

NOTICE OF MEETING

Meeting: HR COMMITTEE

Date and Time: THURSDAY, 16 SEPTEMBER 2021, AT 9.30 AM*

Place: COMMITTEE ROOM 1 - APPLETREE COURT, BEAULIEU ROAD, LYN DHURST, SO43 7PA

Enquiries to: Email: andy.rogers@nfdc.gov.uk
Tel: 023 8028 5070

PUBLIC PARTICIPATION:

Members of the public may watch this meeting live on the [Council's website](#).

*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 HR Committee'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, 13 September 2021.

Colin Read
Interim 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 meetings held on 5 May 2021 and 23 June 2021 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 (Pages 3 - 6)

To receive an update on HR matters since the last HR Committee meeting.

5. ANNUAL SICKNESS AND COVID ABSENCE REPORT (Pages 7 - 14)

To receive an update on the Councils approach to managing sickness absence, and trend data for the 2020/21 financial year, including Covid absence.

6. PERFORMANCE REVIEW COMPLETION REPORT (Pages 15 - 18)

To receive update on employee Performance Review completion across the Council, and the overall ratings given.

7. SUPPORTING WORKFORCE INCLUSION REPORT (Pages 19 - 22)

To note various measures reflecting the Council's commitment as an equal opportunities employer, and the ongoing positive practices that support this culture for the workforce.

8. WORKFORCE AGE PROFILE REPORT (Pages 23 - 26)

To note statistics relating to the Council's workforce age profile.

9. EMPLOYEE ASSISTANCE PROGRAMME - UPDATE

To note the latest position regarding provision of the Employee Assistance Programme.

10. DATES OF MEETINGS 2022/23

To agree the following dates of meetings for 2022/23 (Thursdays at 9.30 am):

9 June 2022

15 September 2022

12 January 2023

16 March 2023

11. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Councillors

Edward Heron (Chairman)
Mark Steele (Vice-Chairman)
Hilary Brand
Keith Craze

Kate Crisell
Michael Harris
Maureen Holding
Mahmoud Kangarani

HR COMMITTEE – 16 September 2021

HR UPDATE

1.0 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.
- 1.2 We also continue to provide Payroll and HR Advisory services to the National Park Authority.

2 TUPE TO FREEDOM LEISURE.

- 2.1 The final pay for transferring staff was processed on July 20th.
- 2.2 All termination forms for Hampshire Pensions have now been completed for each post that the Health and Leisure staff held.
- 2.3 Employee records have been transferred to Freedom in a secure manner.

3.0 KICKSTART PLACEMENTS

- 3.1 We have recruited to the following 7 kickstart placements:
 - 3.1.1 We have three placements successfully underway in Planning Admin, Housing Maintenance Data Entry and Housing Maintenance.
 - 3.1.2 Our Kickstart placement in Open Spaces has just secured a permanent role with the Open Spaces team. This would not have been the case without the Kickstart opportunity.
 - 3.1.3 The Maintenance, Customer Service and Waste Kickstarts were all offered but they have since stopped.
- 3.2 11 Kickstart placements did not receive successful applications – they were readvertised over a period of two months and using different methods. These are currently on hold, and we will reconsider in October.
- 3.3 All Kickstart vacancies were included in the overall total vacancies this year in section 5.1 below.
- 3.4 The in-depth Kickstart training programme we put in place is now well underway including:
 - A full NFDC induction, including any specific role related induction
 - Role specific ongoing mentoring and skills development will be provided day to day on-the-job with the line manager/mentor
 - A half-hour telephone careers advice call with our Employee Support Line provider

- Training course on CV writing and interview prep
- Interview practice 1
- 'Embracing Equality and Diversity' training session
- 'Importance of team working and how you fit within a team' (Belbin profile)
- Time management training
- Safeguarding training
- Interview practice 2

4. SHAREPOINT

- 4.1 HR is a pilot service for the transfer of files from Meridio into Sharepoint.
- 4.2 A large mapping exercise has been completed to decide what still needs to be transferred and how it will look in the sharepoint system.
- 4.3 This has resulted in a review of all data kept and a good cleansing exercise has been completed.
- 4.4 A comprehensive UAT (User Acceptance Test) exercise will now be undertaken.
- 4.5 Our anticipated go live date is 18th October.

5. RECRUITMENT

- 5.1 In the 5 months since 1st April 2021, we have processed 105 vacancies. Nine of these are still currently live.
- 5.2 17 of these vacancies were not filled first time. These were:
- 5 in Waste (Loaders and Drivers) – some candidates withdrew, some adverts attracted no applicants - vacancies are currently live
 - 2 in Housing Customer Services (one full time permanent where the candidate withdrew and one casual post). The full-time role has now been split into part time posts, as there were more well skilled applicants for recent part time vacancies. Both are being readvertised externally.
 - Economic Development Team Leader – successfully readvertised internally and appointed to – now filled
 - CCTV maternity cover – readvertised
 - Building Cleaner – readvertised
 - Mobile Cleaner – candidate withdrew and offered to another candidate – now filled
 - 2 Leisure Attendants – in May – not progressed
 - Multi-skilled Operative – Carpentry advertised twice, and candidate withdrew
 - Electrician – no suitable candidates - currently using agency and taking stock
 - Gas Engineer – candidate withdrew - readvertised
 - Grounds Maintenance Operative – successfully readvertised and external appointment – now filled
- 5.3 Typically we would receive on average 15 applications for a role. During 2020/21 we received an increase to approximately 20 applications, likely related to people losing their jobs.

- 5.4 Since April 2021 we have seen a reduction in applications for most roles to an average of 5 to 10, sometimes no applications have been received, or commonly only up to five applications with only two or three suitable for interview. In some cases candidates have withdrawn pre-interview or after being offered the post.
- 5.5 Chief Executive Recruitment. Although we used an Executive Search agency to assist with this there was inevitably a degree of organisation required to ensure this all went smoothly.

For further information contact:

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ANNUAL SICKNESS & COVID ABSENCE REPORT

1. RECOMMENDATIONS

1.1 That EMT and the HR Committee notes the sickness levels for 2020/2021, and supports the action plan.

2. INTRODUCTION

2.1 This report gives an update on the Councils approach to managing sickness absence and provides trend data for the 2020/21 financial year. Sickness and absence relating to COVID are detailed in this report.

3. BACKGROUND

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

3.2 Due to the COVID pandemic, for the majority of the year, all staff who have been able to do so have worked from home, enabled by enhanced technology, reducing the spread of common germs, and giving the opportunity for staff to work remotely. Additionally, in several cases, if they had been required to be office based they may not have been able to manage their absence and would have otherwise been sick (for example those unable to drive after an operation).

