

Public Document Pack

15 September 2017

Our Ref Joint Staff Consultative
Committee/27.9.17
Your Ref.
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To: The Chairman and Members of the Joint Consultative Committee of North Hertfordshire District Council

District Councillors Councillor Fiona Hill (Chairman), Councillor Sarah Dingley, Councillor Bernard Lovewell, Councillor Lynda Needham and Councillor Martin Stears-Handscomb.

(Substitutes: Councillors Councillor Ian Albert, Councillor John Bishop and Councillor Michael Weeks).

UNISON Representatives: Dee Levett, David Carr, Debbie Ealand and Keith Fitzpatrick-Matthews

Staff Consultation Forum Christina Corr and Claire Morgan
Representatives:

You are invited to attend a

MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE

to be held in the

**MEETING ROOM 1, TOWN LODGE, GERON ROAD,
LETCWORTH GARDEN CITY**

On

WEDNESDAY, 27TH SEPTEMBER, 2017 AT 7.30 PM

Yours sincerely,



David Miley
Democratic Services Manager

Agenda **Part I**

Item	Page
1. APOLOGIES FOR ABSENCE	
2. MINUTES - 28 JUNE 2017 To take as read and approve as a true record the minutes of the meeting of this Committee held on 28 June 2017.	(Pages 1 - 6)
3. NOTIFICATION OF OTHER BUSINESS Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency. The Chairman will decide whether any item(s) raised will be considered.	
4. CHAIRMAN'S ANNOUNCEMENTS Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest which requires they leave the room under Paragraph 7.4 of the Code of Conduct, can speak on the item, but must leave the room before the debate and vote.	
5. STAFF CONSULTATION FORUM To receive the Minutes of the meetings of the Staff Consultation Forums held on 5 July 2017, 2 August 2017 and the Draft Minutes of 6 September 2017.	(Pages 7 - 20)
6. PEOPLE STRATEGY UPDATE: INFORMATION NOTE INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER To update the Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs.	(Pages 21 - 32)
7. LOCAL GOVERNMENT PAY: INFORMATION NOTE INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER To consider a round up of the latest position Local Government Pay.	(Pages 33 - 34)

- 8. DISCUSSION PAPER - SHARED PARENTAL LEAVE** (Pages 35 - 38)
To discuss issues regarding Shared Parental Leave.
- 9. SUGGESTED DISCUSSION TOPICS** (Pages 39 - 42)
To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate.

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Agenda Item 2

NORTH HERTFORDSHIRE DISTRICT COUNCIL

JOINT STAFF CONSULTATIVE COMMITTEE

MEETING HELD IN THE MEETING ROOM 1, TOWN LODGE, GERONON ROAD,
LETCWORTH GARDEN CITY ON WEDNESDAY, 28TH JUNE, 2017 AT 7.30 PM

MINUTES

Present: *Councillors Fiona Hill (Chairman), Ian Albert (substitute), Sarah Dingley and Lynda Needham.*

In Attendance: *Kerry Shorrocks (Corporate Human Resources Manager), Jo Keshishian (Human Resources Business Manager), Christina Corr (Staff Consultation Forum), Dee Levett (Unison), Claire Morgan, (Staff Consultation Forum), Amelia McInally (Committee and Member Services Officer) and Hilary Dineen (Committee and Member Services Officer).*

Also Present:

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Bernard Lovewell and Councillor Martin Stears-Handscomb.

Having given due notice, Ian Albert advised that he would be substituting for Councillor Martin Stears-Handscomb.

2 MINUTES - 5 APRIL 2017

RESOLVED: That the Minutes of the Meeting of the Committee held on 5 April 2017 be approved as a true record of the proceedings and be signed by the Chairman.

3 NOTIFICATION OF OTHER BUSINESS

There was no other business.

