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Havant
BOROUGH COUNCIL

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JOINT HUMAN RESOURCES COMMITTEE (EHDC) AGENDA

Membership:	Councillor Carter (Chairman) Councillor Mrs Smallcorn (Vice-Chairman)	
Councillors (EHDC)	Glass, Johnson, Moulard, Onslow and Wherrell	Councillors (HBC) Mrs Blackett, Hart, Hilton, Johnson and Shimbart

Meeting: Joint Human Resources Committee
Date: Tuesday 11 June 2013
Time: 5.00 pm
Venue: Council Chamber, East Hants District Council, Penns Place,
Petersfield, Hants GU31 4EX

The business to be transacted is set out below:

Jo Barden-Hernandez
Service Manager – Legal & Democratic Services

3 June 2013

Contact Officer: Penny Milne 023 92446234
Email: penny.milne@havant.gov.uk

PART 1 (Items open for public attendance)

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PART 2 (Confidential items - closed to the public)

None

GENERAL INFORMATION

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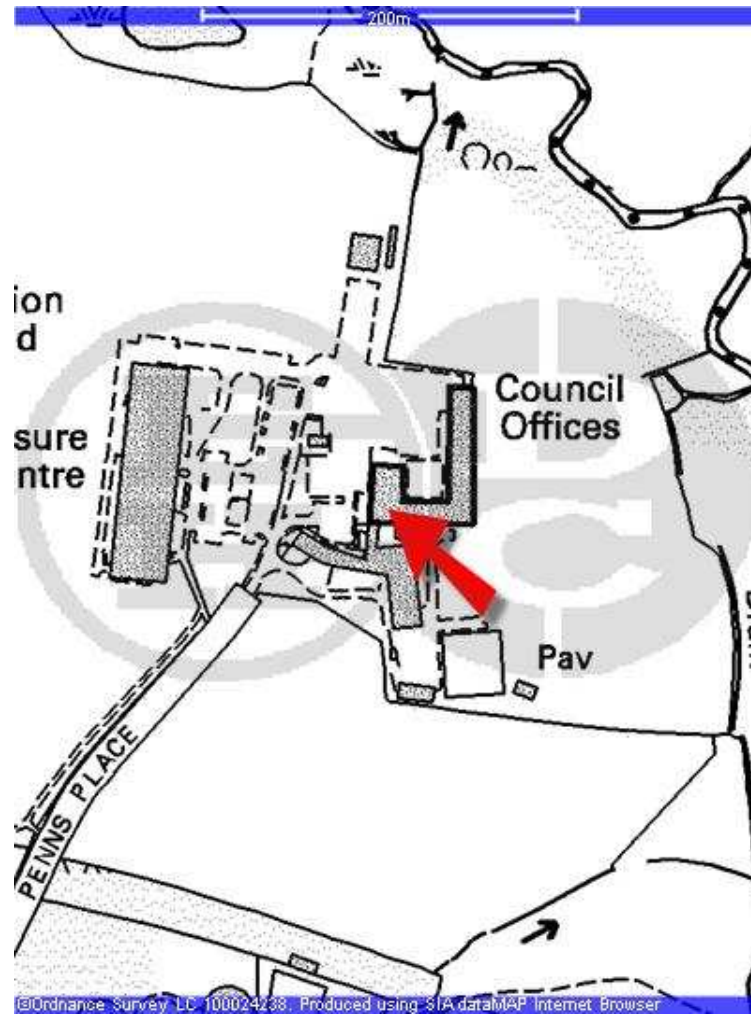
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EAST HAMPSHIRE DISTRICT COUNCIL AND HAVANT BOROUGH COUNCIL

At a meeting of the Joint Human Resources Committee held on 14 May 2013

Present

Havant Borough Council: Councillors Mrs Blackett, Hart, Hilton, Mrs Smallcorn
East Hampshire District Council: Councillors Carter, Mouland and Onslow

1. Appointment of Chairman

RESOLVED that Councillor Ken Carter be appointed Chairman of the Joint Human Resources Committee for 2013/14.

Councillor Carter in the Chair

2. Appointment of Vice-Chairman

RESOLVED that Councillor Mrs Marjorie Smallcorn be appointed Vice Chairman of the Joint Human Resources Committee for 2013/14.

3. Apologies for Absence

Apologies for absence were received from Councillors A Glass, J Hunt, M Johnson and C Wherrell.

4. Minutes

RESOLVED that the minutes of the meeting of the Joint Human Resources Committee held on 5 February 2013 be approved as a correct record.

5. Matters Arising

There were no matters arising from the minutes of the last meeting.

6. Declarations of Interests

There were no declarations of interest from any of the members present.

7. Chairman's Report

At the invitation of the Chairman, Councillor Mrs Smallcorn, as former Chairman, thanked the members for their contribution to the work of the Committee in 2012/13.

8. Appointment of Human Resources Panels

RESOLVED that the following members, representing East Hampshire District Council and Havant Borough Council respectively, be appointed to sit on two

local Human Resources Panels in accordance with the Committee's terms of reference:

East Hampshire District Council:

Councillors K Carter, A Glass, J Onslow and C Wherrell (Standing Deputy)

Havant Borough Council:

Councillors Mrs G Blackett, C Hilton, Mrs M Smallcorn and T Hart (Standing Deputy)

The meeting commenced at 5.00 pm and concluded at 5.10 pm

NON EXEMPT

HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resources Committee

11 June 2013

PEOPLE PLAN 2013-14

Report of: Caroline Tickner, Service Manager (HR)

FOR DECISION Information Item

Portfolio: Marketing & Development: Councillor Cheshire & Councillor Phillips

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the proposed People Plan for 2013-14.
- 1.2 This plan is intended to be an evolving document which can flex and change in line with organisational priorities.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached People Plan.

3.0 Introduction

- 3.1 The People Plan provides the strategic and operational direction for HR. This plan has been revised since its original implementation in 2012 to take account of organisational priorities for 2013-14.
- 3.2 The 2012-13 plan proved successful with a significant amount of activity being undertaken by the HR team to deliver the plan. It's worth noting that the content of the people plan is in addition to the to the day to day operational HR workload and demonstrates the level of commitment and work provided to the Councils by HR.

3.3 This paper highlights the key areas of focus for HR over the coming 12-18 months based on an understanding of organisational priorities. The continued delivery of the people plan throughout 2013-14 will build on the actions delivered during 2012-13 to enable the Councils to be in a stronger position to deliver services in a very different way through the delivery of core HR strategies.

4.0 Subject of the report

4.1 The future of local government means that we will need to redesign services and change radically to respond to the severe budget cuts we will face over the coming years. This means that we will need a different type of skills set; culture and leadership to change how we deliver business. The future will see a shift from public policy developers to commissioners of service. This will require a hearts and minds culture change which will require a significant amount of strategic HR input to support the Councils to achieve this transformational change.

4.2 The people plan for 2013-14 starts to take the Councils on this journey by identifying key areas of HR focus to drive culture change. These include a strategic focus on:

- Reward & Benefits to recognise the contribution employees make to the success of the Councils;
- Performance Management to raise the bar on performance standards and address underperformance;
- Leadership Development to equip our leaders with the right skills to lead teams on this journey;
- Learning & Development to equip staff to think and act very differently;
- Employee Engagement to take staff with us on this transformational journey;
- Organisational Development to start to affect the shift in culture needed to radically transform services.

4.3 Members are asked to note that the level of resource needed to support the Councils on their journey of transformational change should not be underestimated and relies on the continued investment in HR.

5.0 Implications

Financial

5.1 There are no financial implications identified within this report.

Legal

5.2 There are no legal implications associated with this report.

Strategy

- 5.3 Continuing to implement the HR strategy and people plan supports the overall Councils' strategy and plans

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 None to report.

East Hampshire/Havant

- 5.7 Where possible actions delivered within the people plan will reinforce shared working across the Council.

6.0 Links to other projects

- 6.1 The HR strategy and people plan aligns to organisational priorities and supports with the delivery of the Councils' business plans.

7.0 Conclusions

- 7.1 People remain the councils' most expensive resource. Making sure that HR focus remains aligned to the key organisational priorities will ensure that HR resource is used in the most effective and efficient way

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached People Plan for 2013-14.

Background papers used in the production of the report (national/regional/ internal reports and research):

Agreed and signed off by:

Executive Head for Governance and Logistics 24.5.13

Legal Services: 24.5.13

Executive Head for Marketing and Development: 24.5.13

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
Telephone: 02392 446139

E-Mail: **caroline.tickner@havant.gov.uk**

HR VISION & STRATEGY

To deliver an HR Shared Service which ensures EHDC/HBC has the right people, with the right skills in the right place delivering the highest quality affordable service, responsively, flexibly and efficiently.

OUR VISION

To develop a strong employer brand

To drive a culture of continuous improvement

To develop innovative ways to deliver service

To develop a recognised centre of excellence for HR practices

STRATEGIC OBJECTIVES

To maximise employee engagement in delivering EHDC/HBC corporate objectives

To maximise employee contribution to the corporate objectives through constructive challenge and one team approach

To challenge the delivery of service to maximise efficiencies and effectiveness across all service areas

To maximise shared service offerings across Hampshire councils & beyond to generate opportunity & income

BY:

- Developing solutions to address, where possible, the issues and concerns raised by our staff
- Ensuring we consult with staff, where possible, on issues which affect them
- Defining values and behaviours which reinforce a culture of mutual trust and respect

- Ensuring staff are clear about their accountabilities and how they contribute to the corporate objectives
- Developing and embedding robust performance management processes which recognise the contribution staff make
- Developing reward & recognition mechanisms which are commensurate with a performance management culture

- Developing fit for purpose HR offerings which support EHDC/HBC in delivering efficiencies
- Developing and delivering best practice approaches to recruiting employees to the service

- Ensuring policies and procedures across EHDC/HBC are fit for purpose; promote best practice and can be benchmarked across public & private sector
- Promoting the HR service across Hampshire to enable opportunities for income generation to be maximised and the potential for a limited company to be formed in 2 years plus

KEY:
 HRBP = HR Business Partner
 HRA = HR Adviser
 HR Admin = HR Administration Team