3.3 Whilst 2.2 only applies to those able to work at home; the lockdown, social distancing and other measures such as hand washing and mask wearing applied to all employees and will have reduced transmission of other infections across the whole workforce.

3.4 For at least seven months of the year, the majority of Leisure Centre staff were on furlough, this accounts for some 400 employees. No sickness would have been logged whilst they were on furlough.

4. SICKNESS ABSENCE DATA

Typical Sickness Absence Data including positive COVID test absence

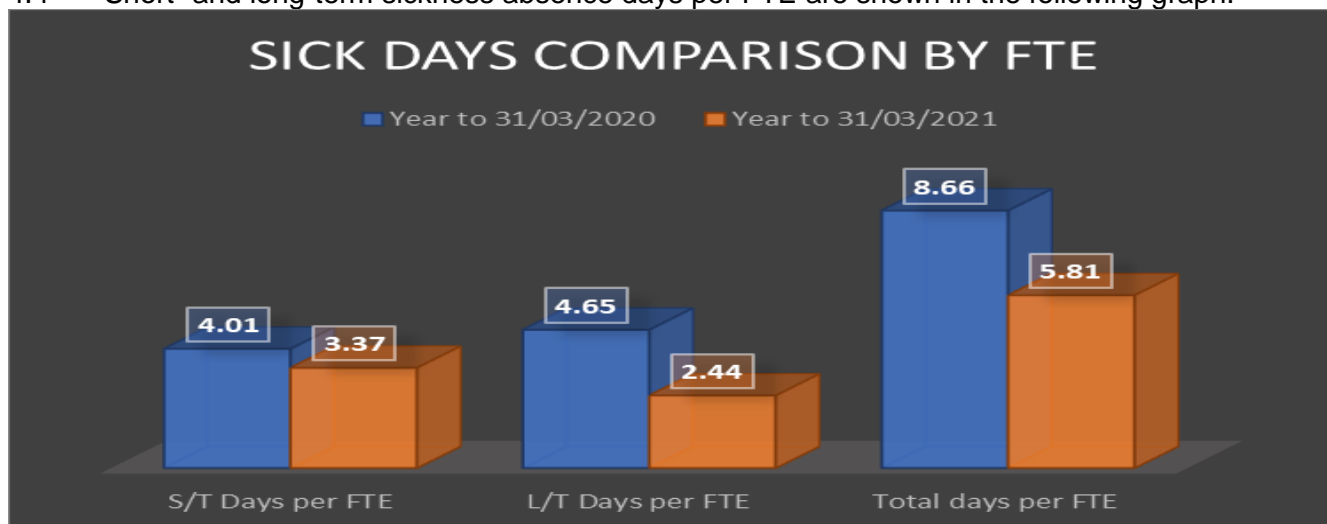
4.1 This year's sickness figures include confirmed positive tests for covid. Positive covid tests resulted in 250 days sick between 38 employees. One of these cases was long covid, which has now been closed.

4.2 The table below compares full time equivalent (FTE) working days lost due to sickness for the years to March 19, 20 and 21, as well as the % of working time lost.

Years	Year to 31/03/19	Year to 31/03/20	Year to 31/03/2021
Total days lost	8157	6567	4579
Average days per FTE	10.47	8.66	5.81
% of working time lost	4.02%	3.33%	2.23%

4.3 Despite the additional days lost due to positive tests for covid, the absence figure has reduced by 2.85 days per FTE and 1.1% less working days lost compared to last year. This is likely attributable to the reasons detailed in 2.2 - 2.4.

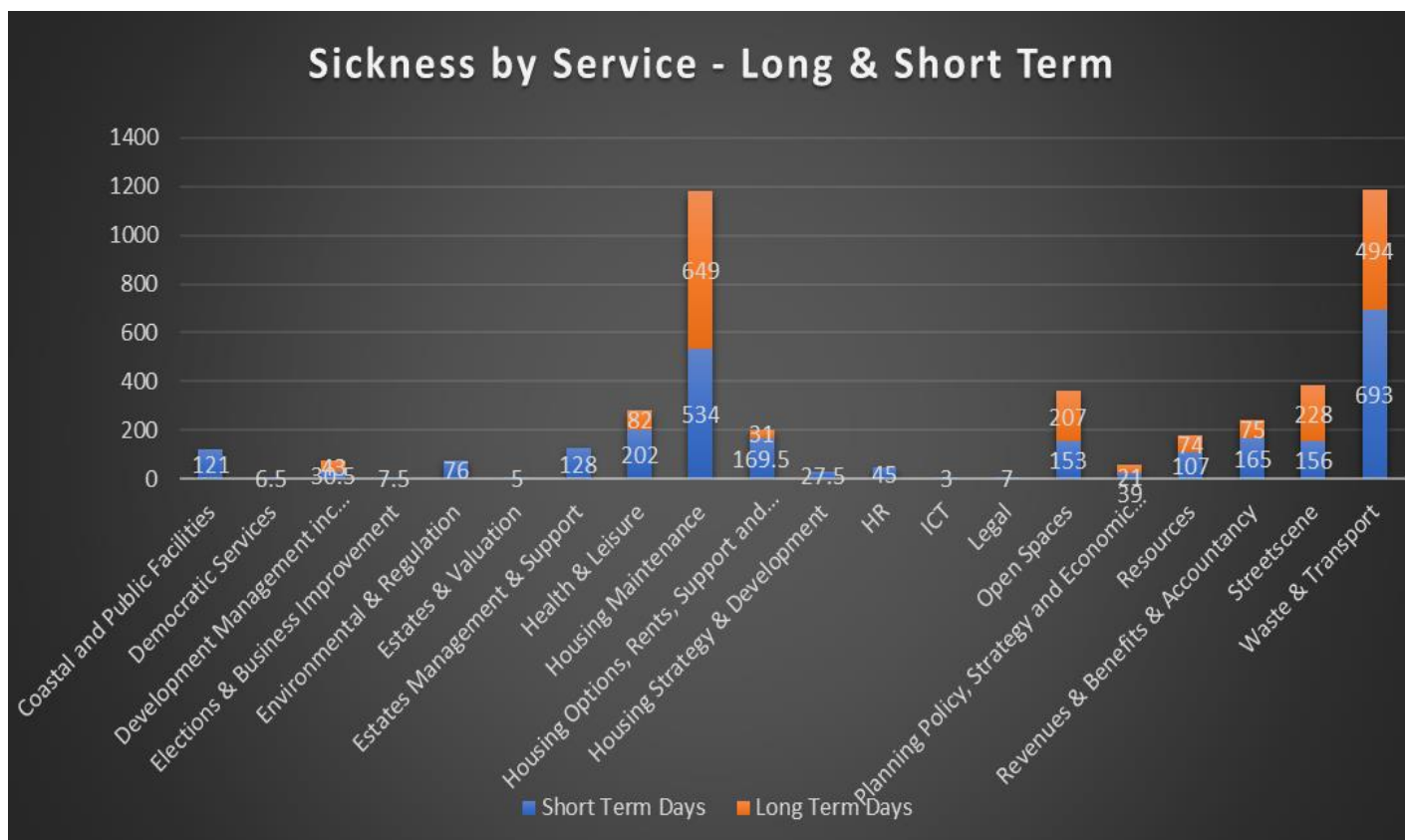
4.4 Short- and long-term sickness absence days per FTE are shown in the following graph:



4.5 Long term absence (sickness of 20 days or more) has significantly reduced. 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. This has been especially the case in the past year, with COVID putting back appointments, diagnosis and appropriate action even further. Whilst some employees working from home may have been able to work comfortably and recover sooner than they may have if based in the office in the past year, this figure also includes our operational employees who would not have been able to do so. At 31st March 2021 there were 9 employees off long term sick accounting for a total of 800 days open long term sickness (as opposed to 8 people and over 420 days last year). All of the open cases are being managed appropriately with the manager and HR.

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

4.7 The graph below details the sickness days per Service area as at 31/03/2021:



4.8 This shows the same data in table format:

Service	Short Term Days	Long Term Days
Coastal and Public Facilities	121	0
Democratic Services	6.5	0
Development Management inc Building Control	30.5	43
Elections & Business Improvement	7.5	0
Environmental & Regulation	76	0
Estates & Valuation	5	0
Estates Management & Support	128	0
Health & Leisure	202	82
Housing Maintenance	534	649
Housing Options, Rents, Support and Private Sector Housing	169.5	31
Housing Strategy & Development	27.5	0
HR	45	0
ICT	3	0
Legal	7	0
Open Spaces	153	207
Planning Policy, Strategy and Economic Development	21	39
Resources	107	74
Revenues & Benefits & Accountancy	165	75
Streetscene	156	228
Waste & Transport	693	494

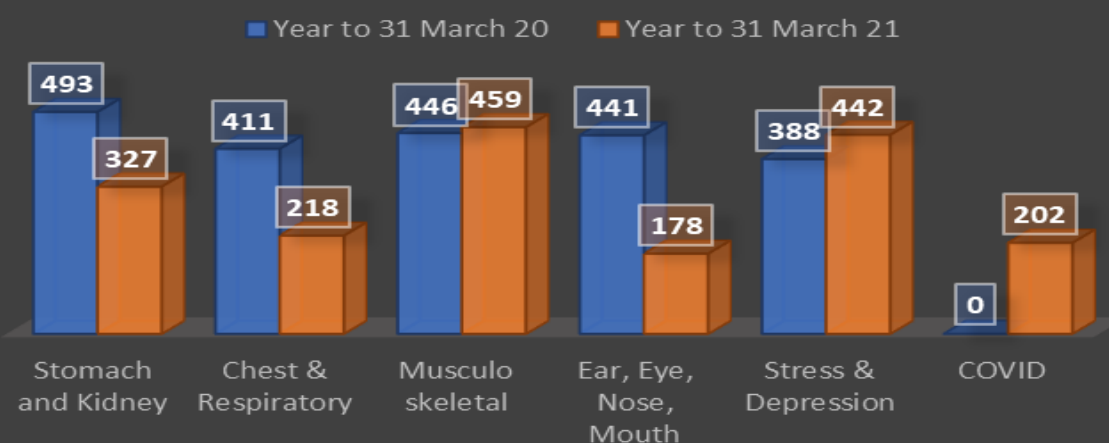
4.9 The top five reasons overall for sickness absence across the Council can be broken down as detailed below.

Reasons for sickness	Year to 31/03/2019 (days lost)	Year to 31/03/2020 (days lost)	Year to 31/03/2021 (days lost)
Musculo skeletal	1052	1238	995
Stress/Depression	812	1057	988
Stomach & Kidney	514	493	602
Chest & respiratory	321	550	340
Other	5458	3229	1665
TOTAL	8,157	6,567	4,590

4.10 Compared across the last two years, the table highlights that musculo skeletal remains the highest reason for sickness. Stress and Depression has decreased by 69 days – mental health has been and continues to be a key area of focus for the Council as we move forward. HR have tried to utilise all available resources to promote mental health assistance for all employees. This is detailed further in section 5 of this report.

4.11 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, with the addition of COVID as high short term sickness. The graph below shows a breakdown of the highest reason by number of days for Short Term absence:

SHORT TERM SICKNESS REASON COMPARISON



- 4.12 Additionally, there were 85 days sickness under the heading of 'work related', relating to 17 different entries.
- 4.13 The average cost of sickness absence is £620,644 compared to £942,760 for the previous year. This is based on an average salary, not taking account of full/half/no pay, or any other costs such as agency cover.
- 4.14 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 1st highest cause of long term sickness and the 3rd highest cause for short term sickness across sectors, behind minor illnesses and musculoskeletal issues.

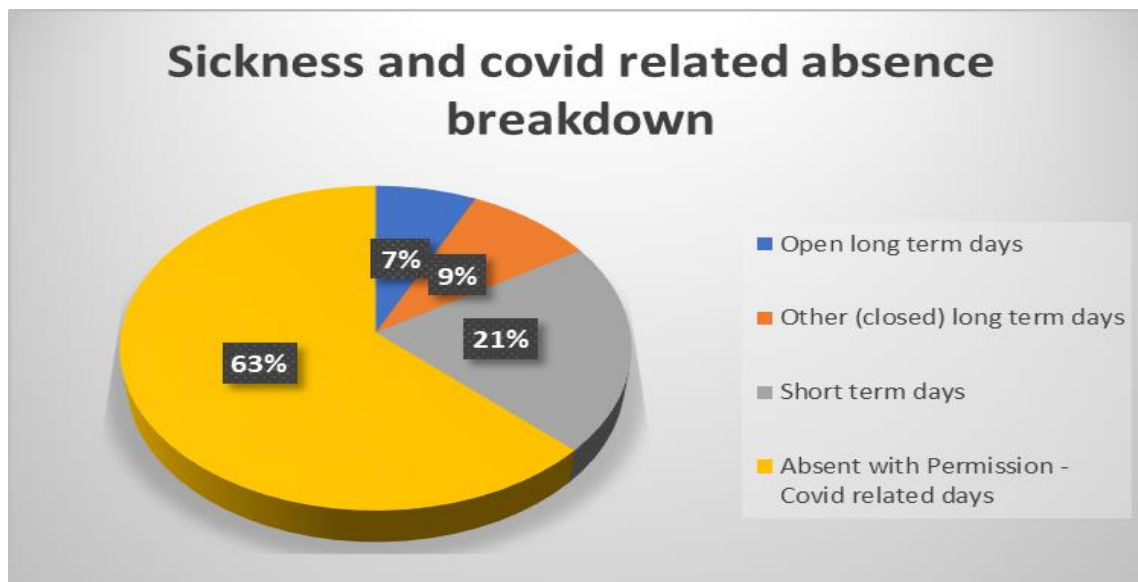
Sickness Absence Data including 'Absent with Permission – COVID' absence

- 4.15 In addition to the positive covid cases classed as sickness and detailed in 3.3, there has also been 7783 days lost as a result of covid, which we have classed as 'Absent with Permission – COVID'. This is not because employees were sick with covid, it was because they were unable to work from home and were either self-isolating, off due to school closures, or shielding due to underlying health conditions (such as over 70's/clinically extremely vulnerable). Many employees fell into these categories but were able to work effectively from home, and so were not absent and are not included in the figures. The table below breaks this down.

