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Havant
BOROUGH COUNCIL

Havant Borough Council
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JOINT HUMAN RESOURCES COMMITTEE (HBC) AGENDA

Membership:	Councillor Crellin (Chairman) Councillor	
Councillors (EHDC) Standish, Carter, Budden, Burns, Davies and Glass	Councillors (HBC) Smith K, Branson, Lowe, Scott and Robinson	

Meeting: Joint Human Resources Committee
Date: Monday 19 October 2020
Time: 3.00 pm
Venue: Skype for Business - Skype for Business

The business to be transacted is set out below:

David Brown
Monitoring Officer

9 October 2020

Contact Officer: Holly Weaver 02392 446233
Email: holly.weaver@havant.gov.uk

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GENERAL INFORMATION

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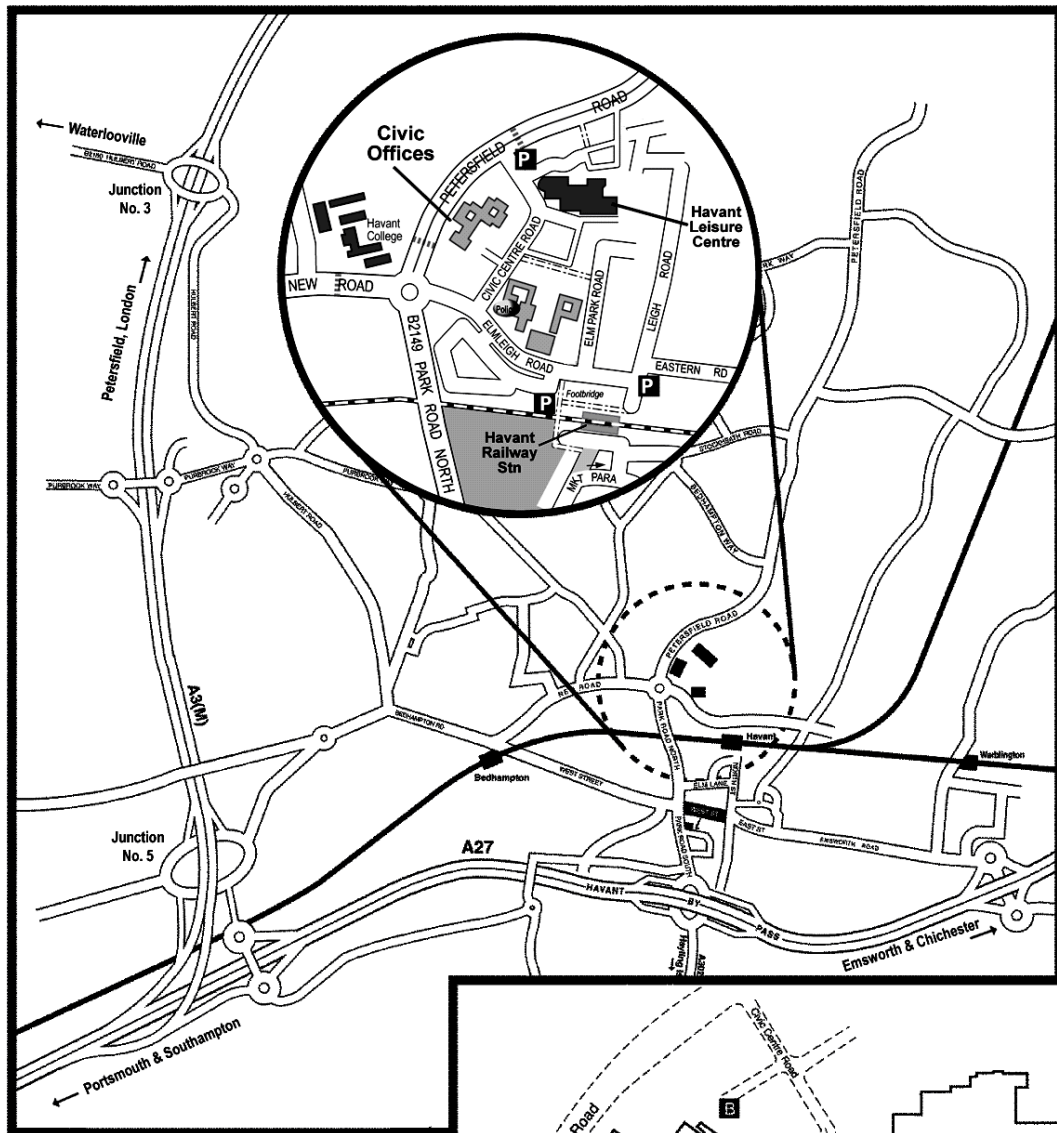
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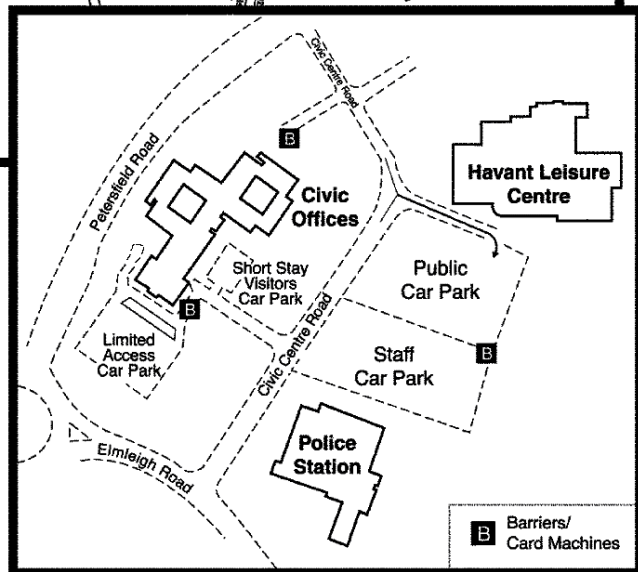
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EAST HAMPSHIRE DISTRICT COUNCIL AND HAVANT BOROUGH COUNCIL

