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Ribble Valley
Borough Council

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Dear Councillor

The next meeting of the **PERSONNEL** Committee will be held at **6.30 pm** on **WEDNESDAY, 20 MARCH 2024** in the **Council Chamber**.

I do hope you can be there.

Yours sincerely

M. H. Scott

CHIEF EXECUTIVE

AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **TO APPROVE THE MINUTES OF THE PREVIOUS MEETING** (Pages 3 - 8)
3. **DECLARATIONS OF DISCLOSABLE PECUNIARY, OTHER REGISTRABLE AND NON REGISTRABLE INTERESTS**

Members are reminded of their responsibility to declare any disclosable pecuniary, other registrable or non-registrable interest in respect of matters contained in the agenda.

4. **PUBLIC PARTICIPATION**

ITEMS FOR INFORMATION

5. **DIGITAL LEARNING SYSTEM UPDATE** (Pages 9 - 12)
Report of the Director of Resources & Deputy Chief Executive enclosed
6. **ANALYSIS OF EXIT INTERVIEWS** (Pages 13 - 20)
Report of the Director of Resources & Deputy Chief Executive enclosed
7. **PAY 2024: NJC 'GREEN BOOK' PAY CLAIM**
Verbal update from the Chief Executive.

8. **MINUTES OF WORKING GROUPS**

None.

9. **REPORTS FROM REPRESENTATIVES ON OUTSIDE BODIES**

None.

10. **EXCLUSION OF PRESS AND PUBLIC**

ITEMS FOR DECISION

11. **PAYMENT OF HONORARIA** (Pages 21 - 22)

1

Report of the Chief Executive enclosed.

ITEMS FOR INFORMATION

12. **GENERAL STAFFING UPDATE** (Pages 23 - 26)

1

Report of the Director of Resources & Deputy Chief Executive enclosed

Electronic agendas sent to members of Personnel – Councillor Susan Bibby, Councillor Donna O'Rourke, Councillor Rosemary (Rosie) Elms (Chair), Councillor Simon Hore, Councillor Steve Farmer, Councillor Karl Barnsley, Councillor David Birtwhistle, Councillor Derek Brocklehurst and Councillor Stewart Fletcher.

Contact: Democratic Services on 01200 414408 or committee.services@ribblevalley.gov.uk

Minutes of Personnel

Meeting Date: Wednesday, 17 January 2024, starting at 18:30
Present: Councillor R Elms (Chair)

Councillors:

K Barnsley	D Brocklehurst
S Bibby	S Farmer
D Birtwhistle	S Hore

In attendance: Chief Executive and Head of Human Resources

Also in attendance: Councillor S Atkinson

568 APOLOGIES FOR ABSENCE

Apologies from the meeting were received from Councillors S Fletcher and S O'Rourke.

569 TO APPROVE THE MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 25 October 2023 were approved as a correct record and signed by the Chairman.

570 DECLARATIONS OF DISCLOSABLE PECUNIARY, OTHER REGISTRABLE AND NON REGISTRABLE INTERESTS

There were no declarations of disclosable pecuniary, other registrable or non-registrable interests.

571 PUBLIC PARTICIPATION

There was no public participation.

572 UNISON REPRESENTATIVE

This item was deferred to a future meeting.

573 PAY POLICY UPDATE (STATEMENT) 2024/2025

The Director of Resources and Deputy Chief Executive submitted a report for Committee to review the Council's Pay Policy Statement in accordance with the Localism Act 2011.

The Pay Policy set out the existing approach to remuneration off all posts within the Council, along with other details as required by the Localism Act 2011. The Council's Pay Policy Statement, which was first published in 2012, had been reviewed and updated and a full copy was included with the report.

***RESOLVED THAT COMMITTEE:

1. Receive the report.
2. Recommend the Pay Policy Statement for 2024/25 for approval by Full Council at its meeting on 5 March 2024.

574

RIBBLE VALLEY TAAF WORKSTREAM NETWORK LEAD - CHANGES TO ESTABLISHMENT

The Director of Resources and Deputy Chief Executive submitted a report for Committee to approve an increase in the establishment of one fixed term post in Community Services, to help deliver the Together an Active Future (TaAF) project.

The Council had been part of the Sport England funded project since 2019, developed to increase activity levels in the Borough. The second phase (Accelerator) of the project had commenced and would end in 2025. It was proposed to add a fixed term post ending in December 2025 titled TaAF Work Stream Network Lead to the establishment. The post would contribute to the delivery of the project objectives, and was supported by both CMT in December 2023, and Community Committee at their meeting on 9 January 2024.