AWP Covid Reason	Number of days	Number of people
School closure	102	33
Self-isolating	2803	165
Underlying health	4878	85
TOTAL	7783	283

- 4.16 These days were in frontline operational services such as Waste, Streetscene, Open Spaces, Housing Maintenance and Leisure. These staff were unable to work from home and so were required to isolate. During these periods, in some cases work was allocated differently across teams, this included not carrying out some duties or doing them to different timescales.
- 4.17 It is important to note the impact of this additional absence. The table and pie chart below show a breakdown of sickness and covid related days over the year to 31st March 21:

Type	%	Number of days
Open long term days	7%	800
Other (closed) long term days	9%	1122
Short term days	21%	2657
Absent with Permission - Covid related days	63%	7783
Total days		12362



5. SICKNESS ABSENCE ACTION PLAN

- 5.1 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. Services have dealt with the unprecedented level of additional staff absence during 2020/21 principally through the re-prioritisation of work, providing a revised service, redeployment of employees across the Council and through overtime and agency cover. Online sickness absence reports and trend data are available for all managers through the Hub Management Information.
- 5.2 A robust Sickness Absence procedure is in place, which includes return to work meetings and short- & long-term triggers.
- 5.3 The HR Advisory Team advise and assist managers through the Sickness Absence procedure, and attendance at sickness meetings where appropriate. The Team have run the Absence Management 'Brief Bite' training sessions virtually 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.
- 5.4 The Council is also continuing to take a number of preventative steps in relation to sickness absence:
- 5.5.1 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.
- 5.5.2 Flu jabs – As with previous years, Operational and other staff where appropriate were offered flu jabs and vouchers were issued. Unfortunately, with the overwhelming impact of COVID, flu jabs were not readily available, meaning that not all vouchers were able to be utilised.

6. MENTAL HEALTH & WELLBEING

6.1 Mental Health and Employee wellbeing continues to be a high priority area for assisting employees. Over the past year more than ever, we have promoted a wide range of support, including:

- The 'Every Mind Matters' NHS campaign, which included a mental health 'mind plan' quiz which, dependant on the answers given, gives tailored suggestions on how to improve your mental health
- Promoting the iTalk guide on managing work stress
- Promoting World Mental Health day
- Training another group of mental health first aiders, doubling our number to 24 across the Council,
- HR running 'Managing our Mental Health' and 'Tips for Homeworking Well' sessions throughout the year
- Additionally, we have used Yellowday to run a series of external 2-hour manager awareness sessions on mental health.
- Introducing Wellbeing Action Plans - so that managers can develop an awareness of your working style, stress triggers and responses. The aim is to ensure your wellbeing at all times
- Promoting the 'Time to Talk' campaign which included activities such as fun team meetings, creative cooking together, laughing yoga and bollywood dance sessions
- Delivering a Mental Health newsletter – we've had 2 editions so far, one just into the new year focussing on caring for emotional and mental wellbeing, and the second one launched in March focussed on developing better sleep, breathing and talking
- Arranging Mindfulness techniques training sessions which could be attended by all employees virtually
- Promoting the Employee Support Line, especially through mental health first aider conversations.

It doesn't stop there – in the last month, we've added some more really useful updates to our Mental Health pages:

- Shout text messaging mental health support service
- Support for the LGBTQIA+ community during lockdown through Shout
- Tips for Leaders on managing mental health for themselves and their teams
- Personal resilience tips useful to us all
- Between 10th – 16th May we celebrated Mental Health Awareness Week. The theme was Nature and the Environment. Our campaign included the benefits of nature for good mental health including a video from David Attenborough, hints and tips for how use nature well, and a dedicated Forestnet page with stories and pictures from our employees of how they've been celebrating nature and how this has benefited them.

7. FINANCIAL IMPLICATIONS

7.1 Whilst it is notable that the 'typical' absence days are far reduced in 2020/21 in comparison to the previous financial year, it is clear that the additional days lost due to COVID will have had a financial impact on Service budgets. The Council received support funding to take account of any additional costs and revised it's budgets accordingly.

8. ENVIRONMENTAL IMPLICATIONS

8.1 There are no environmental implications arising from this report.

9. CRIME AND DISORDER IMPLICATIONS

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

10. EQUALITY AND DIVERSITY IMPLICATIONS

10.1 There are no equality and diversity implications arising from this report. We have one sickness policy which covers all staff, and ensures a consistent and fair approach to sickness absence management.

11. EMT COMMENTS

11.1 EMT are supportive of the facts in this report, and the Mental Health initiatives so far. EMT have asked for a further update report on COVID sickness cases and related absence early in October 2021 to see a half year update on the ongoing impact.

12. EMPLOYEE SIDE COMMENTS

12.1 None received

For Further Information:

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PERFORMANCE REVIEW COMPLETION UPDATE

1. RECOMMENDATIONS

- 1.1 That EMT and the HR Committee notes the performance review data 2020/2021, and supports continued completion of the performance reviews.

2. INTRODUCTION

- 2.1 This report gives an update on Performance Review completion across the Council, and the overall ratings given.

