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Havant
BOROUGH COUNCIL

Havant Borough Council
Public Service Plaza, Civic Centre Road
Havant, Hampshire PO9 2AX
Telephone 023 9247 4174
www.havant.gov.uk

JOINT HUMAN RESOURCES COMMITTEE (HBC) 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: Wednesday 23 October 2013
Time: 5.00 pm
Venue: Hollybank Room, Havant Borough Council, Public Service
Plaza, Civic Centre Road, Havant, Hants PO9 2AX

The business to be transacted is set out below:

Jo Barden-Hernandez
Service Manager – Legal & Democratic Services

15 October 2013

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

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PART 1 (Items open for public attendance)

1 Apologies for Absence

To receive any apologies for absence.

2 Minutes

1 - 4

To approve the minutes of the meeting of the Joint Human Resources Committee held on 11 June 2013.

3 Matters Arising

To consider any matters arising from the minutes of the last meeting.

4 Declarations of Interests

To receive and record any declarations of interest from any of the members present.

5 Chairman's Report

The Chairman to report the outcome of meetings attended or other information arising since the last meeting of the Committee.

6	Corporate Training Programme 2013/14 - Update	5 - 38
7	Cost of Living Salary Increase	39 - 40

PART 2 (Confidential items - closed to the public)

None.

GENERAL INFORMATION

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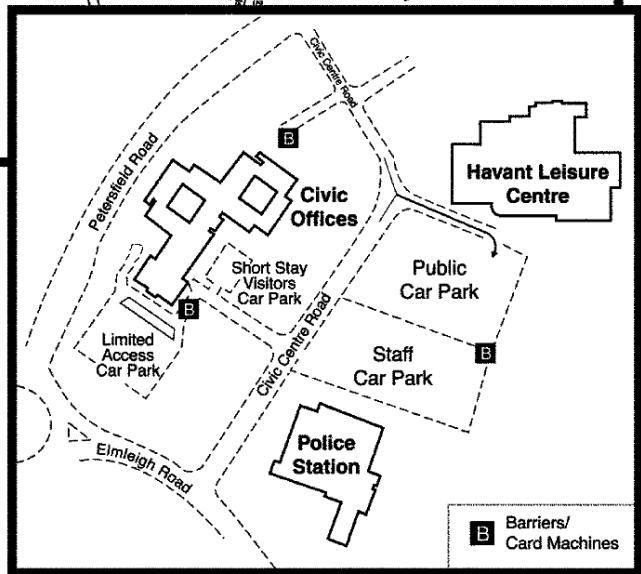
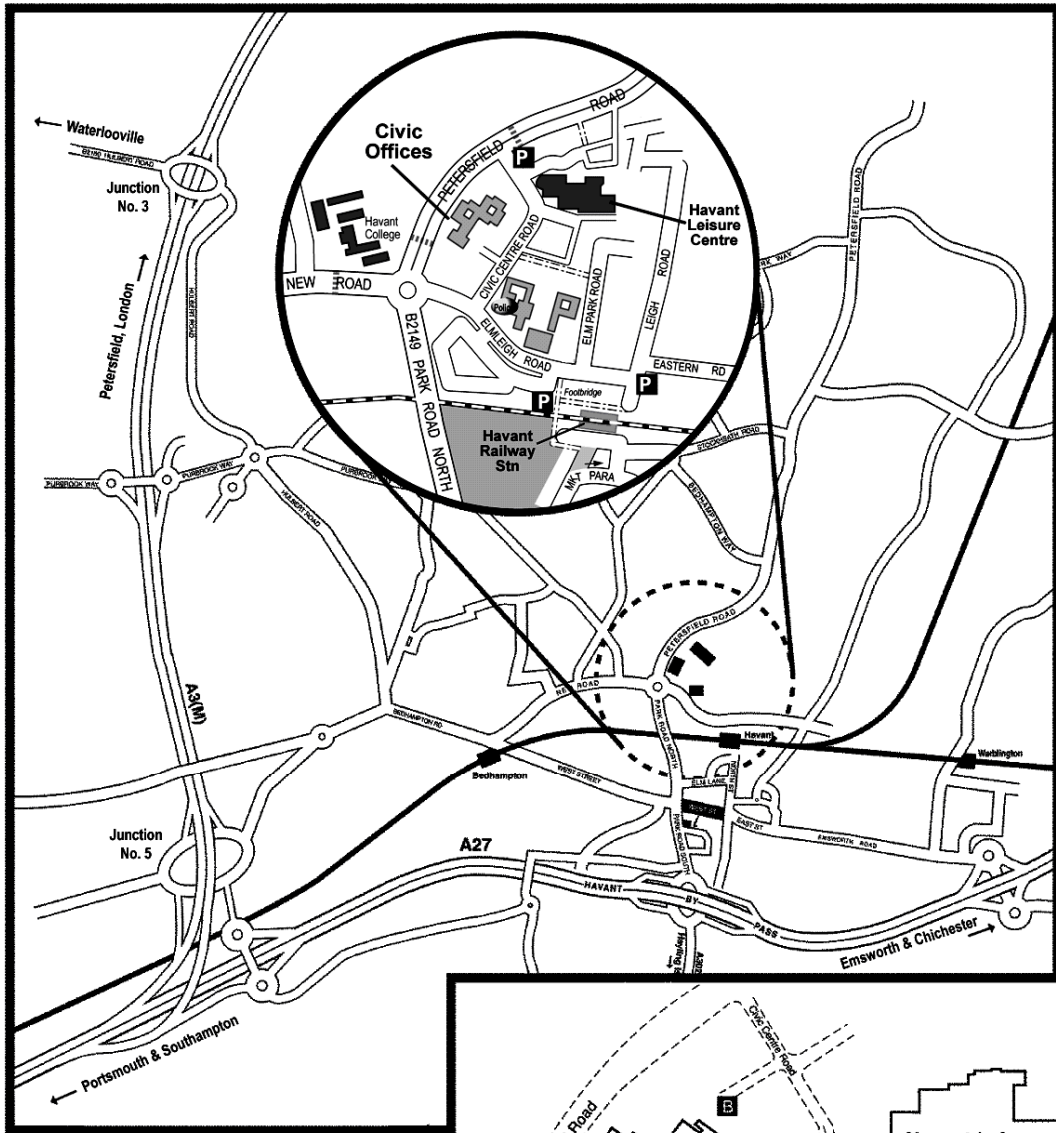
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EAST HAMPSHIRE DISTRICT COUNCIL AND HAVANT BOROUGH COUNCIL