RESOLVED THAT COMMITTEE:

Agree to the increase in the establishment by the addition of the full time TaAF Work Stream Network Lead post 37 hours per week on a fixed term contract until December 2025.

575

ANNUAL REVIEW OF UNION FACILITIES AGREEMENT

The Director of Resources and Deputy Chief Executive submitted an information report to update Members on the operation of the Union Facilities Agreement over the last 12 months.

A record of time spent on union duties for the period 1 April 2022 to 31 March 2023 was broken down as follows:

- Time spent at Regional meetings, UNISON Conference 82hrs. and training
- Time spent dealing with Internal meetings* 23hrs. 33 mins

Total 105 hrs. 33 mins = approximately 14.5 days
(based on a standard day of 7hrs 24 mins)

For 2021/2022 (April 2021 to March 2022) the total number of hours was 125 hrs 11 mins
i.e. approximately 17 days (based on a standard day of 7hrs 24 mins).

* This included regular monthly meetings with HR, CMT meetings, Job Evaluation work and accompanying staff at HR related meetings.

It was explained at the meeting that the Unison Branch Secretary had requested permission from the Council for two members of staff who acted as Unison Branch associates to attend one week of Union training, to facilitate succession planning within the Unison branch. Members were asked to consider the request and approve the required week off from their Council positions. Members supported the training and approved the request.

RESOLVED THAT COMMITTEE:

Agree to allow two members of staff who act as Unison Branch associates to attend one week of Union training.

576

HR DATA RETENTION POLICY

The Director of Resources and Deputy Chief Executive submitted an information report to update Members on the project of HR Data Retention Policy approved by Committee on 18 January 2023.

All current employees now had digital personnel files that were categorized, dated, and could be re-cleansed in line with timeframes within the HR Data Retention Policy as needed. Personnel files for previous employees who were employed by the Council up to six years ago had been weeded and stored digitally should they be required for any employment claims. Files for previous employees over six years ago had been confidentially destroyed. In total around 4500 files had been cleansed.

The project had been a great success and had now concluded.

577

CORPORATE PLAN PERFORMANCE REPORTING

The Chief Executive submitted a report informing Committee about year-end reports for 2021/22 and 2022/23 that detailed performance against the Council's local performance indicators.

The report provided an overview of the Council's performance up to 31 March 2023. Analysis showed that of the 23 Personnel key performance indicators (KPIs) that could be compared to target:

- 43.5% (10) of the KPIs met target (green) or were on track.
- 56.5% (13) provided data only.

Of the 23 Personnel Services KPIs where performance trend could be compared over the years:

- 31% (7) of the KPIs had improved
- 17% (4) of the KPIs stayed the same
- 52% (12) of the KPIs worsened

The full monitoring report along with narrative on performance and targets was included in the report.

578

MEMBERSHIP OF WORKING GROUP

The Chief Executive submitted an information report to note that the membership of the Working Group under the remit of the Committee for the remainder of the Municipal Year 2023/24 remained unchanged following changes to political groups.

Committee had approved the appointment of Members to the HR Working Group for 2023/24 on 7 June 2023. Following political group changes, the revised membership of the Personnel Committee based on the new political balance had been confirmed at the meeting of the Full Council 12 December 2023.

The HR Working Group had not been affected and the membership therefore remained unchanged as follows:

Councillors R Elms, S Farmer, D O'Rourke, K Barnsley, and D Birtwhistle.

579 MINUTES OF WORKING GROUPS

There were no minutes from working groups.

580 REPORTS FROM REPRESENTATIVES ON OUTSIDE BODIES

There were no reports from representatives on outside bodies.

581 EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That by virtue of the next item of business being exempt information under Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 the press and public be now excluded from the meeting.

582 PAYMENT OF HONORARIA

The Chief Executive submitted a report that Committee consider payments of honoraria to members of staff who had covered the duties of more senior posts.

The factors and financial implications to be considered when assessing the applications were set out in the report.

RESOLVED THAT COMMITTEE:

Approve the honoraria payments to the members of staff as set out in the report.

583 GENERAL STAFFING UPDATE

The Director of Resources & Deputy Chief Executive submitted a report informing members on general staffing matters since the last Committee meeting. The report included information on appointments and resignations, internal movements, establishment changes, training, and retirements.