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Action	Lead Officer(s)	Supporting Officer(s)	Target Date	RAG Status	KPI	Comments
1. Creating a positive climate to maximise employee engagement in delivering EHDC/HBC corporate objectives by:						
a) Using feedback from the staff survey to ensure continuous organisational improvement						
b) Developing and embedding shared values and behaviours across EHDC/HBC						
c) Working together across both councils to maximise the opportunities for shared working						
1.1 By using feedback from the staff survey continue to develop a positive climate						
Develop an employee engagement strategy to improve employee communication and satisfaction levels within each Council.	Service Manager [HR]	n/a	Q2 13/14		Identification of key channels to communicate & engage employees	
Implement and embed an employee engagement strategy across both Councils	Service Manager [HR]	HR Team	Q4 13/14		20% increase in employees response to communications	
Design of future employee satisfaction survey by SSFG for distribution across EHDC/HBC during Q3 2013/14.	Staff Focus Group	Spencer Drain/Alice Hosker	Q2 13/14		n/a	
Implement revised employee satisfaction survey across the Council	Staff Focus Group	Spencer Drain/Alice Hosker	Q3 13/14		20% increase in employee response rate	
Use of results from employee satisfaction survey to inform SSFG improvement plan for 2014/15	Staff Focus Group	Service Manager [HR]	Q4 13/14		Incorporation of results	
To build on existing employee engagement initiatives e.g. Staff Focus Group/ Sandy's Sounding Board to encourage staff feedback and increased engagement	Service Manager [HR]	Spencer Drain/Alice Hosker	Q3 13/14		Increase in staff ideas for improvement	
1.2 To develop and embed shared values & behaviours across EHDC/HBC to support a positive climate						
To develop and agree shared values and behaviours across EHDC/HBC via a 'Values & Behaviours Working Group' (VBWG)	Service Manager HRBP (MW)	VBWG	Q3 13/14		Development of shared V&B's	
To implement shared values and behaviours across EHDC/HBC through the development of an effective communications strategy	HRBP (MW) VBWG	HRA	Q4 13/14		Understanding across EHDC/HBC of shared V&B's	
Incorporate shared values and behaviours across all HR Policies	HRBP (MW) VBWG	VBWG	Ongoing		Embedded within HR policies & procedures	
Design a 360 degree feedback process to incorporate EHDC/HBC values & behaviours	HRBP (SD)	HRA	Q4 13/14		Robust 360 degree tool developed for use across the Councils	
To effectively implement a 360 degree process across EHDC & HBC to support future appraisal setting	HRBP (SD)	HRA	Q1 14/15		% use of 360 degree tool	
1.3 To maximise opportunities for shared working						

To explore opportunities for HR shared working with other councils across Hampshire	Service Manager	HRBP (MW)	Q1 14/15		Identified cost savings through partnership working	
To identify opportunities to deliver HR service to other councils/organisations across Hampshire	Service Manager	HRBP (MW)	Q2 14/15		Identified income generation	
2. To create leaders of the future to maximise EHDC and HBC's successful delivery of the corporate strategy by:						
a) Clearly describing how leaders look and behave in EHDC/HBC b) Providing leaders with the development and support required to enable them to become effective leaders c) Providing an environment where ineffective leadership can be challenged in a constructive way						
2.1 Clearly describe the expectations for leaders in EHDC/HBC						
To identify the required skills, capabilities and behaviours of leaders and incorporate within a revised leadership competency framework	Service Manager	HRBP (MW)	Q3 13/14		Profile of a leader is developed to enhance manager understanding of what is expected	
To develop and implement a leadership charter to describe what we expect from our leaders	Service Manager	HRBP (MW)	Q4 13/14		Profile of a leader is articulated in a simple way and managers buy into the charter	
2.2 Provide leaders with the development and support required to enable them to become effective leaders						
To build on initial leadership development programme and identify further leadership development activities for 13/14.	Caroline Tickner	n/a	Q1 13/14		Further leadership development programme produced	
To develop and implement a coaching programme across EHDC/HBC to ensure sufficient numbers of coaches are in place to meet organisational needs and to support with individual development	Service Manager	HRBP (MW)	Q3 13/14		Pool of trained coaches within and across Hampshire	
2.3 Provide an environment where ineffective leadership can be challenged						
Design a Peer Review Development Programme to enable effective feedback to be provided and leadership standards continually improved	Service Manager	HRBP (MW)	Q1 13/14		Effective feedback mechanism developed	
Implement a Peer Review Development Programme to ensure leadership standards continue to improve	Service Manager	HRBP (MW)	Q2 13/14		% use of peer review programme	
Review and evaluate current employee performance management systems and identify areas for improvement	HRBP (SD)	Service Manager [HR]	Q2 13/14		Areas of improvement identified and fed into the design of the revised system	
Develop and implement a shared performance management system for employees across EHDC/HBC	HRBP (SD)	Service Manager [HR]	Q4 13/14		Shared PM system in place	
3. To maximise the talent available to EHDC/HBC by:						
a) Providing staff with the skills and knowledge to perform well in their roles b) Ensuring staff have adequate learning and development opportunities c) Developing an integrated approach to establishment planning, succession planning and career development						
3.1 Provide staff with the skills and knowledge to perform well in their roles						

To design and deliver an HR Policy and skills training programme in line with the HR Policy Review programme	HRBP/HRA	Service Manager [HR]	Ongoing		Managers/staff equipped with understanding of organisational policies.
3.2 Ensure staff have adequate learning and development opportunities					
To develop and implement a joint L&D Strategy for EHDC/HBC which clearly outlines the organisational commitment to L&D	Service Manager [HR]	n/a	Q2 13/14		Organisational commitment to L&D communicated to staff
To conduct a TNA for 2013/14 and develop a corporate training plan for roll out	Service Manager [HR]		Q1 13/14		£FTE investment
To source training providers to implement the corporate training plan for 2013/14	HRA [AH]	HRA [MA]	Q2 13/14		Value for money; Cost of training per FTE
To publish the corporate training plan and make all staff aware of the commitment the Councils have to organisational learning	Service Manager [HR]	n/a	Q1 13/14		Training plan published
To develop and manage a shared learning & development resources library / centre which is accessible for all EHDC/HBC staff	HRBP [SD]	HRA [AH]	Q1 13/14		Access to training materials available for staff
3.3 Develop an integrated approach to establishment planning, succession planning and career development					
To develop a Talent Management Strategy to enable the development and implementation of a robust process for identifying and managing talent and succession across EHDC/HBC	Service Manager [HR]	n/a	Q3 13/14		Effective succession planning is achieved across the Councils.
Establish a strategy workforce plan for EHDC/HBC determining the size, shape, skills requirements etc for EHDC/HBC over the next 3 to 5 years.	Service Manager [HR]	HRBP	Q3 13/14		Accurate prediction of workforce planning
Develop a Recruitment & Retention Strategy which incorporates the use of innovative approaches to meet future needs.	Service Manager [HR]	n/a	Q3 13/14		Effective recruitment practices are adopted across the Councils
To develop a shared induction programme which is reflective of all levels across the organisation and is paperless where possible.	HRBP [MW]	HRA [MA]	Q1 13/14		Staff effectively inducted
4. To develop a high performance culture through effective performance management and review. To be achieved by:					
a) Developing and embedding a performance management review process across EHDC/HBC which recognises individual contribution					
b) Ensuring staff are clear about their accountabilities and how their individual contribution supports the achievement of corporate objectives					
4.1 To ensure staff are clear about their accountabilities and how individual contribution supports the achievement of corporate objectives					
Delivery of appraisal training to all Managers to ensure improved objective setting processes for 13/14	HRBP [MW]	HRA [AH]	Q1 13/14		Managers equipped with the skills to effectively conduct appraisals & set objectives
Appraisal and objectives set for 2013/14 for all staff with clear linkages to how staff objectives link to the overall performance of the Councils.	HRBP [MW]	HRA [AH]	Q1 13/14		All staff have an appraisal & SMART objectives set
Development work to identify how the Councils can embed a culture of performance management and performance measurement.	Service Manager [HR]	n/a	Q2 13/14		Performance management strategy and processes identified

Develop a performance management strategy and process to improve organisational and individual performance	Service Manager [HR]	n/a	Q3 13/14		Performance management strategy and process developed	
Implement a performance management strategy across the two Councils	Service Manager [HR]	HRBP's	Q4 13/14		Performance management strategy implemented	
Reinforce the message of how performance is managed in the Councils and the need to demonstrate good performance to receive an increase in increments.	Service Manager [HR]	HRBP (MW)	Q4 13/14		Performance management processes understood by managers & staff	
Integrate the coaching programme with the appraisal process to ensure that coaching is seen as an integral part of the development process	HRBP [MW]	Service Manager [HR]	Q1 14/15		Improvements in performance	
5. To develop a high performance culture through a reward and recognition strategy which:						
a) Rewards staff fairly whilst ensuring EHDC/HBC remain mindful of their responsibility for public expenditure						
b) Leads people to perform by ensuring there are effective and appropriate reward and recognition schemes in place						
c) Motivates staff to maximise their performance to optimise organisational performance						
5.1 Reward staff fairly through effective and appropriate reward and recognition schemes						
To develop a shared reward and recognition strategy which instills a culture of performance management and rewards staff for their contribution to the success of the Councils.	Service Manager [HR]	n/a	Q3 13/14		Reward & recognition strategy developed which links to performance	
Effectively implement the staff benefits scheme across both Councils	HRA [AH]	n/a	Q1 13/14		Staff have access to discount schemes	
Progress the supermarket discount scheme for staff and effectively implement	HRA [MA]	n/a	Q2 13/14		Staff have access to supermarket discount scheme	
To agree a harmonised set of terms and conditions across EHDC/HBC	Executive Director [GK]	Service Manager [HR]	Q3 13/14		T&C's agreed within a cost neutral envelope	
To implement a harmonised set of terms and conditions across EHDC/HBC	Executive Director [GK]	Service Manager [HR]	Q4 13/14		Shared T&C's implemented	
To develop a shared JE process and pay scales to ensure fair and appropriate pay grades are assigned to roles which have undergone significant change	HRBP [SD]	Service Manager [HR]	Q2 13/14		Robust shared JE process developed	
To develop a shared Pay Protection Policy which is compliant with equal pay legislation; reduces costs and can be used across all staff groups	Service Manager [HR]	HRBP [SD]	Q1 14/15		Agreed policy in place	
To develop a shared Redundancy Policy which is compliant with legislation and affordable for EHDC/HBC	Service Manager [HR]	HRBP [SD]	Q1 14/15		Agreed policy in place	
Develop and implement a retirement process for staff to ensure they are fully informed of their retirement options within a timely manner	HRBP [SD]	HRA [AH]	Q1 13/14		Staff informed of retirement options	
Harmonise discretionary policies across both Councils for staff who are leaving the organisation	HRBP [SD]		Q2 13/14			
To implement a formal mediation service with trained mediators to support with informal dispute resolution	Service Manager [HR]	HRBP [MW]	Q4 13/14		% reduction in formal grievances	