At a meeting of the Joint Human Resources Committee held on 13 July 2020

Present

Councillor Carter (Chairman)

Councillors

East Hampshire District Council: Councillors Standish, Budden, Burns and Glass
Councillors Smith K (Vice-Chairman), Branson, Crellin, Scott and Robinson

With Councillor Ken Smith in the Chair

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Lowe and Davies due to connectivity issues with Skype for Business.

2 MINUTES

The minutes of the meeting of the Joint Human Resources Committee held on the 16 October 2019 were agreed.

3 DECLARATIONS OF INTERESTS

There were no declarations of interest.

4 CHAIRMAN'S REPORT

The Chairman had nothing to report at this time.

5 SENIOR PAY POLICY

The Head of Organisational Development opened the item.

In response to questions from the committee concerning the senior pay band scales, the Head of Organisational Development explained that the scale covered 15% above and 15% below the market rate, but the senior officer pay level for both councils are presently sat at 5% above the market average. These pay scales were also benchmarked against both public and private sector rates in order to give a competitive salary for prospective employees.

The Remunerations Panel was made up of the Head of Paid Service, the Section 151 Officer and the Head of Organisational Development who looked at senior pay to make sure it is in line with the Senior Pay Policy.

The Head of Organisational Development also explained that the pay awards for the year 2020/21 were still being negotiated and so had not taken place yet.

The committee also noted that the report had concluded that performance related pay for senior members of staff was not workable for the councils, but welcomed the explanation that performance management was still undertaken for officers at all levels within the councils, not only for pay purposes but also to align the strategic direction for both councils.

The committee AGREED the recommendation to note the content of the report and approve the attached policy.

6 HEALTH AND SAFETY POLICY

The Head of Organisational Development opened the item.