At a meeting of the Joint Human Resources Committee held on 11 June 2013

Present

Councillor Carter (Chairman)

Councillors

East Hampshire District Council: Councillors Glass, Johnson, Moulard, Onslow and Wherrell

Havant Borough Council: Councillors Mrs Blackett, Hart, Hilton, Shimbart and Mrs Smallcorn (Vice-Chairman)

9. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mark Johnson.

10. MINUTES

The minutes of the meeting of the Joint Human Resources Committee held on 14 May 2013 were agreed as a correct record.

11. MATTERS ARISING

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

12. DECLARATIONS OF INTERESTS

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

13. CHAIRMAN'S REPORT

There were no matters the Chairman wished to report.

14. PEOPLE PLAN 2013-14

The Committee considered a report giving an overview of the draft People Plan for 2013-14. The Committee noted that the Plan would be subject to further review by both Councils to reflect changing strategic priorities.

In response to a member of the Committee, the officers undertook to provide an update in the Councillors' Newsletter on the implementation of the Hampshire County Council IT system at East Hampshire, and how this will improve compatibility and flexibility across both Councils and with other partners.

RESOLVED that the draft People Plan for 2013-14 be noted and that the Plan remains subject to review by both Councils.

15. CORPORATE TRAINING PLAN

The Committee considered a report giving an overview of the corporate training needs analysis undertaken during Quarter 4 of 2012-13 and the draft Corporate Training Plan that had been developed for 2013-14.

The Committee noted that the Plan would be subject to further review by both Councils to reflect changing strategic priorities.

RESOLVED that

- (1) the report be noted, subject to the addition of “, provided by both Councils,” after “corporate training plan” in paragraph 5.3; and
- (2) the draft Corporate Training Plan for 2013-14 be noted and that the Plan remains subject to review by both Councils.

16. COUNCILLOR TRAINING PROGRAMME

The Committee considered a report on the draft Councillor Training Programme. The committee noted that the Programme would be subject to further review to reflect changing strategic priorities.

In response to concerns raised by members of the Committee, the officers undertook to ensure that Councillors would be given an opportunity to have an input into the development of the Programme as part of the wider ongoing consultation process.

RESOLVED that

- (1) The draft Councillor Training Programme be noted and that the Programme remains subject to review by both Councils: and
- (2) Councillors be involved as part of the consultation process to develop the Programme.

17. STAFF FOCUS GROUP ACTION PLAN 2013-14

The Committee considered the draft Staff Focus Group Action Plan for 2013-14, which identified key suggested actions from Staff Focus Group representatives to improve organisational climate and future staff survey results.

The Committee noted that the Action Plan would be subject to further review by both Councils to reflect changing strategic priorities.

In response to a member, the officers agreed that it would be helpful to incorporate additional information within the Plan providing more detail on the

Joint Human Resources Committee (11.6.13)

timescales for meeting targets, so as to allow progress to be more closely monitored.

The officers also undertook to provide members of the Committee with details of the representation from each Council on the Staff Focus Group for circulation outside the meeting.

RESOLVED that the draft Staff Focus Group Action Plan for 2013-14 be noted and that the Plan remains subject to review by both Councils.

18. ALCOHOL AND SUBSTANCE ABUSE PROCEDURES

The Committee considered a draft Alcohol and Substance Abuse Procedure, which had been produced to enable East Hampshire District Council and Havant Borough Council to manage incidents of alcohol/substance abuse in the workplace.

RESOLVED that the Alcohol and Substance Abuse Procedure be approved for implementation as quickly as is reasonably possible and that it be communicated to all Councillors and staff across both Councils.

The meeting commenced at 5.00 pm and concluded at 6.50 pm

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HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Join Human Resources Committee

23 October 2013

CORPORATE TRAINING PROGRAMME 2013/14 UPDATE

Report of: Carol Milner, Interim Services Manager (HR)

Information Item

Portfolio: Councillors Cheshire and Millard

Key Decision: N/A

1.0 Purpose of Report

- 1.1 This report provides Joint HR Committee with an update and review of the Corporate Training Programme 2013-14.

2.0 Recommendation

- 2.1 The report is intended as an update and as such, the Committee are asked to note the content.

3.0 Summary

- 3.1 Employees are often the most expensive resource within an organisation, and investment in staff effectively underpins the value that both Councils are currently placing on their employees and the workforce generally. The Committee will be aware that a Training Needs Analysis (TNA) was undertaken during the last quarter of 2012/13 and there followed a comprehensive process to source and develop the Corporate Training Programme.

- 3.2 The Corporate Training Programme enables the employee (and the Manager) to effectively select from the Programme and to identify those topics which align most appropriately with their development needs. This has an empowering effect and enables development discussion(s) with a collaborative approach.