6. To ensure that EHDC and HBC have a Health & Wellbeing strategy in place to protect the health and well being of employees and to optimise the opportunity for employees to improve their own health and well being by:

- a) Supporting staff to make healthier and more informed choices about their own health
 b) Ensuring the provision of occupational health is fit for purpose and appropriate
 c) Reduce absence levels across both councils

6.1 Support staff to make healthier and more informed choices about their own health

Implement the Health & Wellbeing strategy to maximise the opportunity for staff to improve their own health & wellbeing	Service Manager [HR]	HR Team	Q1 13/14		H&W strategy implemented	
Explore the provision of a health care cash back plan for employees and submit a business case for JEB consideration	Service Manager [HR]	n/a	Q3 13/14		Business case established for health care cash back plan	
Review the Employee Assistance Programme and identify alternatives for delivery	Service Manager [HR]	HRBP's	Q2 13/14		Value for money; staff usage; cost per FTE	
Promote health campaigns in line with national campaigns to increase staff awareness	HRA [MA/AH]	n/a	Ongoing		Increased awareness of health campaigns	

6.2 Ensure the provision of occupational health is fit for purpose and appropriate

Monitor the provision of occupational health services across both councils against agreed SLA's	HRBP [SD]	n/a	Ongoing		Monitoring to identify trends and concerns	
Report on the performance of occupational health services to Service Manager [HR] on a quarterly basis	HRBP [SD]	n/a	Quarterly		£ per FTE; SLA's met; SLA's not met	
Identify to the Service Manager [HR] any areas for improvement and recommendations for this	HRBP [SD]	n/a	Quarterly		Recommendations identified	

6.3 Reduce absence levels across both councils

Implement revised absence management procedures across EHDC/HBC	HRBP [MW]	HRA [AH]	Q2 13/14		5% reduction in overall absence figures for 13/14	
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7. To enhance the development of the organisation by:

- a) Having a clear organisational development strategy in place
 b) Improving the capability of managers and staff to deal with change

7.1 Organisational Development Strategy

Develop an Organisational Development strategy in partnership with Southampton University to support the Council in preparing for the future challenges	Service Manager [HR]	HRBP [MW]	Q2 14/15		OD strategy developed	
Develop an OD action plan to support with the effective implementation of the OD Strategy	Service Manager [HR]	HRBP [MW]	Q3 14/15		Action plan developed	
Work with the Senior team to identify the people impacts of future basing work	Service Manager [HR]	HRBP [MW]	Ongoing		HR impacts understood	
Identify HR action plan/programme of work to support with the implementation of the future basing programme	Service Manager [HR]	HRBP [MW]	Q1 14/15		HR action plan for transformational change programme developed.	
Equip managers/staff with the key skills needed to transform service delivery and prepare for 2020 in line with corporate training plan	Service Manager [HR]	HRBP [MW]	Ongoing		Right skills training delivered in line with corporate training plan.	

8. To effectively manage change across EHDC/HBC by:						
a) Ensuring that all managers/staff are aware of the organisations commitment to manage change;						
b) Change programmes are managed effectively through the development of robust project plans and the provision of HR advice & support;						
8.1 Ensure all managers/staff are aware of the organisations commitment to managing change						
Review of Managing Change Processes to ensure they are fit for purpose and embedded in the Councils	Service Manager [HR]	HRBP	Q1 13/14		Increased understanding of change processes	
Refresher Managing Change Workshops for Managers to reinforce their understanding of how change is managed in the Councils.	HRBP	HRA	Q2 13/14		Increased understanding of change processes	
Change management training delivered in line with corporate training plan to better equip managers/staff to deal with change	HRBP	HRA	Q2 13/14		Managers/staff equipped to deal with change	
Increase the amount of communication to staff about change programmes	HRBP	Comms	Ongoing		Staff informed about change	
8.2 Change programmes are managed effectively through project planning & HR provision and support						
Work with organisational teams to develop robust project plans in line with managing change protocols and good practice	HRBP's	Business Improvement	Ongoing in line with service reviews		Detailed project plans in place	
Support and facilitate change projects within service areas in line with change management protocols and agreed project plans	HRBP's	HRA's	Q4 13/14		Effective implementation of change	
9. To develop a recognised centre of excellence for HR practices by:						
a) Ensuring there is a suite of shared HR Policies & Procedures which are fit for purpose;						
b) Equipping the HR team with the skills and competencies needed to deliver an excellent service						
9.1 To ensure a suite of shared HR policies and procedures which are fit for purpose						
Undertake a review of all existing policies & procedures across EHDC/HBC to identify priority of review. Develop a policy review plan for next 18 months and incorporate within the People Plan	HRBP	HRA [MA]	Q2 13/14		Policy review plan agreed	
To revise the HR intranet pages so they are up to date and fit for purpose using the SFG as a sounding board	HRBP	HRA	Q3 13/14		Intranet pages updated	
Identify and address key training needs for the HR team to increase skills and competencies for the future	Service Manager [HR]	HRBP's	Q1 13/14		Skills training factored into service training plan.	
10. Exit Strategies						
10.1 To ensure all employee exits are managed in a legally compliant way, recording reasons for exit and using information to inform future HR strategy						
Review and revise the exit interview process to ensure that leaver reasons are captured and identified trends can inform improvements to recruitment/retention strategies	HRBP [MW]	HR Admin [JT]	Q2 13/14		Exit information analysed; future HR interventions identified	
Incorporate reporting of leaver reasons and trends within the workforce analysis report.	HR Admin [JT]	HR Admin	Q3 13/14		Trends addressed through the development of HR strategies	
11. Effectiveness & Efficiency; Administration; Reporting & Measurement						
11.1 To improve HR reporting; data capture and efficiency						

Design MI reports for SAP (and MI calendar of current reports) which will deliver an analysis of the workforce profile and inform Service Managers of trends/concerns in their service areas	HR Admin [JT]	n/a	Q1 13/14		Accurate & timely data provided	
Ensure the HR Admin Team are effectively trained in MI reporting and can accurately produce the quarterly workforce analysis report	HR Admin [JT]	n/a	Q2 13/14		No single points of failure	
Integrate all EHDC records onto SAP and build MI reports for EHDC which use SAP also.	HR Admin [JT]	n/a	Q1 13/14		Streamlined reporting	
Roll out the recruitment portal shortlisting to enable managers to shortlist online.	HR Admin [LG]	HR Admin [JT]	Q2 13/14		Recruitment portal shortlisting finalised	
Conduct annual personal details check to ensure all personal records are up to date	HR Admin [AS]	HR Admin [JT]	Q2 13/14		Accurate data held on file	
To communicate HR SLA's across both Councils to manage expectations of managers and ensure there is clarity on manager responsibility through the processes.	HR Admin [JT]	HR Admin	Q1 13/14		SLA's understood across the Council	
To upskill the HR Admin team to enable lower level frontline advice/guidance to queries to be provided	HRBP	HR Admin [JT]	Q4 13/14		HR Admin team upskilled	
To data cleanse P files and electronic files on an annual basis in line with data protection requirements	HR Admin [JT]	HR Admin	Q3 13/14		Data protection requirements met	
To work with Payroll to agree automatic enrolment processes for pension	HRBP	HR Admin	Q2 13/14		Enrolment processes understood	
To roll out automatic pension enrolment across the Councils	HRBP	HR Admin	Q4 13/14		Automatic enrolment processes rolled out in line with legislation	
11.2 To review current HR administration processes to identify ways to streamline in absence of ESS/MSS system						
To review the recruitment processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [LG]	Business Improvement	Q2 13/14		Streamlined processes; increased efficiencies.	
To review the DBS processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [LG]	Business Improvement	Q2 13/14		Streamlined processes; increased efficiencies.	
To review the contracts processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [AS]	Business Improvement	Q2 13/14		Streamlined processes; increased efficiencies.	
To review the inductions processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [AS]	Business Improvement	Q3 13/14		Streamlined processes; increased efficiencies.	
To review the maternity/paternity processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [AS]	Business Improvement	Q2 13/14		Streamlined processes; increased efficiencies.	
To review the annual data check processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [AS]	Business Improvement	Q3 13/14		Streamlined processes; increased efficiencies.	
To review the variations/extensions processes across EHDC/HBC and streamline/combine to a shared process	HR Admin [SJ]	Business Improvement	Q4 13/14		Streamlined processes; increased efficiencies.	

To review the establishment list processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [SJ]	Business Improvement	Q4 13/14		Streamlined processes; increased efficiencies.	
To review the annual leave processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [SJ]	Business Improvement	Q4 13/14		Streamlined processes; increased efficiencies.	
To review the sickness absence processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [JT]	Business Improvement	Q1 13/14		Streamlined processes; increased efficiencies.	
To review the casuals processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [JT]	Business Improvement	Q1 13/14		Streamlined processes; increased efficiencies.	
To review the workforce analysis processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [JT]	Business Improvement	Q1 13/14		Streamlined processes; increased efficiencies.	
To review the FOI processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [JT]	Business Improvement	Q1 13/14		Streamlined processes; increased efficiencies.	
To review the MOT processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [SJ]	Business Improvement	Q4 13/14		Streamlined processes; increased efficiencies.	
To review the P Files processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [JT]	Business Improvement	Q3 13/14		Streamlined processes; increased efficiencies.	
To review the eye care voucher processes across EHDC/HBC and streamline/combine to a shared process.	HR Admin [LG]	Business Improvement	Q4 13/14		Streamlined processes; increased efficiencies.	

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NON EXEMPT

HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resource Committee

11 June 2013

CORPORATE TRAINING PLAN 2013-14

Caroline Tickner, Service Manager (HR)

FOR DECISION: Information Item

Portfolio: Marketing & Development: Councillor Cheshire & Councillor Phillips

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with an overview of the corporate training needs analysis [TNA] undertaken during Q4 12/13 and the subsequent Corporate Training Plan which has been developed for 2013-14.
- 1.2 This Corporate Training Plan will ensure that the skills sets of employees are developed and training budget is spent in the areas of greatest need.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached Corporate Training Plan for use across both Councils.