Questions from the committee were primarily regarding the lack of mention about COVID-19 and the mental health of staff.

The Head of Organisational Development explained that the policy itself was an overarching mechanism for how health and safety impacted “business as usual”, and so did not have a section explicitly devoted to COVID-19. They did however assure the committee that home working assessments were taking place for all officers working from home during this time, and the office buildings themselves had undergone changes in order to accommodate health and safety regulations specifically for managing COVID-19.

The Head of Organisational Development and the Safety and Emergency Planning Officer both explained that the mental health of staff was absolutely a priority. There had been a wellbeing survey given to staff recently in order to gauge how officers felt they were coping, and a motivational speaker called Paul McGee had been brought in to the council for short sessions using Skype for Business, in order to help employees who felt they needed extra support to handle the uncertainties of the present time.

The Safety and Emergency Planning Officer also explained that whilst there were a number of physical first aiders required by law; the council also had volunteer mental health first aiders too who officers could go to if they felt they needed extra support. In this way the council had gone above and beyond the statutory requirements as an employer.

Other questions containing clarification on terms used in the policy were answered and explained.

The Safety and Emergency Planning Officer in response to questions explained that all staff who had disabilities or struggled to use the stairs had Personal Emergency Evacuation Plans in order to help them out of the office building safely in the event of a fire or accident. They also explained that all agency staff, contractors and regular staff were given a building induction prior to receiving their access badges to the building and aimed to be given initial health and safety training within the first week of employment at both councils.

Joint Human Resources Committee (13.7.20)

Finally, a discussion concerning PPE as a result of the government's regulations was had. It was explained that all job roles which required PPE anyway as standard had enough to continue using, and whilst there was a national shortage of PPE the councils had enough in order to continue to function. This PPE did not need to come out of the budget as it was already accounted for.

The committee AGREED the recommendation to approve the H&S policy subject to the inclusion of the wellbeing strategy.

The Vice Chairman adjourned the meeting at 17:22 and recommenced at 17:24.

7 PAY POLICY STATEMENT - EHDC/HBC

The Head of Organisational Development opened the item by explaining the pay policy statement had to be published annually for all officers.

The committee queried why the two pay policy statements had not been aligned as a full alignment of both councils was the overall aim. The Head of Organisational Development explained that whilst Havant Borough Council's pay was dictated by the national pay negotiations, East Hampshire District Council's was sorted locally and so the two would have to have separate pay statements and could only be aligned as much as they could be. They had aligned the terms and conditions as much as possible in order to facilitate this.

The HR Business Partner explained that apprenticeship frameworks are different in accordance in what specialty area the apprenticeship resides in, for example the coastal framework would be different to the engineering framework etc.

Lastly the Head of Organisational Development explained that previously there had been an allowance granted to teams in order to help match up the pay divergence between East Hampshire and Havant, but the aligning of the pay scales undertaken recently had meant this was no longer necessary.

The committee AGREED the recommendation to approve the Pay Policy Statement for each Council, for approval at Full Council.

The meeting commenced at 4.15 pm and concluded at 5.46 pm

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Chairman

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NON-EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL

HAVANT BOROUGH COUNCIL

JOINT HR COMMITTEE

19th October 2020

2020-21 PAY AWARD

FOR DECISION

Portfolio Holders:

Cllr Lulu Bowerman (Cabinet Lead) and Cllr Nick Drew (Portfolio Holder)

Key Decision: No

Report Number:

EHDC/043/2020

HBC/019/2020

1.0 Purpose

- 1.1 To advise JHR Committee members of each council's 2020-21 pay award. The NJC 2020-21 pay award was agreed by employers and trades unions nationally in August 2020. This will be applied to all staff employed by Havant Borough Council in October 2020, backdated to April 2020. The pay award for EHDC was agreed locally with Unison at the end of September 2020 and again will be applied in the same way as HBC's pay award.
- 1.2 The award for Chief Officers and Deputy Chief Officers is a separate set of national pay negotiations and was agreed in August 2020. This pay award will be applied to all Chief & Deputy Chief Officers in each council from October 2020, backdated to April 2020.