The report noted that 7 new staff had been appointed between 16 October 2023 and 15 December 2023 and that there had been 4 leavers in the same period. The report noted that there had been 1 work experience placement in the reporting period. Letters of thanks were to be sent to the staff who had left the Council, where appropriate.

An additional note was circulated at the meeting in regard to the Environmental Health Services department. Following the retirement of the Part Time Emergency Planning Officer in January, some of the duties of the role had been passed to the Councils Corporate Health & Safety Officer. However, the Environmental Health Department required resources in order to undertake responsibilities in private water supply testing. It was therefore proposed that a new part-time post of Environmental Technical Officer (Emergency Planning/Private Water Supplies) was added to the establishment, contracted to 18.5 hours per week. This would encompass both emergency planning and private water supply duties, therefore, the part time emergency planning officer would be removed from the establishment. The cost implications were noted in the report for consideration by Committee.

RESOLVED THAT COMMITTEE:

Agree to the change in the establishment by removal of the part time emergency planning officer and replacement with a new part-time post of Environmental Technical Officer (Emergency Planning/Private Water Supplies) 18.5 hours per week.

584

FLEXIBLE RETIREMENT REQUEST

The Chief Executive submitted a report for Committee to consider an application for flexible retirement from the Chief Executive, which required approval of both Personnel and Policy and Finance Committee.

The report reminded Committee of the eligibility criteria under the Local Government Pension Scheme and detailed the Council's Early Retirement Policy.

The Chief Executive had submitted his notice to retire from his fulltime position on 5 April 2024. The Chief Executive's request was that he be granted flexible retirement to allow him to continue with a reduced working week of 2.5 days until January 2025. The report also presented Committee with the options which required consideration given that the other half of the post would effectively become vacant, and the potential financial implications of the various options.

The report noted that agreeing to the flexible retirement request would retain the knowledge and expertise of the Chief Executive and permit the Council 12 months to carefully consider the recruitment and replacement. The Chief Executive presented the report then left the meeting.

Committee supported the flexible retirement request, and the proposed option for the Deputy Chief Executive to be asked to Act Up, subject to approval by Policy and Finance Committee.

RESOLVED THAT COMMITTEE:

1. Approve the flexible retirement request with effect from 6 April 2024;
2. Approve that the Director of Resource and Deputy Chief Executive is asked to Act Up and temporarily undertake the extra duties of CEO, 2½ days per week, alongside her existing role; and
3. Refer the matter to Policy and Finance Committee.

The meeting closed at 19:18pm

If you have any queries on these minutes please contact the committee clerk, Rebecca Tait rebecca.tait@ribblevalley.gov.uk.

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RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

meeting date: WEDNESDAY, 20 MARCH 2024
title: DIGITAL LEARNING MANAGEMENT SYSTEM (LMS)
submitted by: DAWN EVANS-STOREY, HEAD OF HR
principal author: JANE PEARSON, DIRECTOR OF RESOURCES & DEPUTY CHIEF EXECUTIVE

1. PURPOSE

1.1 To provide a Corporate Learning and Development programme for the Council via ME Learning. This will ensure all new and existing staff are trained to a consistent high standard which is recordable and equip them with the skills and understanding to develop them in their role and workplace behaviours.

1.2 Relevance to the Council's ambitions and priorities:

- Corporate Priorities – To ensure a well-managed council providing efficient service to RVBC Corporate Plan 2023-2027 on Equality and Diversity.

2 BACKGROUND

2.1 ME Learning is a public sector e-learning specialist and works with local government, health, and non-profit, organisations. They provide an online system for staff to undertake accredited learning and obtain a certificate of knowledge.

2.2 The service meets the minimum level of conformance required by law for digital services in the UK. The guidelines are designed to make digital services, websites, and Apps accessible to everyone, including users with impairments to their vision, hearing, mobility, and thinking and understanding. It is also accessible for users with low vision, cognitive and learning disabilities, and limited fine motor skills.

2.3 The council does not have an established Learning and Development system in place to provide consistent training on corporate topics that are needed to meet best practice and ensure staff have the knowledge to ensure fair and inclusive employment practices.

2.4 Whilst the training portal will not mitigate the need to use other external training providers, it will reduce the need and also provide us with consistency.

2.5 All courses are CPD accredited and there is a set pass rate of 80% to successfully complete the course. Questions are built into the courses themselves allowing us to measure competence. Once successfully completed, a system generated certificate will be issued.