- 3.3 A total of 23 courses were commissioned to run from September 2013 through to June 2014 and the Programme began with the first course on schedule in September. The Corporate Training Programme booklets are attached to this report.

4.0 Subject of Report

- 4.1 The Committee will recall that PETA training providers were chosen to work in partnership to support the training delivery through a series of

short courses. The HR Team, together with PETA and the subject matter experts (SME), work collectively on the content of the courses on an ongoing basis so that they are shaped to meet the needs of the organisation, and at the same time they remain current and topical.

4.3 Three courses have run to date with representation from each Cluster and circa 50 employees having benefited from subjects such as:

- *budget control*
- *negotiating and influencing*
- *working smarter and effective delegation skills*

4.4 Early feedback suggests a positive impact with excellent attendance rates and an indication of significant engagement, a sample of feedback is captured in the table below:

Course Title	Learning Objectives Met	Rated as a good experience	General Comments
Financial Management	89%	77%	- Good use of different training methods - Liked the interactivity
Negotiating & Influencing Skills	95%	89%	- Very good trainer - Thank you, very informative - Very enjoyable
Working Smarter & Effective Delegation Skills	96%	92%	- I would recommend this to my manager and colleagues - Tutor was great - Very well presented

4.5 In addition to the suite of courses contained within the Corporate Training Programme, 21 Officers have signed up for and are undertaking the Institute of Leadership Management (ILM) Level 3 Award in Leadership & Management qualification.

In order to achieve this qualification the Officers will be required to complete an assignment at the end of each of the training courses listed below. Again, there is representation from all Clusters and a demonstration of significant engagement:

- *financial management*
- *managing conflict*
- *effective communication skills working smarter and effective delegation*

- 4.6 With regard to the future bookings, Appendix A shows nine of the courses are fully subscribed and the remaining eleven have minimal spaces left. Again, an indication of engagement, motivation and commitment. Naturally the proposed attendees will be monitored so that there is a parity of opportunity across the Clusters.
- 4.7 The E-Learning programme was amalgamated in November 2012 and circa 2500 modules have been completed to date, covering subjects such as:

Induction

Introduction to local government
Getting started with e learning

Communication Skills: Effective Writing, Consulting Customers, Presentation Skills, Communication Skills

Equality, Diversity & Customer Care

Handling Information in the Public Sector: Government Connect, Environmental Information Regulations, Data Protection, Freedom of Information - An Introduction

Business Skills: Risk Management & Fraud Awareness, Change Management, Project Management, Quality Management, Building Partnerships

Health and Safety: Personal Emergency Evacuation Plans, Display Screen Equipment 2013, Lone Working, Manual Handling, Personal Safety at Work, Basic Health and Safety, Fire Safety

People Management Skills: Appraisals for Appraisees, Appraisals for Line Managers, Safeguarding, Managing Sickness Absence, Managing Stress, Recruitment and Selection, Coaching, Supervising, Management, Self Development, Managing Others, Meeting Skills, Team Leading, Working Smarter

5.0 Implications

5.1 Financial

The Corporate Training Programme falls within the budget allocated for training spend. There is an additional charge to cover ILM Registration and assessment and again, this is covered within the CTP budget.

5.2 Legal

There are no legal implication associated with this report.

5.3 Strategy

The delivery of the Corporate Training Programme is in line with the People Plan Strategy and the Councils' aspiration to achieve the Employer of Choice accreditation.

5.4 Risks

None to report.

6.0 Conclusion

This review and update shows that the development and investment in the Corporate Training Programme is realising a high indication of commitment, engagement and motivation of the workforce.

Appendices:

Appendix A – Corporate Training Programme – Courses and Bookings

Appendix B – Corporate Training Booklet EHDC

Appendix C – Corporate Training Booklet HBC

Agreed and signed off by:

Legal Services: (date)

Executive Head of Governance & Logistics: date

Relevant Executive Head: (date)

Contact Officer: Carol Milner
Job Title: Interim Service Manager (Human Resources)
Telephone: 023 9244 6139
E-Mail: carol.milner@havant.gov.uk
carol.milner@easthants.gov.uk

Appendix A – Corporate Training Programme 2013/14, Courses and Bookings

Negotiation & Influencing	Working Smarter and Effective Delegation	Financial Management	Contract Management – An Introduction	Budget Control	Managing Conflict	Managing Stress in the Workplace	Effective Communication
Plaza, Havant <i>24th September 2013</i>	Penns Place, Petersfield <i>2nd October 2013</i>	Plaza, Havant <i>17th September 2013</i>	Plaza, Havant <i>14th and 15th October 2013</i>	Plaza, Havant <i>12th November 2013</i>	Plaza, Havant <i>18th October 2013</i>	Plaza, Havant <i>28th October 2013</i>	Penns Place, Petersfield <i>7th November 2013</i>
Completed	Completed	Completed	15 bookings	Fully booked	Fully booked	Fully booked	<i>Fully booked</i>
Penns Place, Petersfield <i>2nd December 2013</i>	Plaza, Havant <i>20th January 2014</i>	Penns Place, Petersfield <i>14th January 2014</i>	Strategic Contract Management Penns Place, Petersfield <i>12th February 2014</i>	Penns Place, Petersfield <i>19th March 2014</i>	Penns Place, Petersfield <i>27th Jan 2014</i>	Penns Place, Petersfield <i>9th December 2014</i>	Plaza, Havant <i>11th March 2014</i>
<i>7 bookings</i>	<i>16 bookings</i>	<i>4 bookings</i>		<i>13 bookings</i>	Fully booked	<i>7 bookings</i>	Fully booked
Plaza, Havant <i>1st April 2014</i>	Penns Place, Petersfield <i>6th May 2014</i>	Plaza, Havant <i>24th April 2014</i>		Plaza, Havant <i>13th June 2014</i>	Plaza, Havant <i>16th May 2014</i>	Plaza, Havant <i>3rd April 2014</i>	Plaza, Havant <i>22 May 2013</i>
<i>7 bookings</i>	<i>3 bookings</i>	<i>6 bookings</i>	Fully booked	<i>5bookings</i>	Fully booked	<i>12 bookings</i>	<i>7 Bookings</i>

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East Hampshire District Council Corporate Training Plan 2013-14 (incorporating amendment 1)

People are our most expensive resource. Investing in the development of staff is more important than ever before given the changing face of public services.