4 CHAIRMAN'S ANNOUNCEMENTS

(1)The Chairman welcomed all Members and officers to the Meeting;

(2)The Chairman reminded all present that, in line with Council policy, the meeting was being audio recorded;

(3)Members were reminded that any declarations of interest in respect of any business set out in the agenda should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and were required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest which required they leave the room under Paragraph 7.4 of the Code of Conduct, could speak on the item, but must leave the room before the debate and vote; and

(4)The Chairman paid tribute to her predecessor former Councillor Allison Ashley and thanked her for all of the hard work she had undertaken as Chairman of the Joint Staff Consultative Committee.

5 **STAFF CONSULTATION FORUM**

The Corporate Human Resources Manager drew attention to the Minutes of the meetings of the Staff Consultation Forum held on 5 April 2017 and 3 May 2017 and the Draft Minutes of 7 June 2017 as follows:

Minutes – 5 April 2017

The Corporate Human Resources Manager highlighted:-

There had been regular building and property related queries to the Staff Consultation Forum particularly since being in temporary accommodation. She advised that Property Services were regularly in attendance at SCF meetings to update and answer queries.

The NHDC update had been given by the Human Resources Manager, and reported that staff had received their increase in April salaries for the second year of the two year pay deal, she stated that this had been a 1 percent increase for most staff.

A review of National Local Government pay scales was currently being undertaken.

There was still a lot of discussion to be had with regard office relocation, but regular updates were given by the Head of Revenues, Benefits & IT. She further explained that procedures regarding relocation back to the District Council Offices were being put in place.

Minutes – 3 May 2017

The Corporate Human Resources Manager advised that there had been a small restructure in the Property Services Team which had been through the Corporate Board for approval. The Chief Executive had given an NHDC update on matters that had been covered at Council regarding a number of projects and the financial position of the Council.

The Corporate Human Resources Manager, in answer to a question by a Member, advised the Committee that there was no timescale with regard to the expected restructure.

The Committee was informed also, that the Investors in People assessor had been in attendance at the Council Offices for which the outcome would be disclosed in due course.

Draft Minutes – 7 June 2017

The Corporate Human Resources Manager informed the Committee that Information Technology (IT) had been invited to present to the Staff Consultation Forum at their June meeting at which they had given a comprehensive update.

She further advised that there had been a number of consultations and restructure discussions at both lower and senior management level, but no date had been given for announcement or implementation.

In answer to a question by a Member, the Corporate Human Resources Manager explained to the Committee, in brief, how the “hot-desking” and working space environment would be set up and allocated on return to the District Council Offices. She informed the meeting that personnel who were full-time office based were most likely to be allocated a permanent desk. She further explained that “Hot Desking” lent itself to the working practices in the organisation, and was already available and being utilised successfully by those staff with varied working situations for example, those who were working out of office and home-working. She explained that they would endeavor to group teams together, but Hot Desk Areas would be spread out and were expected to be widely used.

Councillor Needham responded to an enquiry regarding Fire Safety at the refurbished District Council Offices. She informed the Committee that the Fire Brigade had been asked to give further reassurance regarding cladding on the building, they had confirmed that the proposed

Wednesday, 28th June, 2017

cladding was still appropriate and, given the unusual situation of being able to station a Fire Engine on all four sides of the building, should the need arise, gave additional reassurance.

The Corporate Human Resource Manager advised that the Communications and Grounds Maintenance Department were undergoing restructures.

IT WAS AGREED: That the Minutes of the Staff Consultation Forum held on 5 April 2017, 3 May 2017 and draft minutes for 7 June 2017 be noted.

REASON FOR DECISION: To enable the Joint Staff Consultative Committee to consider any issues addressed by the Staff Consultation Forum.

6 INFORMATION NOTE: PEOPLE STRATEGY UPDATE

The Corporate Human Resources Manager presented the report entitled People Strategy Update and drew attention to the following:

Apprentice Levy

Major changes were coming forward regarding how apprenticeship schemes would run. A new apprenticeship levy account had been opened to pay the levy and purchase training in future.

There were new education/training standards which had been brought into play and were being used more widely. The old apprenticeship framework would, however continue, for those that started on that basis. New standards were being introduced, being written and used to develop existing staff and different types of apprenticeships would be offered in the future.

IR35

Intermediaries Legislation (IR35) came into effect on 6 April 2017. This was a complex piece of work to identify who would be covered by IR35, which had been prepared well and followed through.