2.0 Recommendation

- 2.1 That Joint HR Committee notes:

- (1) a 2.75% pay award for 2020-21 (backdated to 1st April 2020) for HBC employees and EHDC employees;
- (2) a 2.75% pay award for 2020-21 (backdated to 1st April 2020) for Chief and Deputy Chief Officers.

3.0 Executive Summary

- 3.1 Pay awards for staff at Havant Borough Council are determined by the National Joint Committee (NJC). Pay awards for staff at East Hampshire District Council are determined locally. A separate national award is agreed for Chief and Deputy Chief Officers.
- 3.2 “**Chief Officer**” refers to the following roles ¹ within the senior leadership team:
 - Joint Chief Executive – as Head of Paid Service
 - Director of Corporate Services (S151)
 - Director of Regeneration and Place

“Deputy Chief Officer” refers to Head of Service roles

- 3.3 Following fairly lengthy pay negotiations, Unison nationally agreed to a 2.75% uplift effective from 1st April 2020. Unison, Unite and GMB collectively balloted strongly for a higher pay award than staff have experienced in previous years to reflect the dedication and critical role that public sector workers had played (and continue to do so) during the pandemic. Unison accepted the 2.75% pay deal on the basis that this was the best that could be achieved through negotiations.

4.0 Additional Budgetary Implications

- 4.1 There are no additional budgetary implications to report. The costs of the pay award have been accounted for within the budget setting processes for 2020-21.

5.0 Background and relationship to the Corporate Strategy and Directorate Business Plan/s

- 5.1 The pay scheme for staff supports the overall strategies at both Councils to reward staff for their contribution in a fair and consistent manner and to retain talented staff.

6.0 Options considered

- 6.1 The noting of this will ensure that decisions on the pay award for staff are subject to the necessary scrutiny and form part of the councils’ obligations of transparency for staff at all levels.

¹ Refers to Statutory and Non Statutory Chief Officer posts

7.0 Resource Implications

- 7.1 Financial Implications
As described above at paragraph 4.1.

Section 151 Officer Comments

Date: 23rd September 2020

Budgets set for the 2020-21 financial year include an adequate allowance for the cost of the staff and chief officers pay awards. The Medium-Term Financial Strategy, which is updated annually, reflects the additional staffing costs.

- 7.2 Human Resources Implications
There are none to report

- 7.3 Other Resource Implication
There are none to report

8.0 Legal Implications

- 8.1 There are none to report. This complies with the constitution and pay arrangements for all staff including senior staff.
- 8.2 The Monitoring Officer has been consulted on the report and has no further comments.

9.0 Risks

- 9.1 There are no risks to report.

10 Consultation

- 10.1 This is not applicable.

11 Communication

- 11.1 There are none to report.

Appendices: N/A

Background Papers: N/A

Agreed and signed off by:

Monitoring Officer: **David Brown 2/10/2020**

Deputy S151 Officer: **Matthew Tiller 07/10/2020**

Director: **Lydia Morrison 1/10/2020**

Portfolio Holder: **Cllr. Lulu Bowerman 07/10/2020 Cllr.Nick Drew 07/10/2020**

Date: 7th October 2020

Contact Officer: Marthie Turner
Job Title: HR Business Partner
Telephone: 02392 446325
E-Mail: Marthie.turner@easthants.gov.uk

NON-EXEMPT

EAST HAMPSHIRE DISTRICT COUNCIL/HAVANT BOROUGH COUNCIL

JOINT HR COMMITTEE

19th October 2020

‘Be the best you can be’ Programme

FOR DECISION

Portfolio Holder: Cllr Lulu Bowerman Cabinet Lead and Cllr Nick Drew Portfolio Holder