2.6 The draft plan below coincides with the RVBC Corporate Plan 2023-2027 on Equality and Diversity. To have a diverse and engaged workforce and fair and inclusive employment practices we will:

- work to improve workforce diversity and inclusion;
- ensure our strategies and policies are inclusive;
- collect, analyse and publish workforce data;
- support the learning, development and progression of our workforce; and

- support the health and wellbeing of our workforce.

3 ISSUES

3.1 RVBC currently arranges training on a needs basis. The implementation of a Learning Management System (LMS) will provide a number of benefits:

- Planned budgeted spend.
- Consistent training content.
- Tailored learning and development to individual/departmental needs.
- Corporate training such as working remotely, health and safety in the workplace, manual handling and Equality and Diversity.
- Certificate to be placed in training record after assessed pass rate of 80%.
- Defence against tribunal claims.

3.2 The ME Learning package provides the Council with access for all staff to the relevant library of courses. This includes all new courses added. In addition, ME Learning will ensure that all training courses are kept up to date and refreshed with any legislation changes so that we can quickly re-skill staff with updated legislation as and when necessary.

3.3 Buying in these accredited courses individually would cost approximately £25 per head/per course. If we wanted to train all staff on Fire Safety Awareness for example which is a 45 min training session, this could cost, in theory thousands of pounds. As staff must complete a knowledge assessment to gain a certificate for their training record, this allows us to get tangible value out of this investment even if we don't continue with it after 12 months.

3.4 The below shows the first phase of corporate Training that will commence from 1 April 2024. From that point we will plan in the next phase of wellbeing training, and role specific development.

<p>Corporate Training – mandatory for all staff between April 24 and September 24. Total Training Time 12 hours</p>	<p>Safeguarding Age discrimination awareness LGBTQ+ Awareness Unconscious Bias Working Remotely Personal Safety - Lone Worker Mental Health Awareness Disability Awareness Learning Disability Awareness Autism Awareness Stress in the Workplace Workplace Wellbeing Equality and Diversity Human Trafficking and Modern Day Slavery Resilience</p>
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4 RISK ASSESSMENT

4.1 The approval of this report may have the following implications:

- Resources – This provision is being funded from the 2023/24 Training Budget at a cost of £9,950

- Technical, Environmental and Legal – None Identified.
- Political – None Identified.
- Reputation – None Identified.
- Equality & Diversity – None Identified.

5 **CONCLUSION**

- 5.1 We have purchased a 12-month LMS system for all Council staff and will start this Learning and Development programme on 1 April 2024. It will be reviewed and evaluated as we progress through the programme.

DAWN EVANS-STOREY
HEAD OF HR

JANE PEARSON
HEAD OF RESOURCES &
DEPUTY CHIEF EXECUTIVE

BACKGROUND PAPERS
(If any)

For further information please ask for Dawn Evans-Storey, extension 4402.

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RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

meeting date: WEDNESDAY, 20 MARCH 2024
title: ANALYSIS OF EXIT INTERVIEWS
submitted by: JANE PEARSON – DEPUTY CHIEF EXECUTIVE AND DIRECTOR OF RESOURCES
principal author: JULIE SMITH – HR OFFICER

1 PURPOSE

1.1 To provide Members with information relating to staff who have left Ribble Valley Borough Council between 1 January 2023 and 31 December 2023.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – As part of our commitment to community cohesion we are considered to be a major employer within the area, we strive to maintain our reputation by continual assessment and evaluation of working practices. It is important that we review our employment and salary opportunities to ensure we remain competitive and an employer of choice.
- Corporate Priorities – To ensure continuous improvement those leaving the organisation have valuable information to assist the Council in identifying areas of good practice and areas for improvement.
- Other Considerations – None.

2 BACKGROUND

2.1 As an aid to improve recruitment and retention strategies for the future, exit interviews can be helpful in obtaining information about why the employee is leaving the Authority.