With this in mind a Corporate Training plan for 2013-14 has been compiled. This training plan demonstrates the importance the Council places on staff development and the investment the Council will make to develop the skills of staff for the future.

The short training courses shown in this booklet provide an excellent opportunity for you to enhance your skills with the very latest in best practice.

This booklet forms part of the overall corporate training provision and we are delighted that PETA training have been chosen to work in partnership with us to support the training delivery outlined in this booklet.

Detail of the course aims and learning outcomes are outlined in the following pages, along with available dates and locations. Please take a few moments to look through the training courses on offer.

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2. WORKING SMARTER & EFFECTIVE DELEGATION.....	3
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1. Negotiating & Influencing

Aims

To ensure Managers and Team Leaders learn how to use influencing skills that encourages others to give their support combined with negotiation skills to know what to give away and what to keep during the negotiation process increasing their ability to negotiate effectively in differing situations

Learning Outcomes

- To understand different ways to influence others.
- To gain the tools and techniques to become a more flexible negotiator.
- To practice using these tools in a risk free environment, enabling reflective learning.
- To build a personal action plan to facilitate how you will change the way you influence and negotiate in the future.

Pre-Course Work

Delegates to think about any negotiation/influencing situations they have experienced in the past, which they know could have gone better, if only they had the knowledge and skills to influence outcomes more effectively. By completing this pre-course exercise, it will enable individual to quickly contextualise what they learn in the training sessions, and to actively plan who to transfer these news tools, techniques and develop their skills in future situations. The result outcome will be greater success in negotiation situations.

Target Audience: All staff

Course Dates & Locations:

HBC	24 th September 2013 1 st April 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	2 nd December 2013	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

or telephone us on 023 9253 8700 or email enquire@peta.co.uk



2. Working Smarter & Effective Delegation

This workshop will provide delegates with proven tips, hints and practices that will help employees to work smarter and to do so with less personal stress and impact to themselves.

Aims

- To provide ideas, habits and practices enabling delegates to work smarter
- To be able to delegate to others knowing that the job will be done in the exact manner required
- To outline tips and hints to ensure effort is minimized
- To be more effective at work and in life in general
- Ensuring delegates are able to enjoy their working day more

Learning Outcomes

- How to organise and prioritise tasks
- Reduce and remove the impact of timewasters
- How to maintain control
- Distinguishing between Urgent versus Important
- Delegation as a time management and personal developmental tool
- How to delegate effectively
- How to gain commitment to the delivery of the task
- Being more effective and more efficient, more of the time
- Handling interruptions and 'urgent' requests in a productive manner
- How to say 'No' when the answer really is 'No'
- Identifying Time Bandits and eliminating these
- Developing weekly and daily plans
- Top tips for working smarter
- Agreeing and developing a personal action plan

Pre and Post Course Activity

Prior to the workshop

Delegates should make some notes on their daily work patterns and identify those activities that they consider to be:

- Routine – you do this regularly
- Ongoing one-off projects – things with a definable start and end – it is not Business As Usual activity
- Continuous Improvement, Business Development, Personal & Professional Development, Fixing and Improving

From this activity, delegates should reflect and make some notes on those things that they find frustrating and therefore which they need help on resolving and fixing.

After the workshop

Delegates should review their Continue & Begin Action Plan with their manager and discuss how they will build on what they have learned and how they will continue to ensure the return on investment is and will be maintained.

A list of books and websites for further research will be provided.

Target Audience: All staff

Course Dates & Locations:

EHDC	2 nd October 2013	The Wey Room, Penns Place
	6 th May 2014	The Wey Room, Penns Place
HBC	20 th January 2014	The Tournerbury Room, Plaza

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

or telephone us on 023 9253 8700 or email enquire@peta.co.uk



3. Financial Management

Increasingly Managers and Team Leaders in the Public sector are required to be financially aware and to provide value for money, whilst maintaining service levels. This practical course is designed to ensure managers are aware of the concepts of accounting and financial management.

Course Aims

- Learn the structure and significance of producing and managing budgets
- Understand how decisions impact on financial performance
- Work more collaboratively with finance colleagues to achieve the right results

Learning Outcomes

- Confidence in dealing with day-to-day financial issues
- Greater accuracy in compiling budgets
- Improve financial management and control

Pre and Post Course Activity

Nil

Target Audience: Staff responsible for managing any form of finance

Course Dates & Locations:

HBC	17 th September 2013	The Tournerbury Room, Plaza
	24 th April 2014	The Tournerbury Room, Plaza
EHDC	14 th January 2014	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



4a. Introduction to Contract Management

This two-day course demonstrates contract and management techniques and enables delegates to achieve improved value for money through effective contract management. It also introduces useful tools to enable them to successfully manage contracts with minimal disruption, within timescales and within budget.

Course Aims

To understand the need for effective contract management practices and key concepts, understand the key stages in contract management, and develop appropriate strategies.