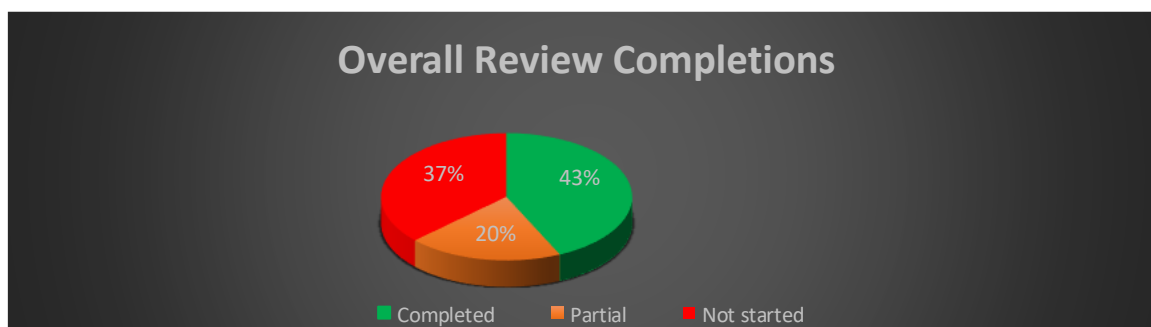
3. BACKGROUND

- 3.1 Our new Performance Review system on the HR Hub went live in July 2020. This followed consultation with Service Managers on content and process, and endorsement from EMT. The HR team ran virtual training sessions and published a guidance YouTube video. The cycle is annual; all Service Managers agreed that all employees should have an annual Performance Review.

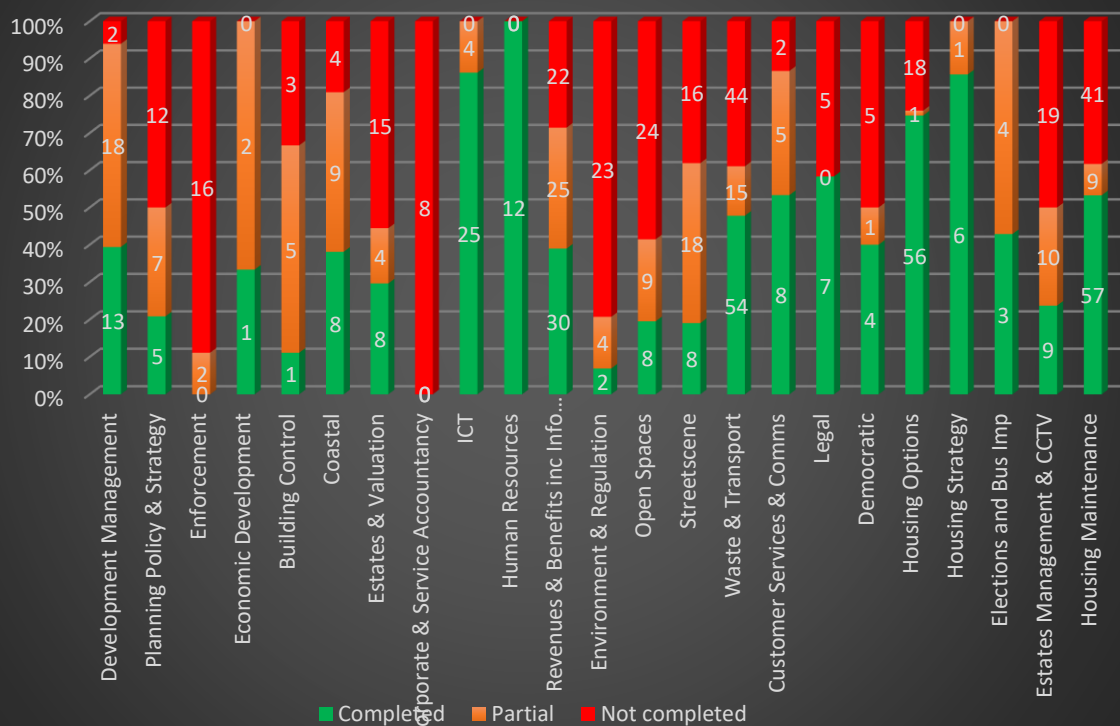
4. COMPLETION AND RATINGS DATA

- 4.1 The graphs and tables below provide an update on completion over the first year to 30 June 2021.

This is provided firstly as a corporate overview, then in graph form and chart by service.



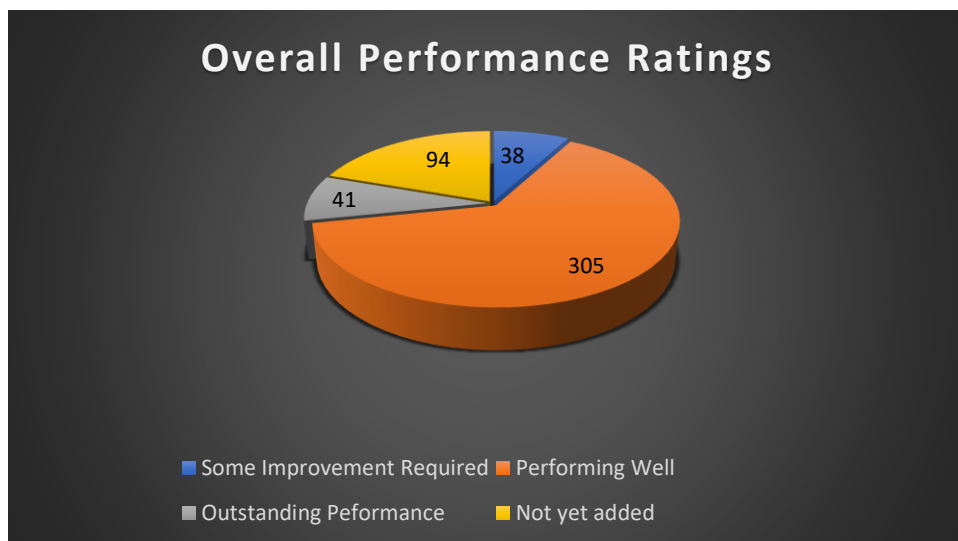
% completed by Service area



Performance Review Completions

Service	Number Completed	Number Partial Completed	Number Not completed
Development Management	13	18	2
Planning Policy & Strategy	5	7	12
Enforcement	0	2	16
Economic Development	1	2	0
Building Control	1	5	3
Coastal	8	9	4
Estates & Valuation	8	4	15
Corporate & Service Accountancy	0	0	8
ICT	25	4	0
Human Resources	12	0	0
Revenues & Benefits inc Info Offices	30	25	22
Environment & Regulation	2	4	23
Open Spaces	8	9	24
Streetscene	8	18	16
Waste & Transport	54	15	44
Customer Services & Comms	8	5	2
Legal	7	0	5
Democratic	4	1	5
Housing Options	56	1	18
Housing Strategy	6	1	0
Elections and Bus Imp	3	4	0
Estates Management & CCTV	9	10	19
Housing Maintenance	57	9	41
Totals	325	153	279

4.2 The pie chart below shows overall performance ratings from those completed. There were no employees rated as 'overall improvement required'. Where ratings are 'not yet added', this means the manager has not yet added them to the form.



5. FURTHER ACTION

5.1 Several services were required to prioritise other tasks in what was an exceptional year. This will be a significant factor in why the overall percentage of completed annual performance reviews fell short of what we would expect. Managers will be reminded that it is an integral part of their management responsibilities to carry out a formal annual performance review for each of their members of staff. Regular 1-2-1's do not replace the need for an annual review.