2.2 Analysis of this information can be helpful to:

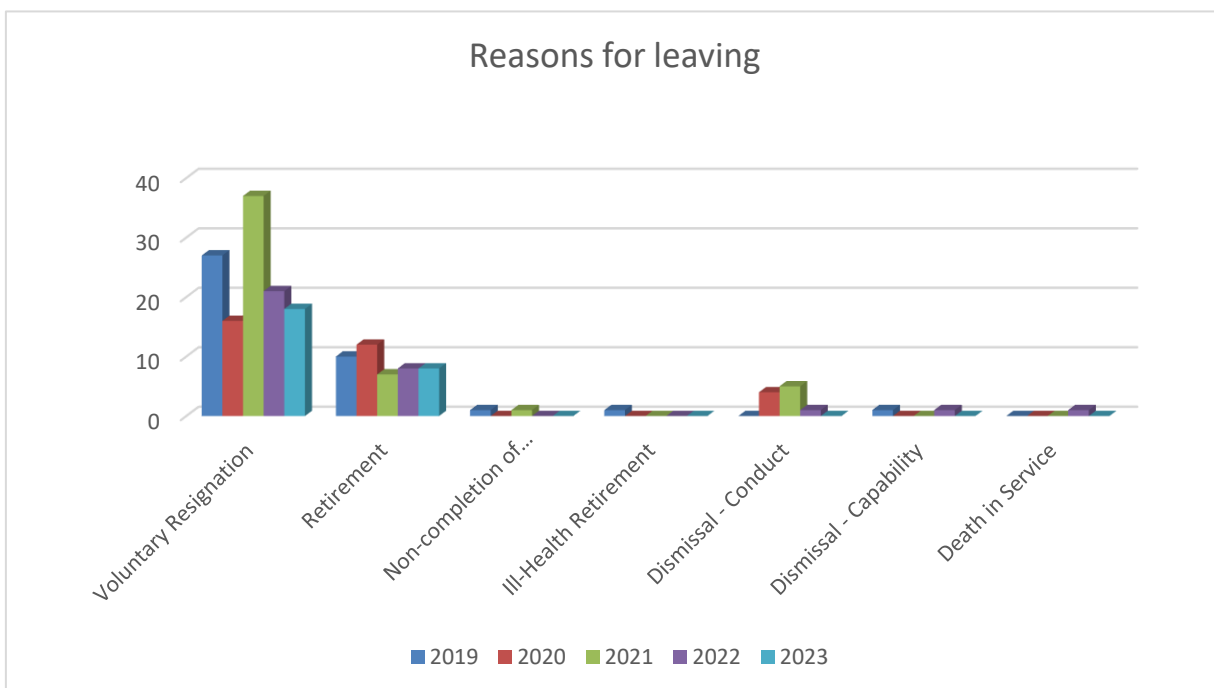
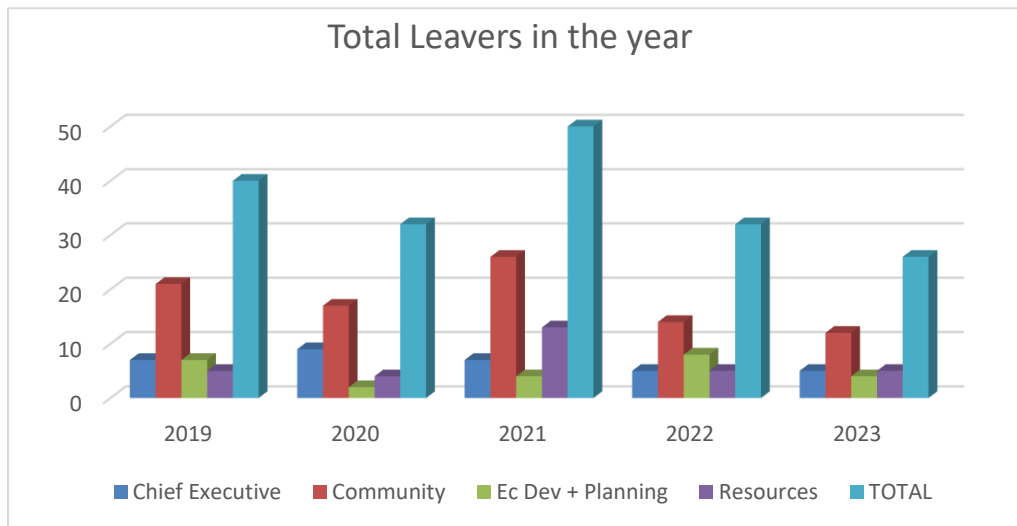
- identify reasons for and trends in turnover;
- identify areas needing change within the Authority;
- identify any training and development needs for remaining employees, including management training needs;
- assess the effectiveness of recruitment and induction processes;
- identify factors that would persuade people to remain with the Authority, such as changes to terms and conditions, working patterns, culture;
- collect information regarding the labour market, eg salaries, benefits, etc.