Learning Outcomes

- An understanding of the development of a contract policy
- The importance of clear specifications
- Understanding claims
- Variations to contracts
- Work instructions and modification
- Contract terms and conditions
- Litigation & Arbitration
- Method statement
- Evaluation, monitoring, measuring and benchmarking
- Types of contract
- Contracting process
- Commercial issues
- Controls
- Change
- Role of the contract manager
- Supplier Appraisal
- Dealing with contracts

Pre and Post Course Activity Nil

Target Audience: named individuals only

Course Dates & Locations:

HBC 14th & 15th October 2013 The Tournerbury Room, Plaza

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



4b. Strategic Contract Management

This one-day course focuses on the set up and execution of contracts and managing on-going contractual relationships.

Course Aims

The course considers tools and techniques for application at every stage of the process for contract building, and an understandable and enduring framework based on key Critical Success Factors.

Learning Outcomes

- Understand the generic contracting and procurement Total Cost of Ownership (TCO) model and how it should be applied
- Have an improved understanding of who does what, and how teamwork will produce the desired result
- Recognise the true commercial interface and maximise the opportunities whilst minimising the risks, including planned review and measurement
- Understand the various types of contract and place these in a hierarchy of management priorities
- Prepare, tender (or negotiate), and evaluate contracts, ready to award
- Have an overview of the legal aspects of contracts and how these might be used
- Recognise committed contractors and ensure that contractors' performance fulfils the contract requirements
- Know what to do when, or if, the contract starts to go wrong
- Effectively handle claims and variations
- Complete the contract finalisation and close-out documentation

Pre and Post Course Activity

Nil

Target Audience: named individuals only

Course Dates & Locations:

12th February 2014 The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk

5. Budget Control

This course takes a practical approach to budgeting for the public sector and considers: the compilation of budgets; how to identify potential problems arising; possible courses of action and how to improve financial control using budgets. The course enables delegates to apply the topics covered by way of practical exercises.

Course Aims

Demystify the jargon associated with budgets
Review various methods of compilation to suit the situation
Be able to support or validate the budget

Learning Outcomes

- Improved accuracy in budgeting
- Be able to compile the key budgetary statements
- Use budgets as a powerful management tool

Pre and Post Course Activity

Nil

Target Audience: Managers/Team Leaders/Supervisors & any other budget holders

Course Dates & Locations:

HBC	12 th November 2013 13 th June 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	19 th March 2014	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



6. Managing Conflict

This workshop will provide delegates with practical techniques to help handle difficult and potentially confrontational business situations confidently and effectively.

Aims

- To enable delegates to manage conflict, when it arises, in a productive fashion
- Avoid unnecessary conflict situations
- Recognise that conflict is not always a bad thing
- Provide approaches and strategies for handling conflict
- Understand the causes of conflict
- Provide techniques and tools for assertion of needs and ensuring personal needs are understood by others and met
- Action planning

Learning Outcomes

- Increase personal confidence and ability in managing conflict situations
- Have strategies for managing the particular conflict situations that have been, will be or might be encountered
- Know how to confront conflict situations – when necessary - rather than to avoid
- Recognise own personal behaviours and past practices in conflict situations and to know what to continue with and what to stop doing in future
- Practice, in a safe environment, dealing with conflict situations that have been or might be encountered
- Understand the causes of conflict
- Provide techniques and tools for assertion of needs and ensuring personal needs are understood by others and met

Pre and Post Course Activity

Prior to the workshop

In order that we can enable delegates to practice using the conflict resolution tools we will impart on the workshop, we would like delegates to reflect and write up historical, potential or hypothetical conflict situations that they have or might come across using the STAR format below.

Situation

Please briefly describe the relevant background to the conflict scenario you would like help with

Task

Please outline what was it you believed should have occurred in this particular instance?

Action

Please make some notes as to what actually happened? Who said or did what? What body language and tone were used and by whom?

Result

What were the outcomes from this? Or what could have been the consequences or impacts? What is the current situation now?

After the workshop

Delegates should review their Continue & Begin Action Plan with their manager and discuss how they will build on what they have learned and how they will continue to ensure that the return on investment is maintained. A list of books and websites for further research will be provided.

Target Audience: All staff

Course Dates & Locations:

HBC	18 th October 2013 16 th May 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	27th January 2014	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



7. Managing Stress in the workplace

The world today places many pressures on individuals to perform to high expectations with planning and time management being key contributors to stress levels. If the signs of stress are recognised and pro-actively managed however, the potential for stress arising can be greatly reduced.

Aims

This session aims to equip line managers with the skills and strategies to manage employees stress in the workplace:

- The main factors that cause stress
- How to minimise its impact
- How to manage employee stress effectively

Learning Outcomes

- Participants will be able to identify the main causes of stress for their employees in the workplace
- They will have new methods of planning and assertiveness in order to reduce exposure to stress
- Participants will have the skills to manage employee stress more effectively

Pre and Post Course Activity

None required

Target Audience: All Staff

Course Dates & Locations:

HBC	28 th October 2013 3 rd April 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	9 th December 2013	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



8. Effective Communication Skills

The gulf between what we say and what is heard can be surprisingly wide! Developing both the communication and people skills of your staff will enable them to use Neuro-Linguistic Programming (NLP) to flex their style according to the message they want to deliver and how they want their listeners to respond.