5.2 To assist with progress for the coming year, we will:

- Promote further through Service Managers
- Offer more training, promoting the online video and 1-2-1 training if appropriate
- Add a front page story to forestnet to bring to all employee's attention
- Provide Interim progress reports to EMT so levels can be checked and completion encouraged.

6. FINANCIAL IMPLICATIONS

6.1 There are no current financial implications arising from this report.

7. ENVIRONMENTAL IMPLICATIONS

7.1 There are no environmental implications arising from this report.

8. CRIME AND DISORDER IMPLICATIONS

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

9. EQUALITY AND DIVERSITY IMPLICATIONS

9.1 There are no equality and diversity implications arising from this report. All staff are required to have an annual performance review to ensure a consistent and fair approach to performance management.

10. EMT COMMENTS

10.1 EMT are supportive of this report and agree with the action plan for this coming year.

11. EMPLOYEE SIDE COMMENTS

11.1 None received

For Further Information:

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EMT – 27 July 2021

HR COMMITTEE – 16th September 2021

SUPPORTING WORKFORCE INCLUSION

1. RECOMMENDATIONS

- 1.1 The Council continues to advocate our inclusive workforce, equal opportunities culture and commitment to all practices noted in Section 4.
- 1.2 All employees continue to mandatorily complete Equality training two yearly:
 - i. Office based employees complete the 'Equalities Essential' e-learning module
 - ii. Operational workforce attend 1 hour 'Embracing Equality and Diversity' session, delivered by a member of the HR Team

2. INTRODUCTION

- 2.1 This report highlights the Councils commitment as an equal opportunities employer and our ongoing positive measures that supports this culture for our workforce.

3. BACKGROUND

- 3.1 The Council is an equal opportunities employer and recognises the value of our workforce.
- 3.2 A diverse workforce is important to the Council to foster ideas, promote new ways of working and celebrate all regardless of age, culture, ethnic heritage or sexual orientation. This contributes to ensuring our services both represent and meet the needs of our community.

4. WORKFORCE EQUAL OPPORTUNITIES

- 4.1 The following practices highlight our inclusive culture:
- 4.2 Policies:
 - i. Our dedicated Equal Opportunities policies were updated in January 2021 and reflect our commitment to the removal of discrimination against any employee or applicant in their access to employment, training, working conditions, promotion and dismissal.
 - ii. Our suite of Employment policies reflects the above, with reference to gender specific personal pronouns removed as they are reviewed and updated.
 - iii. The process for identifying those who would benefit from the support of reasonable adjustments was improved in January 2021, including how these agreed adjustments are recorded and reviewed including ongoing dialogue between manager and employee. The HR Team are alerted whenever an employee's disability status is updated on the HR Hub and there is an improved working document for managers to record and update required adjustments.

- iv. The HR Advisory team support line managers to ensure our Employment policies are fairly and non-discriminately applied across our workforce so decisions made support both our employees and organisational needs.

4.3 Website:

- i. In April 2021 the Councils internal Equality, Diversity and Inclusion pages were updated. These are designed to be interactive and provide up to date resources for employees, including local disability and LGBTQIA+ resources. An example includes a link directing staff to the [Hampshire LGBTQIA+ Alliance](#). This is an alliance of Hampshire based LGBTQIA+ networks that have pledged to work together with the aim of celebrating and supporting LGBTQIA+ communities across Hampshire.
- ii. The CIPD Inclusion Calendar is promoted in this area of the intranet. It highlights over 240 important dates including holy days, religious festivals, health and wellbeing awareness days, special events and bank holidays. Periodically throughout the year the HR team highlight pertinent events that may be affecting our staff. For example June marked Pride Month. The special edition of our Employee Assistance Programme newsletter was circulated to all staff and the Pride flag at Appletree Court was our internal screensaver for the month of June.
- iii. These updated intranet pages were promoted at the time of release through our Communications team and remain prevalent on the home page of Forestnet.
- iv. Dedicated Equality pages on the external website highlight our commitment to equality with simple, clear information. This includes Gender Pay Gap and Workforce Profile data.

4.4 Employee Forum:

- i. The employee forum is an informal staff network the talks direct to HR and our Chief Executive about what is happening in their teams, celebrates success and is an opportunity to raise and talk through current issues affecting staff. It is an inclusive forum that aims to be representative of our workforce. All meeting notes are available on our intranet for the whole workforce and new attendee's encouraged.

4.5 Disability Confident:

- i. We are a committed Disability Confident Employer. This means that:
- ii. Our recruitment process is inclusive and accessible. The HR Team deliver regular training to line managers covering the importance of upholding our fair processes throughout the recruitment process, and the benefits of diversity within a team. HR support and guidance is available throughout the recruitment process for managers to ensure fair, inclusive decisions are made. The induction process is designed to support all new employees fairly and should reasonable adjustments be needed, there are processes in place to ensure this is supported in the right way.
- iii. We communicate and promote our vacancies in methods accessible for all members of the community. We use a variety of methods including the Councils recruitment portal, various social media platforms, local newspapers/publications and professional publications. This encourages diverse recruitment.
- iv. Offer interviews to any disabled candidate who meet the essential criteria for the role, anticipate and make reasonable adjustments for employee and candidates (as

needed) and support existing employees who acquire a disability or long-term health condition.

4.6 In July 2020 the Council published its Workforce Profile. At the time this highlighted the Councils workforce was representative of the local New Forest community. Since then our Workforce has changed (Leisure outsourcing) and the Census was held in March 2021. It is anticipated in summer 2022 ONS will publish initial census findings. At that point the Workforce profile will be reviewed and updated so it can be compared to the most accurate data.

4.7 Training:

- i. The HR Team deliver periodic line management 'Brief Bite' training. This suite of training covers a breadth of management responsibilities, including absence, capability, disciplinary, wellbeing and performance management. All these sessions cover the importance of equal opportunities and how to make fair, non-discriminatory people management decisions.
- ii. All employees are currently required to complete the 'Equalities Essentials' eLearning module every 2 years. Throughout the module there are a variety of questions and clips with a quiz at the end. It covers:
 - a. Understanding Key Terms – including our responsibilities under the Equality Act
 - b. Handling Harassment – what harassment means and how to handle if it were to happen from both an employee and management perspective
 - c. Inclusive Service – how to provide an inclusive service to our customers, including communication tools
 - d. Equality in Action – the benefits to our organisation of promoting equal opportunities
- iii. The HR Team deliver Embracing Equality and Diversity in the Workplace Training (Appendix A). This is a one-hour session currently available to all employees. It is an accessible overview that whilst highlighting the necessary legal responsibilities on us through the Equality Act 2010, explores how we encourage respect, inclusion and fair treatment for all our colleagues and residents. It covers the same topics as the e-learning module in a condensed way.
- iv. This was originally designed for and delivered to our operational workforce in November 2019 – January 2020.
- v. Since November 2019, 31 Embracing Equality and Diversity in the Workplace training sessions have been run with 432 employees attended across the workforce.
- vi. The nature of e-learning means it is often difficult and impractical for operational staff to complete. The Embracing Equality and Diversity session is designed to be inclusive and relevant to the workforce, whilst covering all the key components.
- vii. On this basis it is proposed the E-Learning module is completed by office-based staff only, and the operational workforce attend the Embracing Equality and Diversity session delivered by HR.
- viii. The HR Team will manage the completion and renewals of Equality training. This will include tracking and reminding office-based staff who have not completed the E-

learning module and working with operational managers to deliver a two-yearly rolling programme for the HR led session.