Key Decision: No

Report Number:

EHDC/044/2020

HBC/020/2020

1. Purpose

- 1.1. This report sets out an overarching organisational development programme which aims to improve the performance of the organisation through its’ people. This programme consists of existing OD interventions (e.g. You’re a Star; competency frameworks; onboarding and engagement) and allows for future interventions to be added. Branded as ‘Be the best you can be’, this programme creates a clear identity and enables all types of OD interventions associated with organisational performance to be housed under one umbrella brand.
- 1.2. The overall programme (set out at Appendix A & A1) therefore sets out how this overarching brand brings all the OD interventions together in one place. Part of this programme is a revamped L&D offer to reflect the radically different operating environment that most council employees, and their line managers, are working within due to the coronavirus pandemic. This revised offer has been developed to address these challenges and identifies appropriate L&D interventions suitable for a virtual environment to enable employees to achieve the best that they can.
- 1.3. This offer which can be found at Appendix B focuses on four core areas of learning. It operates on the principles of individual ownership and self-directed learning with an element of mandatory learning which is centred on governance

related topics. It is intended that this offer will be reviewed on an annual basis to ensure that the corporate training budget is utilised in the most appropriate way.

2. Recommendation

2.1. Joint HR Committee are asked to note:

- a) the overall programme concept 'Be the best you can be' as detailed at Appendix A.
- b) the revised L&D offer suitable for the virtual environment as detailed at Appendix B.

3. Executive Summary

- 3.1. JHR Committee approved the L&D strategy and L&D policy on 16th October 2019. These documents provided the strategic and operational direction for learning and development. The overarching strategic goals of the L&D strategy were to align investment in L&D with the Councils' strategic priorities; drive a culture that values learning and continuous improvement and promote organisational and individual performance excellence. As strategic goals these remain fit for purpose despite the changes in working environment due to Covid-19.
- 3.2. The development of the overarching 'Be the best you can be' brand aims to provide a focus point to staff on all OD interventions that are associated with individual and organisational performance. By creating a brand that staff can associate with performance creates an identity for OD interventions which in turn enables staff to recognise and engage. Brand identity for employee engagement purposes is important and it is envisaged that this brand and the OD interventions associated with it can be developed further in line with the transformation programme as it develops.
- 3.3. The concept of the 'Be the best you can be' programme is to have several core areas contained within the programme with the possibility of including further OD interventions as the programme becomes embedded within the organisation. By branding the programme in its broadest way means that current and future OD interventions are easily identifiable to employees. One of the core areas of the 'Be the best you can be' programme is the L&D offer. This offer takes the vision as set out in the L&D strategy and turns it into a tangible programme of delivery which is fit for purpose in the current environment.

3.4. The L&D offer has four core areas of learning which are deemed by the OD function to be most appropriate at this current time. These areas are as follows:

- Leadership Learning
- Powering up your Performance
- Virtual Working
- Wellbeing

The overall objectives of the L&D offer include a corporate assurance that governance standards are fully understood and applied by all staff appropriate to their roles, the reinforcement of performance standards and performance management based on outputs and results and the development of remote working skills for employees and line managers.

3.5. Each area of learning has mandatory and self-directed learning elements which are captured within the resource libraries. These resource libraries contain suggested learning material which may be articles, webinars, videos etc. The resource libraries have initially been created by the HR team however the intention is that these will be collectively owned resource libraries where staff can identify learning material that has been of benefit, so it can be included in the resource libraries for future use by staff. In this way the resource libraries will become a wealth of learning resource which has been collectively created.

3.6. The immediate HR focus from an L&D perspective has been on wellbeing since the start of the pandemic. This is because the HR team has responded to the urgent need for interventions to support employee wellbeing due to Covid-19. The interventions which have been put in place for wellbeing, particularly the 'wellbeing wins' series have now become embedded in the organisation and are part of BAU activity. As we move from response to recovery there is a recognition that what is needed now for the short to medium term is different to what we needed three to four months ago.