3 ISSUES

3.1 The intention of the exit interview process is to obtain feedback from members of staff leaving the organisation.

3.2 Following a review by CMT in 2021, the exit interview form (Appendix 1) is emailed to the employee for them to complete

- 3.3 The completed form is emailed to the appropriate Head of Service for their comments, which are subsequently reviewed by CMT.
- 3.4 Exit interview forms are not issued to employees who are dismissed from the authority.
- 3.5 During the year 1 January 2023 to 31 December 2023 a total of 26 people left the organisation. This does not include temporary employees or casual workers.
- 3.6 The following two charts provide:
 - Turnover detailing a 5-year, year on year comparison
 - Within those 5 years a further breakdown into the reasons for leaving



Voluntary resignation	18
Retirement	8
Non-completion of probationary period	0
Ill-health retirement	0
Dismissal – conduct	0
Dismissal – capability	0
Death in service	0

3.7 Analysis of the reasons for voluntary resignations is shown below in four categories: Career progression, work/life balance, better pay/terms and conditions, and personal. A comparison of the past 5 years is included for information.



4. ANALYSIS

There have been a number of factors that have impacted retention.

- Covid 2020/2021
- The Great Resignation in 2022, where we see a spike within the economy and within the council where staff have left for better paid work and career progression.
- The current position where we have, for the first time, five different demographic groups who are wanting different things from an employer. Traditionally it had been a job for life and a good pension. Younger generations do not plan past the next 3 -5 years and want instant reward, recognition, development and benefits.
- Private companies being able to drive a higher salary for hard to recruit positions. This is resulting in higher recruitment cost as posts are being repeatedly advertised within targeted publications.
- Cost of living has driven employees to look for better paid work

5. To remain a desirable place to work the council has refreshed or in vested in:

- Flexible working schemes both for a daily working pattern and also to request change or reduction in hours. The aim to keep staff employed via a work life balance.
- Invested in a digital learning platform for ongoing training and development.
- Launching a staff survey on 1 April 2024 to get greater understanding on what drives the workforce.
- Sign up to the Living Wage Foundation's Real Living Wage as the minimum hourly rate of pay to be paid to all staff aged 18 and over.
- Business or Personal Interest Policy allowing staff, where appropriate, to undertake additional employment to supplement their income.
- A Gender Pay Gap analysis will be undertaken for the first time within the Council in 2024

5 RISK ASSESSMENT

5.1 The approval of this report may have the following implications:

- Resources – Retention will be an ongoing challenge, and the Council is aware of and continues to actively review exit interviews and look how retention can be improved. In addition to loss of skill, the implications for our resources are the health and wellbeing of staff covering additional work during the turnover of colleagues.
- Technical, Environmental and Legal – Although there are no specific legal implications, there is the potential of an employment tribunal claim in the event an aggrieved employee leaves the organisation without resolution.
- Political – No implications identified.
- Reputation – Our failure to retain staff or support them through their employment life cycle may cause damage to our reputation as a good, local, employer and hinder future recruitment.
- Equality and Diversity – Monitoring of employees leaving the authority will ensure the fairness and equality of our processes is maintained. An Equality Impact Assessment Checklist has been completed.

6 CONCLUSION

- 6.1 Retention and analysis of exit interviews will remain a focus to mitigate potential implications for service delivery where staff are not replaced or where particular skills are lost from the organisation.



JULIE SMITH
HR OFFICER

JANE PEARSON
DIRECTOR OF RESOURCES

BACKGROUND PAPERS

Appendix 1 – Exit Interview Form
For further information please ask for Julie Smith, extension 4409.

EXIT INTERVIEW



Ribble Valley
Borough Council

www.ribblevalley.gov.uk

Name: _____

Job Title: _____ Scale/Salary: _____

Department: _____

Immediate Manager/Supervisor: _____

Start Date: (dd/mm/yyyy) _____

Leave Date: (dd/mm/yyyy) _____

Length of Service: _____

New Employment Details:

Main Reasons for Leaving:

Any Comments re: Time/Experiences at Ribble Valley Borough Council?

Any improvements/changes recommended in relation to your post or RVBC in general?

What do you believe are the good points of working for Ribble Valley Borough Council?

Are there any negative points of working for Ribble Valley Borough Council?

Where did you hear about or see the advert for your new post?

Had you been actively looking for a new position?

Any final comments?

Date emailed to
Head of Service:

Date forwarded to
CMT:

Head of Service Manager Comments:

Head of Service:

Date:

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