Aims

- To develop flexibility in dealing with others
- To develop strategies for dealing with difficult situations
- To develop skills in getting your point across
- To develop the skills of rapport

Learning Outcomes

On completion of this course, delegates will have an understanding of the concept of NLP and recognise the value of NLP in changing behaviours. They will be able to:

- Improve rapport and resolve problems quickly and easily
- Influence with integrity
- Increase their confidence and self-awareness in all their business communications

Pre and Post Course Activity

None required

Target Audience: All staff

Course Dates & Locations:

EHDC	7 th November 2013	The Wey Room, Penns Place
HBC	11 th March 2014	The Tournerbury Room, Plaza

To BOOK: Register to attend this course on-line at <http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



How To Book:

If you are interested in any of the courses on offer from PETA training, please raise with your line manager. Once approval has been given you can book on a course in the following ways:

1. Look on the schedule and identify the suitable date and location
2. You can then register to attend in one of 3 ways. Go to

<http://www.peta.co.uk/peta-council-course-booking-form>

or by telephone 023 9253 8700

or email enquire@peta.co.uk

3. PETA will then confirm your course booking and send joining instructions to you at least two weeks before the course date.

PLEASE NOTE:

1. **All courses will close for receipt of applications 25 working days in advance of the course. This rule will be strictly applied so that unnecessary cancellation costs are not incurred.**
2. **All participants will receive a certificate of attendance and course materials as appropriate.**

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There is an opportunity for delegates attending the training courses to gain a recognised ILM Level 3 Award in First Line Management qualification. The core training courses which will need to be attended are:

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Delegates wishing to take this option will need to complete an assignment at the end of each of the above training courses.

If you wish to be considered for this qualification, please contact HR for more details.

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	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
PETA Training	24th Sept Negotiating & Influencing (Plaza)			2nd Dec Negotiating & Influencing (Penns Place)				1st April Negotiating & Influencing (Plaza)		
		2nd Oct Working Smarter & Effective Delegation (Penns Place)			20th Jan Working Smarter & Effective Delegation (Plaza)				6th May Working Smarter & Effective Delegation (Penns Place)	
	17th Sept Financial Management (Plaza)				14th Jan Financial Management (Penns Place)			24th April Financial Management (Plaza)		
		14 & 15th October Intro to Contract Management (Plaza)				12th Feb Strategic Contract Management (Penns Place)				
			12th Nov Budget Control (Plaza)				19th March Budget Control (Penns Place)			13th June Budget Control (Plaza)
		18th Oct Managing Conflict (Plaza)			27th Jan Managing Conflict (Penns Place)				16th May Managing Conflict (Plaza)	
		28th Oct Managing Stress in the workplace (Plaza)		9th Dec Managing Stress in the workplace (Penns Place)				3rd April Managing Stress in the workplace (Plaza)		
			7th Nov Effective Communication (Penns Place)				11th March Effective Communication (Plaza)			

Havant

BOROUGH COUNCIL

Corporate Training Plan 2013-14 (incorporating amendment 1)

People are our most expensive resource. Investing in the development of staff is more important than ever before given the changing face of public services.

With this in mind a Corporate Training plan for 2013-14 has been compiled. This training plan demonstrates the importance the Council places on staff development and the investment the Council will make to develop the skills of staff for the future.

The short training courses shown in this booklet provide an excellent opportunity for you to enhance your skills with the very latest in best practice.

This booklet forms part of the overall corporate training provision and we are delighted that PETA training have been chosen to work in partnership with us to support the training delivery outlined in this booklet.

Detail of the course aims and learning outcomes are outlined in the following pages, along with available dates and locations. Please take a few moments to look through the training courses on offer.

CONTENTS

1. NEGOTIATING & INFLUENCING.....	2
2. WORKING SMARTER & EFFECTIVE DELEGATION.....	3
3. FINANCIAL MANAGEMENT	5
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1. Negotiating & Influencing

Aims

To ensure Managers and Team Leaders learn how to use influencing skills that encourages others to give their support combined with negotiation skills to know what to give away and what to keep during the negotiation process increasing their ability to negotiate effectively in differing situations

Learning Outcomes

- To understand different ways to influence others.
- To gain the tools and techniques to become a more flexible negotiator.
- To practice using these tools in a risk free environment, enabling reflective learning.
- To build a personal action plan to facilitate how you will change the way you influence and negotiate in the future.

Pre-Course Work

Delegates to think about any negotiation/influencing situations they have experienced in the past, which they know could have gone better, if only they had the knowledge and skills to influence outcomes more effectively. By completing this pre-course exercise, it will enable individual to quickly contextualise what they learn in the training sessions, and to actively plan who to transfer these news tools, techniques and develop their skills in future situations. The result outcome will be greater success in negotiation situations.

Target Audience: All Staff

Course Dates & Locations:

HBC	24 th September 2013 1 st April 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	2 nd December 2013	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

or telephone us on 023 9253 8700 or email enquire@peta.co.uk



2. Working Smarter & Effective Delegation

This workshop will provide delegates with proven tips, hints and practices that will help employees to work smarter and to do so with less personal stress and impact to themselves.

Aims

- To provide ideas, habits and practices enabling delegates to work smarter
- To be able to delegate to others knowing that the job will be done in the exact manner required
- To outline tips and hints to ensure effort is minimized
- To be more effective at work and in life in general
- Ensuring delegates are able to enjoy their working day more

Learning Outcomes

- How to organise and prioritise tasks
- Reduce and remove the impact of timewasters
- How to maintain control
- Distinguishing between Urgent versus Important
- Delegation as a time management and personal developmental tool
- How to delegate effectively
- How to gain commitment to the delivery of the task
- Being more effective and more efficient, more of the time
- Handling interruptions and 'urgent' requests in a productive manner
- How to say 'No' when the answer really is 'No'
- Identifying Time Bandits and eliminating these
- Developing weekly and daily plans
- Top tips for working smarter
- Agreeing and developing a personal action plan

Pre and Post Course Activity

Prior to the workshop

Delegates should make some notes on their daily work patterns and identify those activities that they consider to be:

- Routine – you do this regularly
- Ongoing one-off projects – things with a definable start and end – it is not Business As Usual activity
- Continuous Improvement, Business Development, Personal & Professional Development, Fixing and Improving

From this activity, delegates should reflect and make some notes on those things that they find frustrating and therefore which they need help on resolving and fixing.