Recruitment

An auto short-listing process was now in place and being used, thus improving the speed for recruiting managers. The feedback so far, had been very positive,

Investors In People

Corporate Board had agreed that the organisation continue to be assessed against the Investors in People standard, and reiterated that they would hear the outcome very soon as the assessors had been in on 28 July 2017.

Regular Performance Review

The cycle was coming to an end and 100 percent completion was hoped for. A report, which would be raised in September, would show the number of appraisal returns.

NHDC had technical manager and staff competencies in place which had been refreshed. The previous scoring system was no longer required as there wasn't performance related pay at NHDC, but regular performance reviews were carried out.

Mandatory Gender Pay Gap Recording

Mandatory recording was introduced in March 2017, with the first set of data to be submitted by 31 March 2018.

Discussions were underway related to how this information could be gathered.

Absence

There had been another good year in terms of absence rate, with long term absence significantly reduced.

Organisation Values

This information was published on Intranet but The Corporate Human Resources Manager would circulate these to Members.

Pensions Auto Enrolment

Under statutory requirement, those employees who had opted out of an employer pension scheme had to be re-enrolled every three years. In total 31 individuals were re-enrolled by the deadline, and the majority of these had now opted out again.

7 INFORMATION NOTE: A ROUNDUP OF CURRENT GOVERNMENT CONSULTATIONS AND UPDATE ON THE NJC PAY SCALES NATIONAL REVIEW

The Corporate Human Resources Manager pointed out there was a number of things on which to follow progress:-

NJC Review of National Pay Scales 2016/2018 deal

As part of the 2016-2018 pay deal the NJC agreed to conduct a review of the NJC pay scheme, with the aim of considering pay differentials in light of pay freezes and small increases over a number of years. However, due to the increases in the National Living Wage, pay had been weighted at the bottom of the pay scales.

The Corporate Human Resources Manager referred to the letter included in the report, and commented that there would likely be less pay increases at Senior Management Level, but small pay increases over a long period of time would put back the differentials. There was likely to be between a 4½ - 6 percent increase on the Pay Bill. This was happening alongside pay negotiations.

Exit Payment Cap

The Corporate Human Resources Manager confirmed that the planned Exit Payment Regulations 2016 had no definite date for its implementation.

Salary Sacrifice Car Leasing Scheme

The Corporate Human Resources Manager reported that following the results of the Staff Survey, as few members of staff had taken up this option, it had been decided that The Scheme would be left open, and would be reviewed again on 30 November 2018.

8 DISCUSSION PAPER - TRANSFER OF UNDERTAKINGS PROTECTION OF EMPLOYMENT (TUPE)

For the benefit of new Members, the Chairman explained that this part of the meeting was, neither a report or a proposal, but a subject chosen to prompt discussion.

The Corporate Human Resources Manager stated that TUPE was an extremely complex piece of employment legislation that was fundamentally put into place to protect employees when their jobs were transferred on to another employer, including where a position was outsourced or a business was sold on. She stated that TUPE came into play to protect the Terms and Conditions, benefits, pensions and pay to ensure that staff who would be affected would move onto something broadly similar. She further clarified that the principle was to ensure that employers gave all relevant information and were open and honest about what employees were transferring to, ensuring a smooth transfer for both employer and employee.

The Human Resources Manager further defined, that TUPE worked to protect the current terms and conditions of employees, unless there was an ETO, (Economic, Technical or Organisational) reason.

The Human Resources Business Manager advised that there had been a small number of employees from Building Control who were TUPEd to the new Building Control Company.

9 SUGGESTED DISCUSSION TOPICS

The Corporate Human Resources Manager reminded Members that the discussion topic originally chosen for the June meeting was Shared Parental Leave, although this had been changed to TUPE.

Members considered what subjects should be discussed in September, December and March. The Committee agreed on the following:-

September 2017 – Shared Parental Leave;
December 2017 – Local Government Pension Scheme (The current position and planned changes);
March 2018 – Apprenticeships (The future for apprenticeships, the Apprentice Levy, Public Sector Targets and Higher Apprenticeships).