- ix. It is envisaged every quarter training sessions will be run for operational staff to include those due for renewal and any new employees.
- x. Both training tools will be regularly reviewed to ensure they are relevant and fit for purpose.
- xi. This approach will ensure all employees receive regular and effective equality training.

5. CONCLUSIONS

- 5.1 This details the Councils commitment to Equal Opportunities, a culture which will continue to be advocated across the workforce.

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 This paper promotes the Councils continued Equal Opportunities culture.

10. DATA PROTECTION IMPLICATIONS

- 10.1 None

11. UNION COMMENTS

- 11.1 In order to further workforce inclusion I think that it would be really beneficial for employees to be able to select their gender from a drop down on their personal details page on the HR Hub instead of it being hard locked and requiring speaking to someone in HR to change in the background. I believe the current system has an unnecessary barrier of having to come out to someone in order to have their gender recognised on the system.

- 11.2 In response to this the HR Hub has been updated in order that employees can self-select the gender neutral title of MX.

For further information contact:

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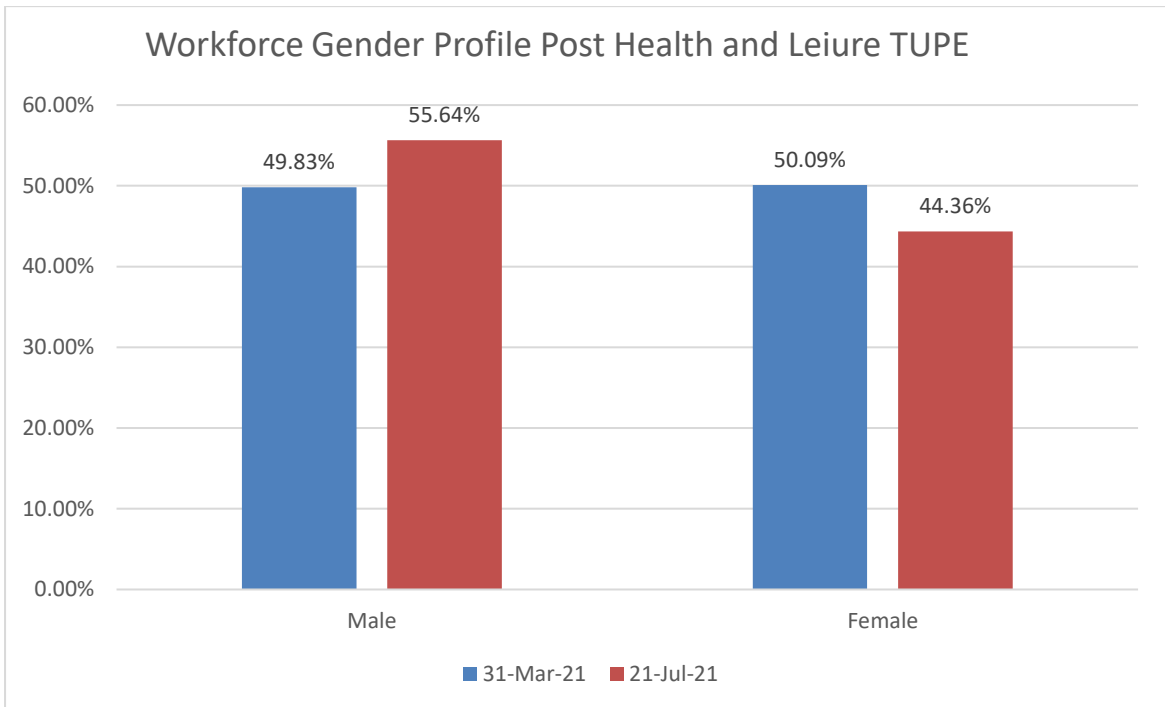
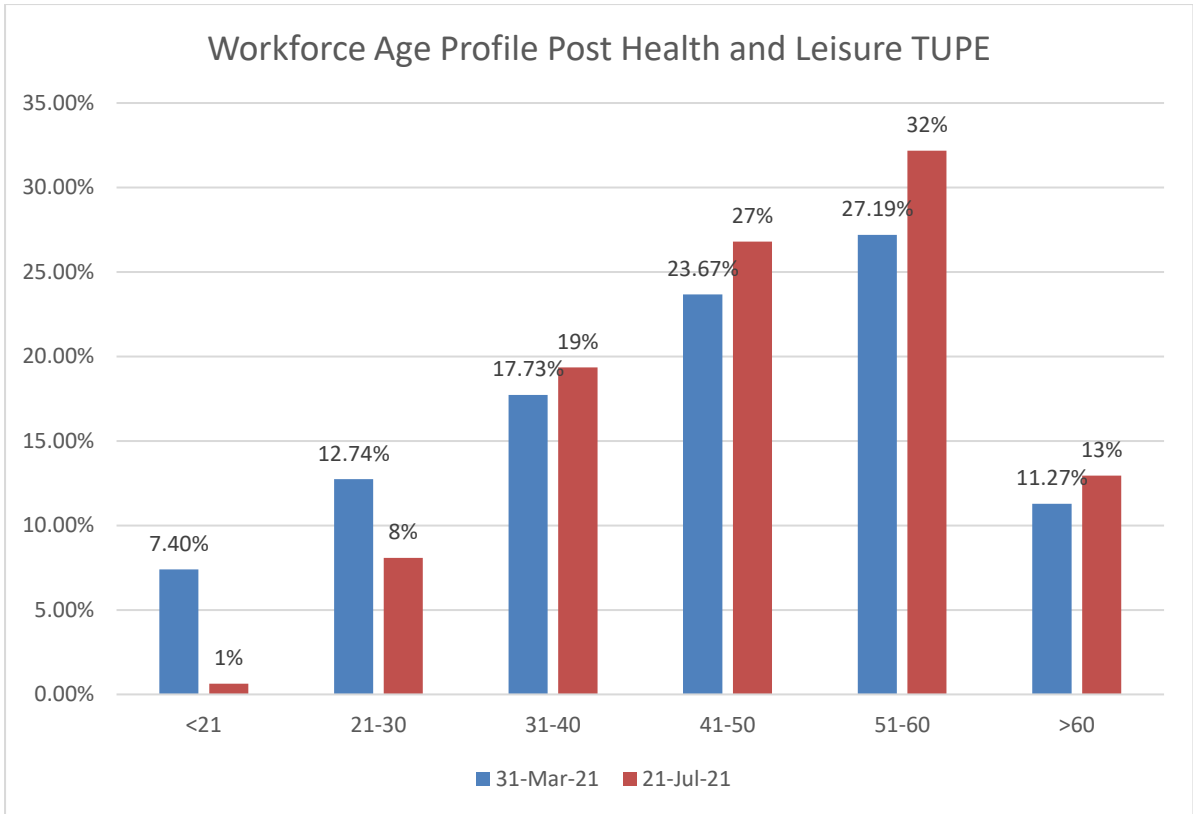
HR COMMITTEE – 16th September 2021