3.7. The focus for the short to medium term therefore is on the remaining three core areas that have been identified as essential for organisational performance. The first relates to how we 'power up the performance' of our employees, many of whom are working virtually and will continue to do so for the foreseeable future. This core learning area will focus on many of the governance related topics such as health & safety, GDPR and inclusion as well as learning around IT skills, communication and customer engagement. The second relates to 'leadership learning' and includes L&D material which aims to support managers to get the

best they possibly can from their teams in a very different operating environment. The third relates to 'virtual working' and how we equip all our staff to work more effectively in a virtual way.

- 3.8. Staff will be required to build their own portfolio of skills (mandatory and optional) and will be able to complete their portfolio online. This portfolio can then be used as part of the performance management and internal recruitment processes. Requiring staff to develop their own portfolio of skills and placing organisational importance on the value of these portfolios for career progression will help to drive a culture of continuous development. A pick'n'mix type approach within the resource libraries means that employees can choose the learning they need to undertake dependent on their own development needs and their future career aspirations.

4. Additional Budgetary Implications

- 4.1. There are no additional budgetary implications. Costs for delivering this L&D offer are contained within the 2020/21 corporate training budget.

5. Background and relationship to Corporate Strategy and/or Business Plans

- 5.1. The 'Best you can be' programme brings together all aspects of HR activity which impacts individual and organisational performance and is aligned to the overall organisational development strategy. An easily identifiable brand will ensure that staff engagement to this programme is maximised and connections to performance made.
- 5.2. The L&D offer proposed within this report is aligned to the L&D strategy and its' strategic aims and reflects the development needs which the different workstyles and environment have created due to the covid pandemic.
- 5.3. Options considered
- The programme developed takes account of the challenges created by covid and is aligned to the strategic objectives of the councils for the immediate and longer term. The L&D offer proposed is considered to be the most appropriate platform for providing effective learning and development interventions to the workforce for the next 12 months. The content and delivery of this programme will be reviewed on an annual basis to ensure that the offer remains fit for purpose and appropriate.

6. Resource Implications

- 6.1. Financial Implications

There are no financial implications. The costs of the programme will be met from the existing 20/21 Corporate Training budget.

Section 151 Officer comments

Date: 23rd September 2020

The costs of delivering the programme for the current year are to be met from existing budgets. The programme is to be reviewed on an annual basis and any budgetary or financial implications relating to future years will need to be approved as appropriate at that time.

6.2. Human Resources Implications

HR resource will be required to implement and embed the L&D offer and programme. This will be met from existing HR resources.

6.3. Information Governance Implications

There are no information governance implications to report. All information will be processed within GDPR requirements.

Other resource implications

Communications and marketing resources will be needed to develop L&D campaigns as the programme is embedded. It is intended that there will be regular bulletins created which focus on L&D (please see Appendix C). This will be met from existing C&M resources.

7. Legal Implications

- 7.1. There are no legal implications to report. All staff will have equal access to learning and development and the delivery of the programme will be inclusive to all. Risks which could arise due to non-compliance with legislation such as GDPR, H&S etc are mitigated due to the inclusion of these areas of learning as mandatory.

Monitoring Officer comments

Date: 8th October, 2020

Monitoring Officer has been consulted and has no further comments

8. Risks

- 8.1. The programme incorporates statutory Health and Safety training, mitigating risks of non-compliance with the councils' obligations under the Health & Safety at Work Act.

The programme focuses on core governance areas to ensure that staff comply with relevant legislations that are in place e.g. GDPR. This will mitigate the risk that staff may breach legislation as these elements of the programme are mandatory.

There is a risk to the councils that the workforce is unable to support/deliver the strategic objectives of the councils without a comprehensive development programme in place. The delivery of this programme mitigates this risk.