IT WAS AGREED: That the discussion topics for the meetings would be as follows:-

- (i) 27 September 2017 – Shared Parental Leave;
- (ii) 20 December 2017 – Local Government Pension Scheme;
- (iii) 28 March 2018 – Apprenticeships.

The meeting closed at 3.54 pm

Chairman at the meeting on
Wednesday, 28 June 2017

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JOINT STAFF CONSULTATIVE COMMITTEE

27 SEPTEMBER 2017

***PART 1 – PUBLIC DOCUMENT**

AGENDA ITEM No.

5

STAFF CONSULTATION FORUM

The Minutes for the meetings of the Staff Consultation Forum held on 5 July 2017, 2 August 2017 and the Draft Minutes of the SCF Meeting held on 6 September 2017.

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Staff Consultation Forum Meeting

5 July 2017



Present:	Christina Corr (Chair), Kerry Shorrocks, Dee Levett, Rebecca Webb, Sue Collett, Emma Jellis, Anne McDonald, Ian Couper, Holly Butrimas-Gair (notes)
Apologies:	David Scholes, Rebekah Edwards, Claire Morgan, Maggie Williams
Circulation:	Those present, David Scholes, Rebekah Edwards, Claire Morgan, Maggie Williams

1. Apologies

Apologies were received from David Scholes, Rebekah Edwards, Claire Morgan and Maggie Williams

2. Matters Arising from Previous Minutes

There was a discussion about the notification of the minutes' silences that were held over the last month. As there is no tannoy system at Town Lodge, it is difficult to keep track of when the minute's silence is occurring. KS stated that they are there to observe as far as possible. A suggestion was made that an alarm on someone's phone is set if staff are able to observe the silence, so that it isn't missed.

There being no further outstanding actions, the minutes were agreed.

3. NHDC Update

Public sector pay has been in the news a lot recently. Unison have put in a pay claim and a review of the National Pay Scale is underway. KS will be attending a Regional Pay Briefing later this month along with other employers, Councils and Trade Unions. This should provide a useful update on pay for the coming years. KS will provide feedback from this briefing at the next SCF.

The HR update has been circulated to managers and SCF. CC queried when the Homeworking Policy was last updated as the circulation implied that it was recent, however RW has since confirmed that it was last updated in April 2016. HR will be re-issuing the Statement of Particulars for homeworking to reflect the policy update. It is also important for regular reviews of home working in case personal circumstances change as they are apt to do. Training is still available for managers.

At the last SCF it was confirmed that Norma Atlay will be retiring in August, which leaves three tier 2 vacancies (Strategic Director level). It is likely that NHDC will recruit for a Deputy/Assistant CEO post, rather than replace the three vacant positions. Once this person

has been appointed, the restructure of tier 3 posts (Head of Service level) will be looked into. The Assistant CEO post will be advertised internally as well as externally, and there will be input from organisations such as Hay and the Local Government Association.

KS reminded the group that the RPR deadline is approaching, so they should be completed and handed into HR by the end of July. CC queried what happens to the RPR's once they've been collected. KS stated that it is not possible for HR to go through every individual form, so it is the responsibility of the employee and their manager to research and gain advice on any development needs that have arisen.

The medium-term financial strategy will be reported to Cabinet later this month, which will include some significant savings.

4. Office Accommodation Update

There is an office accommodation project team meeting tomorrow (6 July). Debbie Hiscock has started to book meetings at service level prior to the move back to DCO.

DL advised that if anyone has any suggestions, now is the time to mention them e.g. lighting, chairs etc.

It was agreed that HC does a great job of keeping everyone informed on the project and he is happy for people to speak to him about it.

There were queries as to whether it would be possible for the windows to open following the upgrades to DCO. KS has since been informed that the windows will not open because the ambient temperature and airflow will be regulated inside the building.

5. Staff Wellbeing Policy

Keith Crampton circulated the Staff Wellbeing Policy to members of SCF for their comments. It was previously known as the 'Managing Pressure Policy' and the aim is to keep all 'wellbeing' information in one document. Any comments on this document should be sent to Keith before the end of July.