After the workshop

Delegates should review their Continue & Begin Action Plan with their manager and discuss how they will build on what they have learned and how they will continue to ensure the return on investment is and will be maintained.

A list of books and websites for further research will be provided.

Target Audience: All Staff

Course Dates & Locations:

EHDC	2 nd October 2013	The Wey Room, Penns Place
	6 th May 2014	The Wey Room, Penns Place
HBC	20 th January 2014	The Tournerbury Room, Plaza

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

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3. Financial Management

Increasingly Managers and Team Leaders in the Public sector are required to be financially aware and to provide value for money, whilst maintaining service levels. This practical course is designed to ensure managers are aware of the concepts of accounting and financial management.

Course Aims

- Learn the structure and significance of producing and managing budgets
- Understand how decisions impact on financial performance
- Work more collaboratively with finance colleagues to achieve the right results

Learning Outcomes

- Confidence in dealing with day-to-day financial issues
- Greater accuracy in compiling budgets
- Improve financial management and control

Pre and Post Course Activity

Nil

Target Audience: Staff responsible for managing any form of finance

Course Dates & Locations:

HBC	17 th September 2013 24 th April 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	14 th January 2014	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



4a. Introduction to Contract Management

This two-day course demonstrates contract and management techniques and enables delegates to achieve improved value for money through effective contract management. It also introduces useful tools to enable them to successfully manage contracts with minimal disruption, within timescales and within budget.

Course Aims

To understand the need for effective contract management practices and key concepts, understand the key stages in contract management, and develop appropriate strategies.

Learning Outcomes

- An understanding of the development of a contract policy
- The importance of clear specifications
- Understanding claims
- Variations to contracts
- Work instructions and modification
- Contract terms and conditions
- Litigation & Arbitration
- Method statement
- Evaluation, monitoring, measuring and benchmarking
- Types of contract
- Contracting process
- Commercial issues
- Controls
- Change
- Role of the contract manager
- Supplier Appraisal
- Dealing with contracts

Pre and Post Course Activity Nil

Target Audience: named individuals only

Course Dates & Locations:

HBC 14th & 15th October 2013

The Tournery Room, Plaza

To BOOK: Register to attend this course on-line at

<http://www.peta.co.uk/peta-council-course-booking-form>

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Training and Consultancy Services



telephone us on 023 9253 8700 or email enquire@peta.co.uk

4b. Strategic Contract Management

This one-day course focuses on the set up and execution of contracts and managing on-going contractual relationships.

Course Aims

The course considers tools and techniques for application at every stage of the process for contract building, and an understandable and enduring framework based on key Critical Success Factors.

Learning Outcomes

- Understand the generic contracting and procurement Total Cost of Ownership (TCO) model and how it should be applied
- Have an improved understanding of who does what, and how teamwork will produce the desired result
- Recognise the true commercial interface and maximise the opportunities whilst minimising the risks, including planned review and measurement
- Understand the various types of contract and place these in a hierarchy of management priorities
- Prepare, tender (or negotiate), and evaluate contracts, ready to award
- Have an overview of the legal aspects of contracts and how these might be used
- Recognise committed contractors and ensure that contractors' performance fulfils the contract requirements
- Know what to do when, or if, the contract starts to go wrong
- Effectively handle claims and variations
- Complete the contract finalisation and close-out documentation

Pre and Post Course Activity

Nil

Target Audience: named individuals only

Course Dates & Locations:

12th February 2014 The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk

5. Budget Control

This course takes a practical approach to budgeting for the public sector and considers: the compilation of budgets; how to identify potential problems arising; possible courses of action and how to improve financial control using budgets. The course enables delegates to apply the topics covered by way of practical exercises.

Course Aims

Demystify the jargon associated with budgets
Review various methods of compilation to suit the situation
Be able to support or validate the budget

Learning Outcomes

- Improved accuracy in budgeting
- Be able to compile the key budgetary statements
- Use budgets as a powerful management tool

Pre and Post Course Activity

Nil

Target Audience: Managers/Team Leaders/Supervisors & any other budget holders

Course Dates & Locations:

HBC	12 th November 2013 13 th June 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	19 th March 2014	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



6. Managing Conflict

This workshop will provide delegates with practical techniques to help handle difficult and potentially confrontational business situations confidently and effectively.

Aims

- To enable delegates to manage conflict, when it arises, in a productive fashion
- Avoid unnecessary conflict situations
- Recognise that conflict is not always a bad thing
- Provide approaches and strategies for handling conflict
- Understand the causes of conflict
- Provide techniques and tools for assertion of needs and ensuring personal needs are understood by others and met
- Action planning

Learning Outcomes

- Increase personal confidence and ability in managing conflict situations
- Have strategies for managing the particular conflict situations that have been, will be or might be encountered
- Know how to confront conflict situations – when necessary - rather than to avoid
- Recognise own personal behaviours and past practices in conflict situations and to know what to continue with and what to stop doing in future
- Practice, in a safe environment, dealing with conflict situations that have been or might be encountered
- Understand the causes of conflict
- Provide techniques and tools for assertion of needs and ensuring personal needs are understood by others and met

Pre and Post Course Activity

Prior to the workshop

In order that we can enable delegates to practice using the conflict resolution tools we will impart on the workshop, we would like delegates to reflect and write up historical, potential or hypothetical conflict situations that they have or might come across using the STAR format below.