3.0 Introduction

- 3.1 Training needs analysis [TNA] is the process of identifying the training, learning and development needs of staff. It considers the skills, knowledge and behaviours of staff and looks at how to develop them, both to deliver the organisation's strategic objectives and support the individual's career progression.
- 3.2 In analysing the results from the TNA, account has been taken of the Councils' strategic goals and future direction to anticipate the types of skills we will need our staff to develop in the future.

3.3 The results from the TNA have been formulated into a cohesive corporate training plan for 2013/14. This approach will ensure that the corporate training spend is channeled in the right areas to develop key skills for the future.

4.0 Subject of the report

4.1 JMT and Extended JMT were asked to complete a TNA exercise for their Cluster/Service area during Q4 2012/13. The intention of this exercise was to identify the key corporate training needs and allocate training budget accordingly. The completion of this would enable a corporate training plan to be developed for 2013/14.

4.2 The TNA template detailed a range of key training areas which the Service Manager [Human Resources] had identified by assessing the current skills base and future skill needs for the Councils. Service Managers were asked to input their training needs in to the template indicating the numbers of staff in their service area who would require the different areas of training. Where there was a specific Service Manager need, managers were asked to identify this also.

4.3 In completing this exercise, Service Managers were made aware that there may be training which was specific to their area which hadn't appeared on the template. As each service area has a separate service training budget, Service Managers were made aware that these training needs would need to be factored into their own training budgets for 2013/14.

4.4 To support colleagues in Health & Safety, the template also included a list of H&S courses. This information has been passed to the H&S team to assist planning of H&S courses for 2013/14.

4.5 JMT members will find the raw data from the TNA detailed at Appendix A. This data has been translated into a corporate training plan based on an identification of key corporate training needs.

4.6 A corporate training plan for 2013/14 can be found at Appendix B with further detail on the training need areas highlighted at Appendix C. Where possible a known cost or approximated cost has been included along with staff numbers to enable Joint HR Committee to identify how the corporate training budget will be spent. Joint HR Committee are asked to note that these numbers and costs are an estimation at this stage and may vary slightly as the plan is implemented.

4.7 Joint HR Committee members are asked to note that an HR representative will attend each type of training to be delivered externally to develop future in-house run courses and minimise the future cost of corporate training, subject to HR resources and organisational priorities.

5.0 Implications

Financial

- 5.1 The proposed corporate training plan for 2013/14 falls within the budget allocated for training spend.

Legal

- 5.2 There are no legal implications associated with this report.

Strategy

- 5.3 The implementation and delivery of a corporate training plan will send a strong message to employees regarding the importance of development to enable the Councils to meet the future challenges of delivering service in a very different way.

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 This plan will need to be communicated to all staff. A communications message should ensure staff understand the reasons for continued development. Recognition should also be captured of the investment the Councils are making in learning and development for staff.

East Hampshire/Havant

- 5.7 The implementation of this plan supports the future development of the South and East Partnership by ensuring we have staff equipped with the right skills to take partnership working to the next level.

6.0 Links to other projects

- 6.1 This supports the HR strategy and People Plan and helps to shape the employer brand for the South and East Partnership.

7.0 Conclusions

- 7.1 Continued investment in developing staff to ensure we have a skills base which prepares employees for the changing shape of partnership working and service delivery is crucial to the success of the Councils.

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached Corporate Training Plan for 2013-14.

Background papers used in the production of the report (national/regional/internal reports and research):

Agreed and signed off by:

Executive Head for Governance and Logistics 24.5.13

Legal Services: 24.5.13

Executive Head for Marketing and Development: 24.5.13

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
Telephone: 02392 446139
E-Mail: caroline.tickner@havant.gov.uk

Topic Area	Programme	Human Resources	Business Improvement	Marketing & Customer	Legal & Democratic	Property	Finance	Revs & Bevs	Planning Development	Planning Policy	Coastal	Housing	Community	Economic Development	Environmental Health	Neighbourhood Quality	Operational Services	Joint Waste	Whitehill Borden	JMT
Commissioning Skills	Partnership Development	SM + 2	SM	SM + 2		SM + 1	SM+1			SM + 1		TL x 2	SM + 5	0	SM	PV + 1		1		
	Change Management Skills	SM + 2	SM+1	SM + 2	1		SM+5							SM + 4	5		PV + 4	3	1	
	Negotiation Skills	SM + 4		5 SM + 2		2	7	3	6					SM + 4	0			3	1	
	Financial Management Skills	SM + 2	SM	SM + 2		3			4					SM	5					
	Modelling & Forecasting Skills	SM + 2	SM	SM + 2	1	SM + 1	4				SM + 3			SM + 5	5					
	Influencing Skills	SM + 4		5 SM + 2		1	4	1	4					SM + 5	0			3	3	
	Consultancy Skills Training on setting up different delivery models e.g. social enterprise, ALMO, PLC, Mutuals	SM	SM	SM		1	SM + 3	SM	2	SM		SM + 1		SM	0	SM			2	9
People Management	Absence Management			1			3		SM + 4					0			8			
	Discipline & Grievance	2		2	1		3	1	6		1	2		0						
	Appraisal & 1-1's			1	1		3	7			3	2		0		4	1			
	Recruitment & Selection			1	1		SM+3	1	2		1			0			1			
	Managing conflict/Managing Difficult People	4	2	2	1	1	SM+3	7			1	4		SM	3	1		1	1	
	Managing stress in the workplace			1	1			3		SM + 3			2	SM	0			1		9
	Meeting Skills			2	1	2	SM+6	1		SM + 3				0						
	Effective Delegation	4		2	1		SM+3		2		3		2		4					9
	Equality and Diversity	2		2		2	SM+3	3	2					SM	0					
	Working Smarter	10		35	1		SM+6	5		10				SM + 5	0		5			
	Managing team performance	3	2	2	3		SM+3		2	SM+3	1	2	2	SM	0			3		
	Coaching	5	2	2	1		SM+3	1		SM	1			SM	0					9
	Supervising Teams	3		2	1		5		2	3	2				0					
Managing Teams	3		2	1		SM+3		6		1			SM	0	1					
Team Building			2	2		SM+7	1		10	1	SM+18	2	SM + 5	4			1			
Quality Management			2	1		3	3	4		1		2		0			1			
Self Development	Communication Skills	4		5	2		SM+7	2	2	10	8		SM + 5	0				7		
	Effective Communication & Customer Care			5	3		4	4	2		2	6		4	0			9		
	Consulting customers			5	1		SM+1				1		SM + 5	0						
	Investigation Techniques	2		2	1		1	1						0						
	Leadership skills	3	2	5	1		SM+1			SM+3	3			4	0	1		3		
	Planning and leading meetings	2		5	2	3	3	1			4	10		4	0			3	2	
	Pre-retirement courses			0	3			1						3	0					
	Presentation Skills	4	2	2	1	1	SM+2	1	3	10	4			5	0	2			1	
	Strategic planning	3		2	1	1	SM+1			SM+3				SM	0				1	
	Political awareness	SM + 3		2		4	SM+1			SM+3	3		10	4	0				1	
	Report Writing	4		2		3	5	1	8		4	4		2	0	SM + 11	PV	3		
	Preparing management information		2	2	1	3		2							0		PV	1		
	Office Administration	5		2						1					0					
Minute Taking			0	11		6	2		1					0						
Finance	Budget Control & Introduction	SM + 2		4	1	1		4		4				4	1	15	3			
Quality	Continuous Improvement in workplace		10	4	2		3	4	4			2		0						
Projects	Prince 2 foundation			0		1	2			4			5	0	4					
	Prince 2 practitioner		2	0			2			4			5	0	4			1		
	Local Project Management Tool Kit	SM + 4		SM + 4		1	2		2			2		0				1		
	AGILE	4	2	4			2											1	8	
	Benefits Management	SM + 2	10	SM + 2			2			4			SM + 5	0				2		
Beginners Word	Beginners Word			0	2		6	1						0						
	Beginners Excel			0	2		6	5			1			0						
	Intermediate Word			0	21		9	3	2					0						
	Intermediate Excel			0	23	5	9	2		3	2			0						

Topic Area	Programme	Human Resources	Business Improvement	Marketing & Customer	Legal & Democratic	Property	Finance	Revs & Bevs	Planning Development	Planning Policy	Coastal	Housing	Community	Economic Development	Environmental Health	Neighbourhood Health	Operational Quality	Joint Waste	Whitehill Borden	JMT
IT Skills	Advanced Word	5		0	18		12						5	0						
	Advanced Excel	5		4	18	3	12	2			2		5	0					1	
	Advanced Outlook			0	8		12							0						
	Business Applications			4										0						
	Visio Basic			0			3							0						
	Visio Intermediate			0			3							0						
	Visio Advanced			0			3							0						
	Basic IT Skills			0										0						
Powerpoint	4		0			9		2					2	0	9					
Marketing & Customer	Media Training			2				2		2			4	0						
	Digital photography			2										0						
	Plain English Campaign			2				17					4	0				2		
	Keyboard Skills			0				3	2					0						
	Internal Comms			2						2				0				1		
	Developing Podcasts (E Comms)			2										0						
	Web editing			2	14	4	4	2	2	2	2		1	4						
	Marketing			6					SM+3	2			SM+5	0						
	Social Marketing			6					SM+3	2				0					1	5
	Market Research and analysis			2				2					SM+5	0					1	
	Writing for success			2	1			3		SM				0					1	
	Customer Service			0					8					0						
Service design for Customer Access			4					2				2	0							
Procurement	Contract Management & Negotiations	SM+2	SM+2	SM+2		5	4			8			SM+4	1				3	1	9
Secretarial	Office Administration			0										0						
	Minute Taking			0	6									0						
Health and Safety	Basic H&S, Manual Handling, Ladders & Reversing			0										0		80				
	Basic H&S	9		35		4								0					4	
	Manual Handling			35		4								0		80				
	Ladders			0		4								0						
	Reversing			0										0		50				
	Workplace Transport			0										0		7				
	PPE			0		4								0						
	Driver CPC Training			0										0		50				
	Drivers Assessments			0	10	2								4						
	Toolbox Talks			0										0		134				
	Fire Safety	9		35										0		15				
	Fire Extinguisher			2										0						
	Gritting/Salting			0		4								0						
	Basic H&S & Manual Handling			0				1						0						
	First Aid (New)			1										0						
	First Aid (Re-qualification)			1		1								0						
	First Aid (Annual Refresher)			1										0						
	Emergency First Aid at Work			0							2			1	0					
	AED (Defibrillator)			0										0						5
	DSE Assessor			1										0						
	Conflict Management & Personal Safety			4					1					40						
	Personal Safety			0		1				6				0						
	Customer Care			0										0						
	Mower			0										0			20			
	Plant & Equipment			0										0			80			
	COSHH			1										0			10			
Manual Handling & Ladders			0										0							
Wheeled Bin Operation			0										0			36				