AGE WORKFORCE PROFILE FOLLOWING THE TUPE PROCESS OF HEALTH AND LEISURE

1.0 Introduction:

At HR Committee in June 2020, it was agreed the Councils Age workforce profile would be updated following the TUPE of Health and Leisure employees. Below details this in comparison to the figures detailed in the HR Metrics report:

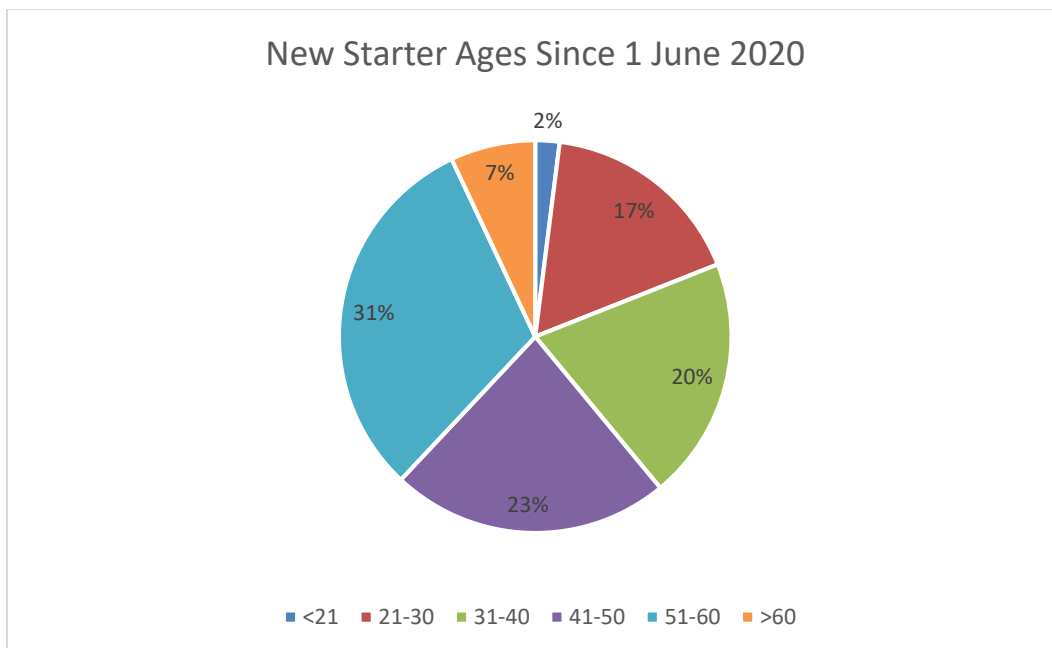
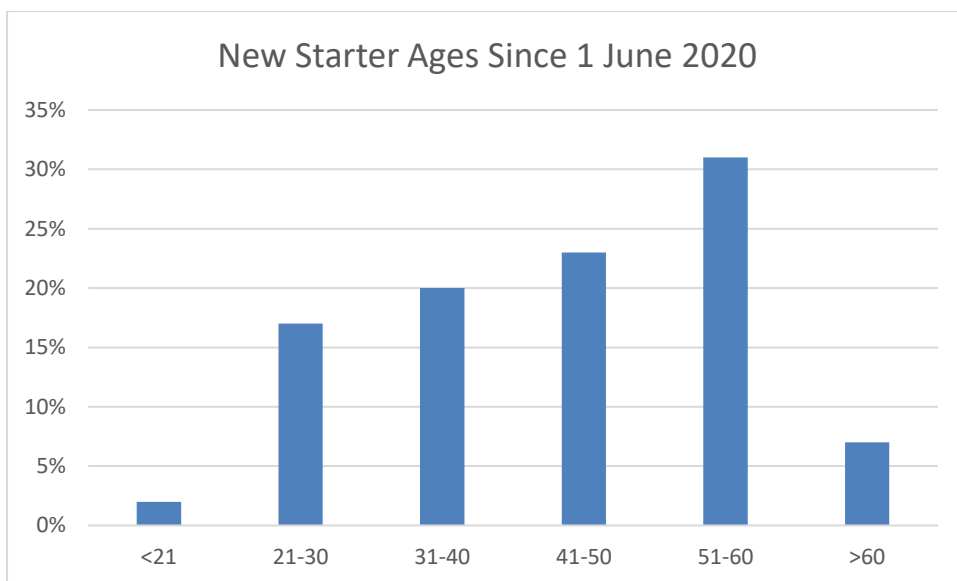
Age Range	31-Mar-21		21-Jul-21		% Change
	Number	%	Number	%	
<21	86	7.40%	5	1%	-6.76%
21-30	148	12.74%	63	8%	-4.66%
31-40	206	17.73%	151	19%	1.63%
41-50	275	23.67%	209	27%	3.13%
51-60	316	27.19%	251	32%	4.98%
>60	131	11.27%	101	13%	1.68%
Total	1162	100.00%	780	100%	
Male	579	49.83%	434	55.64%	6%
Female	582	50.09%	346	44.36%	-6%
Unspecified	1	0.09%	0	0.00%	
Total	1162	100.00%	780	100.00%	



2.0 Age Profile of New Starters Since 1 June 2020:

We have had a total of 100 new starters (excluding H & L) since 1 June 2020.

Age Range	Number of Employees	Percentage
<21	2	2%
21-30	17.00	17%
31-40	20.00	20%
41-50	23.00	23%
51-60	31.00	31%
>60	7.00	7%
TOTAL:	100	100%



3.0 Recommendation: That the report be noted.

For further information contact:

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