Situation

Please briefly describe the relevant background to the conflict scenario you would like help with

Task

Please outline what was it you believed should have occurred in this particular instance?

Action

Please make some notes as to what actually happened? Who said or did what? What body language and tone were used and by whom?

Result

What were the outcomes from this? Or what could have been the consequences or impacts? What is the current situation now?

After the workshop

Delegates should review their Continue & Begin Action Plan with their manager and discuss how they will build on what they have learned and how they will continue to ensure that the return on investment is maintained. A list of books and websites for further research will be provided.

Target Audience: All staff

Course Dates & Locations:

HBC	18 th October 2013 16 th May 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	27th January 2014	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



7. Managing Stress in the workplace

The world today places many pressures on individuals to perform to high expectations with planning and time management being key contributors to stress levels. If the signs of stress are recognised and pro-actively managed however, the potential for stress arising can be greatly reduced.

Aims

This session aims to equip line managers with the skills and strategies to manage employees stress in the workplace:

- The main factors that cause stress
- How to minimise its impact
- How to manage employee stress effectively

Learning Outcomes

- Participants will be able to identify the main causes of stress for their employees in the workplace
- They will have new methods of planning and assertiveness in order to reduce exposure to stress
- Participants will have the skills to manage employee stress more effectively

Pre and Post Course Activity

None required

Target Audience: All staff

Course Dates & Locations:

HBC	28 th October 2013 3 rd April 2014	The Tournerbury Room, Plaza The Tournerbury Room, Plaza
EHDC	9 th December 2013	The Wey Room, Penns Place

To BOOK: Register to attend this course on-line at
<http://www.peta.co.uk/peta-council-course-booking-form>

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8. Effective Communication Skills

The gulf between what we say and what is heard can be surprisingly wide! Developing both the communication and people skills of your staff will enable them to use Neuro-Linguistic Programming (NLP) to flex their style according to the message they want to deliver and how they want their listeners to respond.

Aims

- To develop flexibility in dealing with others
- To develop strategies for dealing with difficult situations
- To develop skills in getting your point across
- To develop the skills of rapport

Learning Outcomes

On completion of this course, delegates will have an understanding of the concept of NLP and recognise the value of NLP in changing behaviours. They will be able to:

- Improve rapport and resolve problems quickly and easily
- Influence with integrity
- Increase their confidence and self-awareness in all their business communications

Pre and Post Course Activity

None required

Target Audience: All staff

Course Dates & Locations:

EHDC	7 th November 2013	The Wey Room, Penns Place
HBC	11 th March 2014	The Tournerbury Room, Plaza

To BOOK: Register to attend this course on-line at <http://www.peta.co.uk/peta-council-course-booking-form>

telephone us on 023 9253 8700 or email enquire@peta.co.uk



How To Book:

If you are interested in any of the courses on offer from PETA training, please raise with your line manager. Once approval has been given you can book on a course in the following ways:

1. Look on the schedule and identify the suitable date and location
2. You can then register to attend in one of 3 ways. Go to

<http://www.peta.co.uk/peta-council-course-booking-form>

or by telephone 023 9253 8700

or email enquire@peta.co.uk

3. PETA will then confirm your course booking and send joining instructions to you at least two weeks before the course date.

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1. All courses will close for receipt of applications 25 working days in advance of the course. This rule will be strictly applied so that unnecessary cancellation costs are not incurred.

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ILM Accreditation



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HAVANT BOROUGH COUNCIL/EAST HAMPSHIRE DISTRICT COUNCIL

Joint Human Resources Committee

23 OCTOBER 2013

COST OF LIVING SALARY INCREASE

Report by Carol Milner – Interim Service Manager (HR)

Information Item

Portfolio: Councillors Cheshire and Millard

Key Decision: N/A

1.0 Purpose of Report

- 1.1 To advise on (1) the cost of living salary increase for staff which was implemented in September 2013 in both Councils, and (2) the proposed increase for the Extended Joint Management Team due to be implemented in October this year.

2.0 Recommendation

- 2.1 That the report be noted and the Committee advised in line with our intention for openness and transparency.

3.0 Summary

- 3.1 East Hampshire District Council is *not* part of the national negotiations on local government pay, the Chief Executive negotiates directly with Unison, whereas Havant Borough Council *is* part of this negotiating process.

In line with the other councils, businesses and the economy in general, our salary grades have not been annually reviewed since 2009 and our staff have not received an annual salary increase since that time. In the context of the Government's stated intention that public sector pay increases for this year should not exceed 1%, a cost of living salary increase of 1% was implemented in September 2013 (backdated to April 2013) for all staff outside Extended Joint Management Team. A 1% increase will be provided to the EJMT with effect from October 2013, which again will be backdated to April 2013.

4.0 Implications

4.1 Resources

There is an immediate administrative cost which will be incurred by Payroll to process the changes within the system and this has been accounted for within the budget 2013/14.

4.2 Legal

There are no legal implications to report.

4.3 **Risks**

There are no risks to report.

4.4 **Communications**

Nothing to report.

4.5 **For the Community:**

Nothing to report.

4.6 The Integrated Impact Assessment (IIA) has been completed and relevant actions duly noted.

5.0 **Consultation**

No consultation has been carried out in the preparation of this report.

Appendices:

None

Background Papers:

None

Agreed and signed off by:

Legal Services: (date)

Executive Head of Governance & Logistics: date

Relevant Executive Head: (date)

Portfolio Holder

Contact Officer: Carol Milner

Job Title: Interim Service Manager (Human Resources)

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