There is a risk that staff performance and output is reduced because of the pandemic and the current ways of working. This programme focuses on the key areas which will impact performance to ensure that staff and managers are upskilled to work effectively and productively.

9. Consultation

- 9.1. No specific consultation is required. The L&D offer will be shared with Unison for information.

10. Communication

- 10.1. The programme will be communicated to all members of staff. A communication plan will be developed to support the roll out of this programme.

11. Appendices

- 11.1. Appendix A & A1 – Be the best you can be programme

Appendix B – Learning and development offer – Please access the HR pages of Skoop – tile 1 – 'Be the best you can be' <http://intranet/basic-page/be-best-you-can-be> and tile 2 - Development resource library <http://intranet/basic-page/development-resource-library>

Appendix C – 'Be the best you can be' example bulletin

12. Background papers

- 12.1. None

Agreed and signed off by:

Portfolio Holder: **Cllr. Nick Drew 02/10/2020 Cllr. Lulu Bowerman 07/10/2020**

Director: **Lydia Morrison 7/10/2020**

Monitoring Officer: **David Brown 8/10/2020**

Section 151 Officer: **Matthew Tiller 07/10/2020**

Contact Officer:

Name: Caroline Tickner

Job Title: Head of Organisational Development

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

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Organisational Development Strategy

*BTBYCB is essentially the
Organisational Performance package*



HR Development Portfolio Resource Library

The resource library will be updated and added-to by individuals who want to share tools, training and reading materials (etc) which would benefit their colleagues and other staff's development and the organisation.

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SHINE A LITTLE BRIGHTER



BE THE BEST YOU CAN BE

Are you prepared for the future?

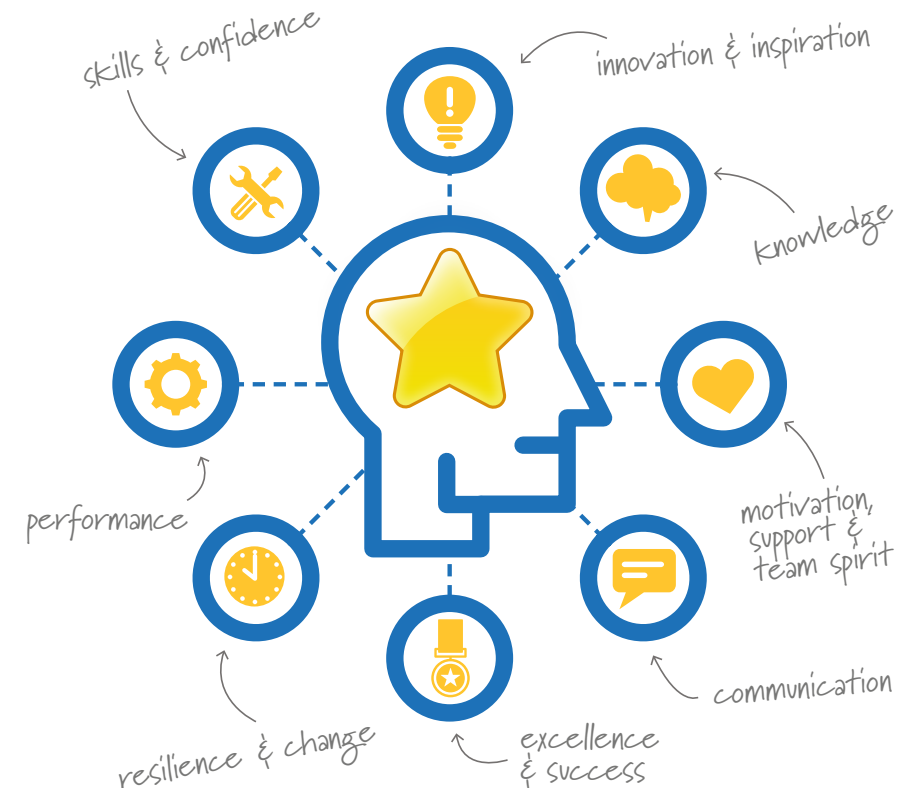
The Best You Can Be programme is all about helping you to achieve and quite simply be the best version of you.