Topic Area	Programme	Human Resources	Business Improvement	Marketing & Customer	Legal & Democratic	Property	Finance	Revs & Beins	Planning Development	Planning Policy	Coastal	Housing	Community	Economic Development	Environmental Health	Neighbourhood Quality	Operational Services	Joint Waste	Whitehill Borden	JMT	
	Managing Suicidal Contacts			0	1									0							
	Polling Station H&S			0										0	10		1				
	Beachmaster			0						2				0							
	Public Service Plaza Inductions			2										0							
	IOSH - Managing Contractors			SM +2										0							
	IOSH - Managing Safety			2										0							
	NEBOSH - Fire Safety & Risk Management			0										0						1	
	NEBOSH - Occupational Health & Safety at Work			0										0							
	Evacuation Chair Training			0										0						5	
	Cement Based Asbestos Collection Training			0										0							
	Oil Pollution Training			0							2			0							
	Emergency Planning (Include Liaison Officer) Training			6	2	HCC SLA					4			0							9

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APPENDIX B: CORPORATE TRAINING PLAN 2013/14

<p>Partnership Development</p> <ul style="list-style-type: none"> • JMT/Extended JMT & Managers • Cohort of 16 x 3 • Budget: £4,000 • Delivery: External • £83 per FTE 	<p>Change Management</p> <ul style="list-style-type: none"> • Extended JMT [Optional]; Managers • Cohort of 16 x 3 • Delivery: Internal • £17.50 per FTE 	<p>Negotiation & Influencing</p> <ul style="list-style-type: none"> • Extended JMT; Managers • Cohort of 16 x 3 • Budget: £3,000 • Delivery: External • £62.50 per FTE 	<p>Financial Management</p> <ul style="list-style-type: none"> • Extended JMT; Managers; Team Leaders • Cohort of 16 x 3 • Budget: £3,000 • Delivery: External • £62.50 per FTE 	<p>Alternative Delivery Models</p> <ul style="list-style-type: none"> • JMT and Extended JMT • Cohort of 12 x 2 • Budget: £4,000 • Delivery: External • £167 per FTE
<p>Appraisal Training</p> <ul style="list-style-type: none"> • Service/Managers; Team Leaders • Cohort of 16 x 6 • Budget: £2,800 • Delivery: External • £29 per FTE 	<p>Managing Conflict</p> <ul style="list-style-type: none"> • Service/Managers; Team Leaders • Cohort of 16 x 3 • Budget: £2000 • Delivery: External • £41 per FTE 	<p>Managing Stress in the workplace</p> <ul style="list-style-type: none"> • Managers; Team Leaders • Cohort of 16 x 3 • Budget: £1500 • Delivery: External • £31 per FTE 	<p>Working Smarter & Effective Delegation</p> <ul style="list-style-type: none"> • Managers; Team Leaders • Cohort of 16 x 5 • Budget: £3,500 • Delivery: External • £44 per FTE 	<p>Coaching Programme</p> <ul style="list-style-type: none"> • In-house coaches • Cohort of 12 x 2 • Budget: £8,000 • Delivery: External • £333 per FTE

Managing Teams

- Team Leaders
- Cohort of 16 x 3
- Delivery: External
- Budget: £1,500
- £31 per FTE

Effective Communication Skills

- Managers; Team Leaders; Staff
- Cohort of 16 x 3
- Delivery: External
- Budget: £1,500
- £31 per FTE

Investigation Techniques

- Managers; T/ Leader
- Cohort of 18 x 1
- Delivery: External
- Budget: £1,900
- £105 per FTE

Leadership Development

- JMT and Extended JMT
- Dialogix Programme
- Delivery: External
- Budget: £11,750
- £1,250 per FTE

Leadership Development

- Managers & Team Leaders
- Cohort of 18 x 6
- Delivery: External
- Budget: £3,000
- £28 per FTE

Leadership Conference

- JMT; Extended JMT; Managers
- Circa 100 attending
- Budget: £4,000
- £40 per FTE

Report Writing

- Service/Managers
- Cohort of 16 x 3
- Delivery: External
- Budget: £2,250
- £47 per FTE

AGILE

- Staff
- Cohort of 12 x 2
- Delivery: External
- Budget: £2,500
- £104 per FTE

Advanced IT Skills

- Staff
- Cohort of 16 x 3
- Delivery: External
- Budget: £2,250
- £47 per FTE

Web Editing

- Staff
- Cohort of 16 x 3
- Delivery: External
- Budget: £2,250
- £47 per FTE

Contract Management	Budget Control	JE Training	JDQ Training	Mental Health Awareness
<ul style="list-style-type: none"> • Staff • Cohort of 16 x 3 • Delivery: External • Budget: £2,250 • £47 per FTE 	<ul style="list-style-type: none"> • Managers; Team Leaders • Cohort of 16 x 2 • Delivery: External • Budget: £2,000 • £62.50 per FTE 	<ul style="list-style-type: none"> • Job Evaluators • Cohort of 16 x 1 • Delivery: Internal • £8.75 per FTE 	<ul style="list-style-type: none"> • Extended JMT; Managers • Cohort of 16 x 2 • Delivery: internal • £8.75 per FTE 	<ul style="list-style-type: none"> • Staff • Cohort of 14 x 3 • Delivery: External • Free via NHS

Corporate Training Budget for each Council:	£42,000
Projected spend ¹ :	£68,950
Corporate Training Budget remaining:	£15,050

¹ JMT are asked to note that costs detailed for each element of training are estimates at this stage and may fluctuate. Internal delivery is based on 1 HRBP and 1 HRA delivering the training – cost is based on the hourly rate for each role.

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Appendix C: Corporate Training Programme 2013-14

Detailed Information on Training Courses

Partnership Development	<ul style="list-style-type: none">• A practical approach to understanding why partnerships do & don't work & what you can do to ensure the development of the right partnerships.
Change Management	<ul style="list-style-type: none">• How to deal with change effectively and understand the impact of change to ensure the right support is in place for employees.
Negotiating & Influencing	<ul style="list-style-type: none">• Influencing skills to get other people to want to give their support and negotiating skills to know what to give away and what to keep.
Financial Management	<ul style="list-style-type: none">• introduction to the core concepts of accounting and financial management in the public sector and how to deliver services that are value for money.
Alternative Delivery Models	<ul style="list-style-type: none">• Understanding the different service delivery models available and assessing the most appropriate model for service delivery.
Appraisal Training	<ul style="list-style-type: none">• How to effectively conduct appraisals; set SMART objectives and improve performance management processes.
Managing Conflict	<ul style="list-style-type: none">• practical techniques to help managers handle difficult and potentially confrontational business situations confidently and effectively.
Managing Stress	<ul style="list-style-type: none">• To equip managers with the skills and strategies to manage employee stress in the workplace.
Working Smarter	<ul style="list-style-type: none">• To equip staff with tools and techniques to work smarter not harder and to maximise the use of delegation.

Coaching Programme	<ul style="list-style-type: none"> •To develop a cadre of coaches to enable an in-house coaching facility to be available to staff
Managing Teams	<ul style="list-style-type: none"> •Core skills and tools needed to manage teams effectively.
Effective Communication	<ul style="list-style-type: none"> •Enhancing business communication skills through the application of NLP techniques.
Investigation Techniques	<ul style="list-style-type: none"> •Investigation skills and techniques to ensure there is an adequate pool of trained investigators to conduct all types of employee investigations
Leadership Development	<ul style="list-style-type: none"> •To implement leadership development [Dialogix] Programme and provide a refresher [MHA] to managers/team leaders to build on leadership.
Report Writing	<ul style="list-style-type: none"> •To effectively write business reports - how to sell ideas on paper, influence decision making and successfully communicate information through the written medium.
AGILE	<ul style="list-style-type: none"> • To provide managers with a leaner, more structured approach to project management.
Advanced IT	<ul style="list-style-type: none"> •To enhance the IT skills base in the organisation by enabling staff to advance their IT skills .
Web Editing	<ul style="list-style-type: none"> •To develop writing and editing skills for the web taking into account the different audiences and positioning messages in the right way.

<p>Contract Management</p>	<ul style="list-style-type: none"> • Improving value for money through effective contract management techniques.
<p>Budget Control</p>	<ul style="list-style-type: none"> • Effective budget management for the public sector.
<p>JE Training</p>	<ul style="list-style-type: none"> • To increase the pool of trained JE evaluators
<p>JDQ Training</p>	<ul style="list-style-type: none"> • To enhance manager understanding of the JDQ and JE process.
<p>Mental Health Awareness</p>	<ul style="list-style-type: none"> • To enhance manager and staff understanding of mental health issues in the workplace
<p>Complaints Training</p>	<ul style="list-style-type: none"> • To enable managers and staff to deal effectively with complaints.
<p>Leadership Conference</p>	<ul style="list-style-type: none"> • To explore the different models of partnership working.

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NON EXEMPT

HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resources Committee

11 June 2013

COUNCILLOR TRAINING PROGRAMME

Report of: Caroline Tickner, Service Manager (HR)

FOR DECISION Information Item Only

Portfolio: Marketing & Development: Councillor Phillips

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee with information on the agreed Councillor Training Programme for implementation. This training programme has been developed in conjunction with the Portfolio Holders for the Marketing & Development Cluster and Democratic Services. The training programme has been developed for both East Hampshire District Council and Havant Borough Council. Development of a joint programme is more efficient and cost effective.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee note the content of the Councillor Training Programme and promote it's use with Councillors.

