posts – some people have a large number of posts, so this reflects the actual number of posts held where people either received an increment or not.

In accordance with The Local Government Association guidance on the Government's requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earnings across the organisation as a multiple). Based on current salaries for 1<sup>st</sup> April 2020 this remains the same as last year. It has been calculated as follows:

Chief Executive Remuneration	£121,371
Employees Median average remuneration	£22,593
Ratio	5.37

## 7 HR CASE MANAGEMENT

### 7.1 Disciplinary and Grievance Case Management

#### Disciplinaries

Total number of Disciplinaries in 2017/18 = 14

Total number of Disciplinaries in 2018/19 = 17

Total number of Disciplinaries in 2019/20 = 19 information below

#### Disciplinaries 19/20:

**Number 19**

Number of S1, S2, S3 (combined figure)

14

Number of these where people appealed the decision	1
Number of these appeals where decision was upheld	1
Number of dismissal hearings (Stage 4)	5
Number of dismissals as a result	1 (2 resigned, 2 received Stage 3)
Number of dismissal appeals (member appeals)	0
Number of dismissal appeals upheld	0
Number of tribunal cases	0
Number of straight to S2's where decision not upheld	0

#### Grievances

Total number of Grievances in 2017/18 = 10

Total number of Grievances in 2018/19 = 4

Total number of Grievances in 2019/20 = 9 information below

Grievances 19/20:	Number 9
Number resolved informally after form submitted	3
Number of Stage 1's	5
Number of S1's not upheld	1
Number of S1's progressed to S2	0
Number of those that progressed to S2 where decision not upheld	0
Number gone straight to Stage 2's	1
Number of straight to S2's where decision not upheld	1

### 7.2 Other case work

Area of work	Number of cases 18/19	Number of cases 19/20
Occupational Health Referrals	41	40
Maternity	14	12
Paternity	9	4
Shared parental leave requests	0	0

## 8 KEY HR DATA

8.1 A key statistic for HR is the number of HR people per headcount of the organisation.

Note: This figure does not include those employed in the payroll function, but does include HR Advisory support to the National Park.

No in HR	Headcount (inc NPA)	Median (Inc NPA)
10	1172 (1256)	1:117 (1:125)

This compares very favourably with the results of the XpertHR survey February 2020 of both public and private sectors which shows a median number of employees per HR practitioner as being 1:63 during 2019.

## 9 LEARNING & DEVELOPMENT

### 9.1 Training spend

Year	2017/18	2018/19	2019/20
<b>Amount and % budget spent</b>	£224,670 77%	£231,814 81%	£206,775 77%
<b>Spend per employee</b>	£139	£205	£176.50

The training spend as a percentage of the overall paybill is 0.69%.

Generic training requirements across services will be met with appropriate learning methods. As with last year, priority is given to employee wellbeing – we hope to train further Mental Health First Aiders during 2020 once a suitable online package is made available. The HR team have run over 20 Dignity at Work training sessions for all employees to attend. 12 Mindfulness training sessions have been provided open to all employees, over 170 employees attended these.

Since the pandemic and lockdown, we have offered ‘managing mental health for managers’ sessions, and ‘managing working from home’ 2 hour virtual sessions for employees. Later in the year, the HR team will run twice yearly ‘Managing Homeworking’ brief bites sessions for managers to attend. As with all brief bites at this time, these will be presented using Skype

The council currently has 25 e-learning modules which employees are requested to complete (if relevant to their role) on a regular basis. The cost associated with this relates to the down time the employees spend completing the modules. This is not currently logged as a cost to the authority.

The HR Hub now details all training undertaken by employees; records can be viewed by manager and employee, as well as the HR Team. Corporate training course dates and details are loaded into the system and employees can request to book themselves on, with workflows to manager for approval. Employees can also log courses they have been on externally, again with an approval workflow. A report for managers has now also been created by ICT using output from the Hub, so that they can view their entire team at one time. This is being rolled out during Summer 2020.

### 9.2 Apprenticeships

- 9.2.1 We had three employees on Apprenticeship contracts with us this year, equating to 0.25% of workforce.
- 9.2.2 There are 12 established employees undertaking training through the apprenticeship route (1.02% of the workforce) in supervisory and middle management skills, as well as Level 3 Business Administration, a Degree in Building Control and a Paralegal apprenticeship. These started in Autumn 2019 and will be completed between January 2021 and 2023.
- 9.2.3 This means we have 1.27% of our workforce in training apprentice schemes, the Government set target ‘to aim for’ of 2.3%. It is important to remember that all apprentices are required to take 20% of their working week for completion of the apprenticeship and we are careful to consider if the content of any apprenticeship programme is fit for the purpose required.

- 9.2.4 Management development continues to be a high priority for the Council, and when all management apprenticeships are complete, an impact review will be carried out, to determine outcomes from the delegates, the managers and EMT.

This feedback will be considered to help inform management development options for the future.

### **9.3 Work Experience**

- 9.3.1 We provided three work experience placements this year.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are no direct financial implications arising from this report.

## **11. ENVIRONMENTAL IMPLICATIONS**

- 11.1 There are no direct environmental implications arising from this report.

## **12. CRIME & DISORDER IMPLICATIONS**

- 12.1 None

## **13. EQUALITY & DIVERSITY IMPLICATIONS**

- 13.1 None

## **14. EMT COMMENTS**

- 14.1 To follow

## **15. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS**

### **Employee Forum Comments:**

- 15.1 Re section 6.3 - Would it be possible to have an actual comparison for number of staff with no increment as they are at the top of their band etc. – this could have issues as more and more staff reach the top.

### **15.2 Employee Side Comments:**

None received.

## **16. RECOMMENDATIONS**

- 16.1 That the content of the report be noted.

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