We are all working in very different ways to what we were before and we are having to adapt and approach things differently.

Page 19
This newly created programme brings together all the HR interventions (which aim to enhance individual or organisational performance) we have into one place so it's a lot easier for you to access what you need. This programme covers a whole host of HR interventions from recruiting and onboarding new staff in the right way through to developing our staff to progress their careers with us.

Part of this programme is a revamped L&D offer to reflect the radically different environment we are working in. This offer consists of four key areas of learning which focus on performance, leadership, wellbeing and the virtual environment. It's a very different approach to what we have had previously with the emphasis on self directed learning. We've created digital resourcing libraries where you can access lots of learning material to help you develop. You can pick and choose what appeals to you, your learning style and your career aspirations. There is practical support, encouragement and online resources available for you to build your skills, learn something new and maintain your wellbeing.

Learning new skills can boost your self-confidence, build a sense of purpose and connect with others with similar interests. To get started with your journey take a look on the Skoop pages for further information on the development opportunities that will help you get into the right mindset, improve your motivation and enjoy new challenges in your career.



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SHINE A LITTLE
BRIGHTER?



BE THE BEST YOU CAN BE

The new way of developing your skills

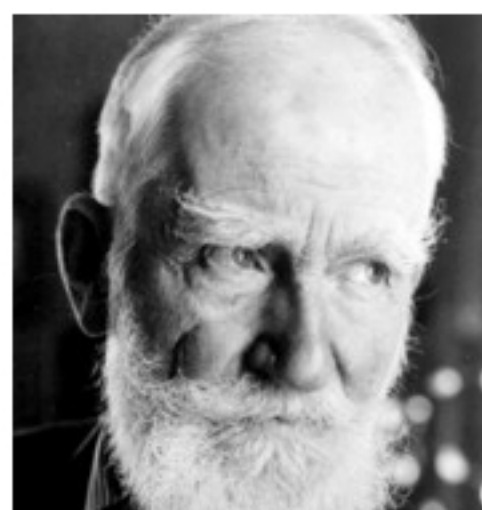


POWER UP YOUR PERFORMANCE - BE THE BEST YOU CAN BE!

Welcome to this first edition of **Be The Best You Can Be** e-newsletter. This month we're focusing on Powering Up Your Performance with communication, an essential skill for every member of staff. Without good communication, we can't convey information to others, express how we feel, or share our ideas to help out with a work problem.

**"The single biggest problem in communication is the illusion
that it has taken place"**

—George Bernard Shaw, Playwright



Foundation Development Activity

Communication features in the Staff Competency Framework and you can find it [here]. Take a look at the detail and reflect on your own approach to communicating with colleagues and customers within your portfolio.

Emotional Intelligence (EI) can have a significant positive impact on your communication with others, not just at work but with family and friends too. EI is included within Module 4 of Mental Health Awareness e-learning. There are additional resources which can be accessed through this module, including an Emotional Intelligence Goal Planner.

This e-learning course can be accessed [here].



Optional Development Activity

Being in conflict or a dispute with a colleague can be highly stressful as well as being a barrier to a productive working day. These resources may be useful for exploring this topic:

TEDD Talk

Dealing with confrontation

https://www.ted.com/talks/jay_johnson_how_to_deal_with_difficult_people

Article

How to manage conflict and confrontation

<https://www.personneltoday.com/hr/how-to-manage-conflict-and-confrontation/>

**To see all resources please visit the
Development Resource Library on Skoop!**



OUR STARS

Congratulations to [insert employee name] who has recently [completed/been
recognised/contributed etc] to [project/qualification/award etc]

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