3.0 Introduction

- 3.1 The position of Councillors is vital in the local community. Whilst there are no formal qualifications that Councillors need to hold it is essential that they are provided with the right training opportunities.
- 3.2 Councillors are required to balance the needs and interests of their residents, voters, political parties and the Councils. We recognise that there is a specialist skill set needed to ensure Councillors are the most effective that they can be.

3.3 Investing time in Councillor training and development is crucial for the future. The environment that we work in is ever changing, never more than at the present. This means that we are constantly presented with new challenges, such as reduced finance from central government and increased customer expectations. These challenges, facing both Councils, means that we will need to make some significant decisions about the ways in which services are delivered in the future. Councillors will require commercial acumen, negotiation and media handling skills to help them manage these decisions and communicate them effectively. Preparing Councillors for future change is part of this programme.

4.0 Subject of the report

4.1 The training programme will help to prepare Councillors for the different roles they may hold in the Council. This programme identifies the different types of training/skills development which are deemed to be appropriate for Councillors at different stages of their career.

4.2 The foundations will be put in place through an induction programme to enable new Councillors to understand the different functions of the Council. To underpin this induction programme an e-learning provision will be made available to further support knowledge development. Representing the Council will require new Councillors to develop the media skills needed to promote the reputation of the Council. Running alongside this will be IT training and specialist training to ensure Councillors are equipped with the necessary skills to commence their political career with the Council.

4.3 Councillors who aspire to be a chairperson or representative on a committee will be required to undergo further training in order to take up these posts. The training will ensure they have the skills needed to represent the Council effectively in public forums and make key decisions on the future of different Council services. The range of training available at this level will maximise the impact Councillors can have.

4.4 Councillors who wish to go on to develop their career to Executive Member level will be required to undergo additional training. This training focuses on building on the skills already developed throughout their career along with a stronger focus on leadership skills.

4.5 The training provided at each level will be a mix of in-house and outsourced delivery. The facilitation and co-ordination of this programme will be managed through Democratic Services. There is a risk that Councillors will not undertake the training. To mitigate this risk, Councillors will be required to attend and complete these courses as mandatory where required. For example, if specialist training is not undertaken, then Councillors will not be considered for certain posts within the specialist committees i.e. Licensing. [For further information on the training programme, please refer to Appendix A and Appendix B]. To further mitigate this risk, there will be a process of monitoring put in place

which will provide the Leader of each Council with training uptake and progress of Councillor development on a quarterly basis.

- 4.6 Whilst there will be a corporate Councillor Development Programme, there may be Councillors with individual training needs which fall outside of this. To support Councillors with specific development needs, a personal development plan will be available. All Councillors will be encouraged to use this plan to further identify training needs. This process will be facilitated via Democratic Services in conjunction with the Leaders.

5.0 Implications

Financial

- 5.1 There will be financial implications associated with the implementation of this training programme however it is anticipated that this will be funded through the councillor training budget.

Legal

- 5.2 No legal risks identified.

Strategy

- 5.3 None to report.

Customer access

- 5.4 None to report.

Risks

- 5.5 Providing Councillors with appropriate training for their role will increase confidence and capability in dealing with the media and challenging members of the public and therefore mitigate the risk of adverse attention.

Communications/Public Relations

- 5.6 None to report.

East Hampshire/Havant

- 5.7 This training programme is for delivery across East Hampshire and Havant.

6.0 Links to other projects

- 6.1 None to report.

7.0 Conclusions

- 7.1 The importance of Councillor training has been acknowledged by various official bodies e.g. LGA; Audit Commission. To do their job effectively Councillors need to understand what their role involves. The public have high expectations of their Councillors and we need to ensure Councillors feel confident in carrying out their role.
- 7.2 Promotion of this programme by Business Development Panel members will send out a strong message of the importance of Councillors to actively engage with training and development opportunities on an ongoing basis.

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached training plan for Councillors.

Background papers used in the production of the report (national/regional/internal reports and research):

Agreed and signed off by:

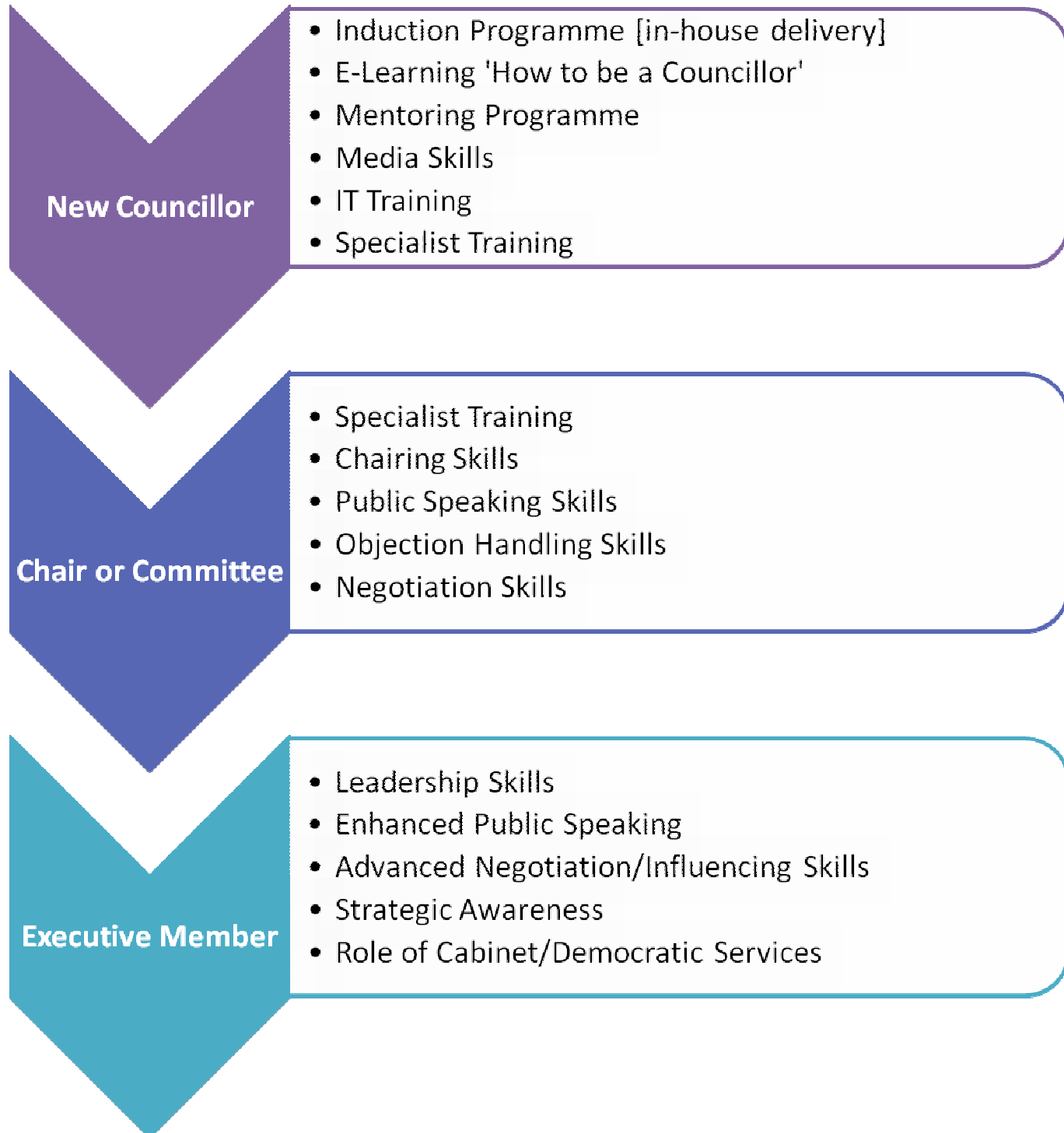
Executive Head for Governance and Logistics 24.5.13

Legal Services: 24.5.13

Executive Head for Marketing and Development: 24.5.13

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
Telephone: 02392 446139
E-Mail: caroline.tickner@havant.gov.uk

Councillor Training Programme



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Councillor Training Programme

New Councillor	Induction Programme	In-house delivery of an induction programme to enable new Councillors to understand the different functions of the Council. An induction pack will be available and will contain structure charts, contact numbers and key pieces of information specific to Councillors.
	E-Learning	A suite of e-learning programmes will be available to enable new Councillors to understand fully the role requirements of a Councillor. This will be mandatory for all new Councillors.
	Mentoring Programme	A mentor will be available from the Executive Membership level to support a new Councillor in their role.
	Media Skills	This will equip new Councillors with the skills needed to promote and defend the reputation of the Council and understand how media relations work in local government to manage interactions effectively.
	IT Training	This will equip new Councillors with the IT skills needed to operate efficiently and effectively in their roles using the software and technology available.
	Specialist Training	In-house specialist training on the core services of the Councils will be delivered to new Councillors in areas such as Planning Policy and Development; Economic Development and Housing.
Chair or Committee	Specialist Training	Enhanced specialist training will be delivered to enable Councillors to be chair or a committee member . This training will be mandatory before a Councillor can take up their post.
	Chairing Skills	This will equip Councillors with the skills needed to effectively chair meetings; understand the roles and responsibilities of the chair and facilitate and control meetings.
	Public Speaking Skills	This will help maximise the impact Councillors will have when speaking in public to ensure key messages are delivered in a confident and appropriate way.
	Objection Handling Skills	This will help Councillors to manage those awkward questions and objections that Councillors can experience in their role.
	Negotiation Skills	This will equip Councillors with skills to negotiate effectively and provide Councillors with the confidence to actively participate in negotiation processes.

Executive Member	Leadership Skills	This training will cover strategic leadership and community leadership roles for Councillors to identify the most appropriate type of leadership style for different types of situations.
	Enhanced Public Speaking	An extension to the public speaking skills this training will provide Councillors with further development on public speaking to fine tune existing skills.
	Advanced Negotiation/Influencing Skills	An extension to the negotiation skills programme this will provide Councillors with further skills and techniques to influence at a strategic level.
	Strategic Awareness	This will focus on raising strategic and commercial awareness of Councillors to enable Councillors to effectively contribute to setting the strategic agenda and programme of work for the Councils.
	Role of Cabinet/Democratic Services	An in-house session will be available to enable Councillors to fully understand the role of Cabinet and Democratic Services when operating in an Executive Member role.

NON EXEMPT

HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resources Committee

11 June 2013

STAFF FOCUS GROUP ACTION PLAN 2013-14

Caroline Tickner, Service Manager (HR)

FOR DECISION Information Item

Portfolio: Marketing & Development: Councillor Cheshire & Councillor Phillips

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This reports provides Joint HR Committee with detail relating to the staff focus group action plan for 2013-14.
- 1.2 This plan identifies key suggested actions from staff focus group representatives to improve organisational climate and future staff survey results.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
 - a) note the content of the report and the attached Staff Focus Group Action Plan for 2013-14.

3.0 Introduction

- 3.1 The 'Staff Focus Group' was set up in 2012 in response to the staff survey results of 2011-12. In particular, this group was set up to improve staff engagement across the Councils' and address the issue that only 25% of staff who responded to the survey believed that the results would be acted upon. This figure remains unchanged for 2012-13.
- 3.2 The Staff Focus Group has been in place now for about 12 months. In the early days it's fair to say the meetings were pretty sporadic but over time the concept has gained momentum. Staff representatives now meet on a monthly basis to discuss key issues facing the Councils' and its staff. The

aim of the group is to increase staff engagement and drive an ongoing process of improvement and change.

- 3.3 The most recent staff survey identified a number of key findings relating to how staff perceive their workload; the overall leadership within EHDC/HBC and the working environment. In light of this a workshop was held with the Staff Focus Group in January 2013 to enable an employee owned action plan to be produced.

4.0 Subject of the report

Staff Focus Group

- 4.1 Representatives from service areas across both Councils attended a focus group on 11th January, 2013. This enabled representatives to:

- Review the results of the survey
- Work with their own service teams to identify potential improvement actions
- Represent the views of their service teams within the focus group and resultant action plan
- Help develop the action plan
- Oversee the implementation of the plan

- 4.2 At this initial meeting, the key themes from the survey were explored by the group as follows:

- staff don't believe the survey is acted upon
- workload is not perceived as being realistic
- perception of JMT
- staff not having regular 1-1's
- how staff/services could work better together
- how the atmosphere of the working environment could be improved

- 4.3 The group were then tasked to explore the key themes of the survey outside of the meeting with their service teams and consider possible actions which would improve future climate survey results.

- 4.4 A further meeting was then held on 11th February, 2013. This enabled each representative to share and discuss the suggested actions from their service area to support organisational improvement. These suggestions have been captured within a staff survey action plan which is attached at Appendix A for Joint HR Committee's information.

Staff Survey Action Plan

- 4.5 The staff survey action plan has been endorsed by the staff focus group as reflective of their suggestions for improvement. Each suggested improvement has been assigned to a lead officer to take forward with associated timescales.

- 4.6 Joint HR Committee members are asked to note that the future staff survey will be designed by the staff focus group. It is hoped that this will

improve staff engagement and ownership of response. Staff representatives will be able to act as champions of the future survey.

5.0 Implications

Financial

5.1 There are no financial implications identified with this report.

Legal

5.2 There are no legal implications associated with this report.

Strategy

5.3 Continuing to improve staff engagement and organisational climate supports the overall Councils' strategy and plans.

Customer access

5.4 None to report.

Risks

5.5 None to report.

Communications/Public Relations

5.6 This plan has been communicated to all staff and progress against plan will be provided to staff on a quarterly basis.

East Hampshire/Havant

5.7 To support in improving the organisational climate and staff perception of the Councils'.

6.0 Links to other projects

6.1 Improving staff engagement and staff perception of the Councils' supports the overall delivery of the HR Strategy and People Plan.

7.0 Conclusions

7.1 The adoption of this action plan and the involvement of staff in developing a future staff survey will support in ensuring that there are increased levels of staff engagement and ownership in improvement actions and future staff survey responses.

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached Staff Focus Group Action Plan for 2013-14.

Background papers used in the production of the report (national/regional/internal reports and research):

Agreed and signed off by:

Executive Head for Governance and Logistics 24.5.13

Legal Services: 24.5.13

Executive Head for Marketing and Development: 24.5.13

Contact Officer: Caroline Tickner
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Staff Survey Action Plan

Introduction

Following the staff survey that took place last year, this action plan has been compiled.

The plan sets out how we will try to make the Councils a better place to work and tackles the key issues that matter to staff:

- Response rate to the survey and staff believing their views matter
- Unrealistic workload levels impacting on work/life balance
- Visibility, accessibility and supportiveness of Joint Management Team (JMT)
- Staff are not receiving regular 1-1's
- Staff & services not working well together
- Working environment (atmosphere at work not perceived to be positive).

Key issue identified	Proposed action	Timescale	Responsible Officer
Response rate to the survey and staff believing their views matter			
Staff do not believe that the survey is confidential. Staff feel that a person can be identified from the data collected.	Review of previous staff survey action plan. Feedback to staff the actions which have been delivered.	April 2013	Staff Focus Group Representatives
Staff do not believe that the survey will be acted upon.	A new staff survey will be developed.	August 2013	Staff Focus Group Representatives
	Internal communications will increase to explain to staff why certain data is asked for	August 2013	Staff Survey Working Group

	JMT will support the implementation of this action plan to demonstrate to staff that their views do matter.	Immediate	JMT
	Staff Focus Group will play a key role in promoting the survey to staff in their service areas.	Ongoing	Staff Focus Group Representatives
Unrealistic workload levels impacting on work/life balance			
We do not believe JMT are fully aware of the current workloads staff have	Workload levels to be highlighted by Service Managers to JMT. Staff need to raise their concerns direct with their Line Manager.	Ongoing	Service Managers
More work is being delegated to staff due to restructures; creating increased pressures	Accurate record of flexi time to be kept by all staff so managers are aware of workload levels in their Service areas.	Ongoing	Staff
Staff are working at home in the evenings, we don't believe JMT are aware of this.	SUMO sessions to be delivered to help staff to deal more effectively with change.	March 2013	Service Manager (HR)
We do not think change has been managed well at EHDC and HBC	Publication of the Service Reviews to reinforce business rationale and reason for change	Ongoing	Service Managers
	Regular updates on T&C review even if there is no progress to report.	Ongoing	Executive Director (GK)
We would like to know what the plans are for the future in terms of change – in particular the timings and targets associated with	The timetable for implementing the service reviews will be published along with key dates	March 2013	Executive Head (M&D)

service reviews.			
Visibility, accessibility and supportiveness of Joint Management Team (JMT)			
We would like to hear and see more of JMT – we would like to know what they are doing, what the key issues are which are facing the Council and to know how they are being tackled.	We will circulate monthly communications detailing what the JMT issues are which are currently being tackled and how we are progressing.	As from April 2013 – monthly	Sandy Hopkins
We don't know what items are going to JEB to consider on a weekly basis.	JMT rolling agenda to be made available to staff.	As from April 2013	Joint Executive Manager
We would like to see more of JMT on a regular basis.	JMT will make every effort to attend team meetings when they are invited.	Ongoing	JMT
	A member of JMT to attend SFG meetings on a bi-monthly basis	Ongoing	JMT
Staff are not receiving regular 1-1's			
We understand that a quarter of staff who responded to the survey are not receiving regular 1-1's	Training to managers on appraisal setting and holding 1-1's to be delivered.	April 2013	Service Manager (HR)
	E-Learning course on appraisal to be rolled out as a mandatory for all staff to complete.	April 2013	All staff
	Staff to arrange a 1-1 meeting with their manager if a 1-1 has not been arranged.	Ongoing	All staff

Staff & services not working well together			
We do not believe that staff and services are working well together across the clusters	Improve communications across clusters.	Ongoing	Executive Heads
	Identify opportunities for cross cluster working.	Ongoing	Executive Heads
	Photo phonebook to be available for each council with a description of the persons role and contact details.	Sept 2013	Service Manager (Marketing & Customer)
Working environment (atmosphere at work is not perceived to be positive)			
We would like members of staff to be able to bring the fun back into the workplace	Casual attire on the last Friday of every month except for 'front of house'/external meetings – managers to use their discretion.	Immediate	All
	Pictures to be put up on the walls at EHDC/HBC & artwork on the balcony at HBC – local colleges to be contacted for artwork.	Ongoing	Executive Head (E&C); Executive Head (M&D)
	Staff focus group to lead on some fun corporate initiatives e.g.	Ongoing	Staff Focus Group

NON EXEMPT

HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resources Committee

11 June 2013

ALCOHOL AND SUBSTANCE ABUSE PROCEDURE

Report of: Caroline Tickner, Service Manager (HR)

FOR DECISION Information Item

Portfolio: Marketing & Development: Councillor Cheshire & Councillor Phillips

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee with an overview of the attached Alcohol and Substance Abuse Procedure which has been produced to enable East Hampshire District Council (EHDC) and Havant Borough Council (HBC) to manage incidents of alcohol/substance abuse in the workplace.
- 1.2 This procedure also provides detail on the type of support available to staff who are [suspected of] suffering from an alcohol or substance abuse issue.

2.0 Recommendation

RECOMMENDED

- 2.1 That the members of Joint HR Committee are asked to:
- a) note the content of the report and attached procedure for use across both Councils.

3.0 Introduction

- 3.1 A recent employee relations case which went to member appeal raised a significant concern that there was no set policy in place to advise the Councils' and its employees on how incidents of alcohol and/or substance abuse will be managed in the work place. Joint HR Committee therefore recommended the urgent development of a document to provide this advice and guidance.

3.2 This report recommends the implementation of such a procedure to ensure that all employees are fully aware of the consequences of alcohol and substance abuse in the work place. In addition, it also recommends the introduction of alcohol and drug testing where there is a strong possibility of harm, known as 'with cause' or following a serious accident where alcohol and/or drugs could be a potential factor.

4.0 Subject of the report

4.1 It is estimated that the misuse of alcohol at work costs the economy £1.8 billion a year¹ with between 11 to 17 million working days lost each year due to excessive drinking. A survey by the Portman Group highlighted that 63% of employees ring in sick after getting drunk the night before. Add to this the reported increase in use in the UK of illegal drugs and alcohol² and it highlights why it is more important than ever before for employers to have the right policies and procedures in place.

4.2 Whilst there is no direct legal obligation to implement an alcohol and substance abuse procedure or implement testing processes, under the Health and Safety at Work Act (1974) we do have a duty to ensure so far as is reasonably practicable, the health, safety and welfare of staff. In addition, the Road Traffic Act (1988) details that it is an offence for any person to drive a motor vehicle on a road or other public place whilst unfit due to alcohol or taking drugs. The Corporate Manslaughter Act (2007) also means that the Councils' could be prosecuted where company vehicles are involved in road traffic fatalities where the driver is under the influence of drugs or alcohol.

4.3 The procedure contained in this document sets out how the Councils' will manage incidents of alcohol and substance abuse in the workplace. This procedure makes it clear that alcohol and substance abuse will not be tolerated in the work place and that both issues can put an employee's employment at risk. This offsets the risks associated at 4.2 of legal action arising.

4.4 Whilst instances of abuse could lead to the dismissal of an employee from the Council, employees who have voluntarily declared an alcohol or substance related problem will be dealt with sympathetically. The drafted procedure specifically makes reference to providing support for employees who have a declared dependency.

4.5 It is also proposed to introduce alcohol and drug testing as part of this procedure. The extent to which an employer has the right to test an employee is limited, however, where an employer has reasonable cause to test, this course of action can be justified.

¹ Source: Alcohol Concern

² One in three men and one in five women drink over the recommended limit, while nearly one-third of workers under 30 have taken drugs in the past 12 months, government statistics show.

- 4.6 Within the procedure reference is made to ‘with cause’ testing and ‘post accident’ testing. Both these types of testing methods can be justified if used in the appropriate way. In many cases the risk of not testing far outweighs the risk of an employee claiming constructive dismissal due to a breach of the implied duty of mutual trust and confidence or a breach of human rights.
- 4.7 Protections have been detailed in the procedure to mitigate the risk of an employee claiming constructive dismissal or a breach of their human rights. The procedure clearly details the circumstances when a) testing is appropriate; b) the implications of a positive result; c) the way testing will be carried out and d) the right to search.

5.0 Implications

Financial

- 5.1 There will be financial implications related to the ‘testing’ part of the procedure. Whilst it is hoped that this would only need to be used on rare occasions, the cost of calling out a testing company would be circa £150.00 per occasion.

Legal

- 5.2 The development of this procedure assists the Councils’ in the proper and consistent management of drug and alcohol abuse. By having a clear procedure in place this provides evidence that the Councils are addressing this type of issue in the workplace. It also supports the Councils’ in defending any legal action that may arise which alleges that it has failed in its statutory duties.

An Integrated Impact Assessment (IIA) has been completed and no adverse impacts have been identified.

Strategy

- 5.3 Reducing alcohol and illegal substance use supports the Councils’ Health and Wellbeing Strategy.

Customer access

- 5.4 None to report.

Risks

- 5.5 None to report.

Communications/Public Relations

- 5.6 The procedure will need to be communicated to staff following consultation with UNISON. An initial view towards testing has been explored with UNISON. No significant concerns have been raised with regards to this.

East Hampshire/Havant

- 5.7 Having a shared Alcohol and Substance Abuse Procedure in place will help to ensure that staff in both Councils' are treated fairly and consistently when it comes to alcohol and substance abuse issues.

6.0 Links to other projects

- 6.1 The development and implementation of this procedure supports the delivery of the People Plan and in particular the rolling programme of policy development for the Councils'.

7.0 Conclusions

- 7.1 An Alcohol and Substance Abuse Procedure will protect the Councils' from legal challenge and will also enable the right type of support to be available to employees who are suffering from alcohol or substance related issues. It will, most importantly, provide management with the tools needed to manage employees who turn up for work under the influence of alcohol or other types of substances.

8.0 Recommendations

- 8.1 For Joint HR Committee to note the content of the report and the attached procedure.

Background papers used in the production of the report (national/regional/internal reports and research):

Basingstoke & Deane Alcohol and Substance Abuse Policy
Manchester University Drug and Alcohol Policy
Biffa Waste Service Drug and Substances Misuse Policy
BBC Alcohol and Drugs Policy

Agreed and signed off by:

Executive Head for Governance and Logistics 22.5.13

Legal Services: 22.5.13

Executive Head for Marketing and Development: 22.5.13

Contact Officer: Caroline Tickner
Job Title: Service Manager (Human Resources)
Telephone: 02392 446139
E-Mail: caroline.tickner@havant.gov.uk



Alcohol and Substance Abuse Procedure



Published [DATE]

1. Introduction

Havant Borough Council and East Hampshire District Council are committed to providing a safe working environment ensuring the health, safety and welfare of all employees. This includes as far as reasonably practicable promoting good health and well being for all our employees.

The Councils' will take all reasonable steps to reduce, if not eliminate, the risk of injuries or incidents occurring due to employees suffering from the effects of alcohol or substance abuse.

This procedure sets out how Havant Borough Council and East Hampshire District Council will manage incidents of alcohol and/or substance abuse in the workplace. It also details the type of support available to staff who are [or are suspected of] suffering from an alcohol or substance abuse issue.

This procedure applies to all employees and all persons coming onto the Councils' premises to carry out work on behalf of either Council.

2. Principles

Employees must not report to work whilst impaired through alcohol, drugs or other substances (whether illegal or not).

Employees must not be in possession of alcohol or illegal drugs on the Councils' premises.

Employees must not consume alcohol, illegal drugs or take or use any substances in an unsanctioned way whilst at work or whilst representing the Councils'.

Employees must not attempt to sell, distribute or supply alcohol whilst on Council premises or whilst representing the Councils [this excludes licensed areas within buildings and personal gifts between staff].

Employees must not attempt to sell, distribute or supply drugs which contravene the Misuse of Drugs Act 1971 and the Medicines Act 1968 whilst on Council premises or whilst representing the Council. Without exception, any contravention of this will be reported to the Police.

Any breaches of the above will be viewed by the Councils' as gross misconduct and may lead to suspension and disciplinary action, which could result in dismissal.

In addition:

All employees must be made aware of their responsibilities regarding alcohol and substance misuse in the workplace.

Employees who have an alcohol and/or substance related problem will be encouraged to seek help, in confidence at an early stage.

Employees who volunteer an alcohol and/or substance related problem will be dealt with sympathetically, fairly and consistently.

The Councils' will raise awareness through this procedure and other health and wellbeing campaigns of the effects of alcohol and other substances.

The Councils' will where possible assist an employee with a drug and/or substance related problem back to the workplace, if appropriate.

3. Substance and Alcohol Abuse

The misuse of alcohol, drugs or substances by employees might become apparent in a variety of ways. The following could be an indication of a problem:

- Absenteeism/poor time keeping
- Change in appearance (unkempt)
- High accident levels
- Decline in work performance
- Mood swings
- Misconduct
- Hand tremor
- Weight loss

If a manager or employee has reasonable grounds to suspect that an individual has reported for work in an unfit state through the use of alcohol*, drugs or other substances and/or could cause harm to themselves and/or others in the course of their duties, they must notify their Service Manager immediately. Action may then be taken under the relevant Councils' Disciplinary Policy against the impaired individual. [*For alcohol, an unfit state will normally be defined as someone who is over the legal limit stipulated for driving i.e. 35mcg/100ml of breath alcohol concentration or in the opinion of management, the individual's performance is impaired or their behaviour may cause embarrassment, distress or offence to others. This may be at less than the legal limit stipulated for driving].

Employees who behave in a manner contrary to normal standards of conduct due to occasional excessive use of alcohol, drugs or other substances will be dealt with under the relevant Councils' Disciplinary Policy.

Employees must inform their line manager if they are taking prescribed medication which may have an effect on their ability to carry out their work safely and must follow any instructions subsequently given. In these circumstances, advice can be sought from the Occupational Health Adviser or through the HR team.

The Councils' reserve the right to search an employee's possessions and work area if it is suspected that there may be alcohol, drugs or substances on the Councils' premises.

If a manager suspects an employee of having a long term substance misuse problem they must discuss this with a member of HR before taking any action. HR will advise on the appropriate course of action.

The Councils' prohibit the drinking of alcohol or use of substances in an unsanctioned way by employees and contractors other than reasonable drinking of alcohol in connection with approved social functions.

Health and Safety risk assessments will be regularly reviewed to identify and assess the risks associated with alcohol and substance abuse.

4. Drug and/or Alcohol Dependency

An employee suffering from drug and/or alcohol dependency should declare this to their line manager or to HR.

If a manager knows or suspects that an employee has problems which are related to alcohol/drug dependency then the manager must discuss their concerns with the employee. HR will be present at this meeting. Trade Union representation or a colleague may also be present at this meeting.

Referral to the Occupational Health Adviser may be deemed necessary and an employee must comply with this request by management.

The Councils' will usually assist employees in providing reasonable assistance if the employee acknowledges that they have a drug and/or alcohol dependency problem.

Absences for treatment and/or rehabilitation will be treated in the same way as any other sickness absence. The provision of counselling and support from Occupational Health can be accessed by HR.

Failure to accept help or continue with treatment may render an employee liable to action under the relevant Councils' Disciplinary Policy.

An employee who is not diagnosed with a drug and/or alcohol dependency problem or does not acknowledge that there is a problem may be dealt with under the Councils' relevant Disciplinary Policy for any issues of performance or conduct.

6. Alcohol and Drug Testing Procedures

To ensure that the Councils are able to operate an alcohol and drug free environment, employees will be required to undergo testing for alcohol, drugs and/or substance misuse in the following circumstances:

- Post accident testing where the manager has reasonable grounds to believe that the accident might wholly or in part have been caused by an employee who is in an unfit state for work due to alcohol, drugs and/or other substances. Testing will take place as soon as practicable after the accident.
- With cause testing where a manager may have reason to suspect an employee is unfit for work due to alcohol, drugs and/or substances.

If there is the requirement for an employee to undergo an alcohol or drugs test, the manager must contact HR who will arrange for the employee to undergo testing. This will be conducted by an independent company who will provide a confidential service to the Councils.

Testing will involve a sample of breath (for the measurement of alcohol) and/or a sample of urine (for the detection of drugs).

The employee will be notified of the full testing process by the testing company at the time the sample is taken.

An employee who refuses to undergo testing may be subject to the Councils' relevant Disciplinary Policy.

A positive result may lead to suspension, disciplinary action and could result in dismissal.

7. Related Policies and Procedures

Disciplinary Policy & Procedures
Sickness Absence Policy & Procedures

8. Review of Procedure

This procedure will be reviewed every two years or earlier at the request of either UNISON or EHDC/HBC.