Other wellbeing tools for staff members include the Well@Work Intranet page, healthy lifestyle events and Wellbeing days such as the one that ran in September last year. NHDC is committed to providing a family-friendly working environment, for example providing flexi-time, homeworking and part-time working.

6. Employee enquires

SC raised the issue of Careline being a 24 hour service; however email systems are being shut down at 2am which can cause some problems for employees especially for MSU staff members who work only from email. SC asked if there was any way that the email system could be backed-up after 2am, ideally 6am, for those who are working the night shift.

Action: HBG to follow-up with Vic Godfrey.

SC also raised concerns about parking at the Careline office. Staff are being told that they can't park in the car park next to the building, and are therefore having to park much further away in an area where an assault recently took place on a female. This is making female staff members nervous and scared about parking there at night. IC confirmed that the

building is owned by NHDC but the car park is owned by North Herts Homes, so they are unfortunately within their rights to request this. It was suggested that staff members are given panic/attack alarms in the short-term.

Action: HBG to raise with Parking Services to see if there are any alternatives/resolutions to this health and safety issue.

HBG mentioned that the blinds in the Grounds Maintenance, Leisure and Waste department are not effective in screening the sun from computer screens, and also don't help in keeping the heat out in very hot says.

Action: HBG to raise with Property Services.

7. Chair for Next Meeting

Christina Corr

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Staff Consultation Forum Meeting

2 August 2017



Present: Christina Corr (Chair), Kerry Shorrocks, Dee Levett, Rebecca Webb, Sue Collett, Emma Jellis, Anne McDonald, Rebekah Edwards, Claire Morgan, Maggie Williams, Ian Couper, Holly Butrimas-Gair (notes)

Apologies: David Scholes,

Circulation: Those present, David Scholes

1. Apologies

Apologies were received from David Scholes.

2. Matters Arising from Previous Minutes

The group thanked Keith Crampton for his work on the Staff Wellbeing Policy that was discussed in the last meeting (7 July) as this was not noted in the minutes.

It was noted that it was DL that asked about RPRs once they've been collected, and CC advised mentioning possible suggestions for the new DCO building, not vice versa as the minutes stated.

Attack alarms have been given to Careline staff members. Following a discussion with Jon Charter in Parking, HBG advised that Franklin Gardens non-resident bays can be used to park in. SC said it would be reiterated to staff that if an attack alarm is going off near the building, it must be reacted to rather than ignored.

There being no further outstanding actions, the minutes were agreed.

3. NHDC Update

A member of HR attended a Regional Pay Briefing on 17 July where it was announced that the review of the National Pay Scales will not be ready in time for the 2018 pay round. The Trade Union have put in a detailed pay claim, however we might expect an increase in pay next year of 1% as there was this year. KS will update staff on the pay scales review regularly as information is received.

As we are now in the holiday period with staff away there is more pressure on individuals. KS thanked staff members for managing any change in workload to support their colleagues.

KS asked SCF for their opinion on the way the water crisis was handled yesterday (1 August). The overall feeling was that it was something that couldn't be helped, and that the

onus was on Affinity Water rather than NHDC to rectify the problem. It was noted that CSC had an increase in calls from customers.

DL raised an issue that came from a care home, who had been without water during the night of 31 July and whose electricity also went off during the day of the 1 August. They called NHDC to enquire about arrangements that may have been made for this scenario however no one seemed to know what to do. KS will raise this incident at SMT and wondered whether staff felt they'd been updated regularly enough throughout the day. It was agreed that there was too much time between initial communication and the second email that was circulated and it could have been more specific about the toilets. AM suggested that an announcement from Affinity Water could've been made to let residents know water supplies would be switched off prior to it happening in order that they could stock up on water supplies. Free water had also run out by 8.30pm which could've caused a problem for commuters coming home late. On a positive note, water was delivered to vulnerable residents in good time. A colleague of EJ asked why the Council hadn't arranged any emergency cover for vulnerable residents and why, if we run Careline, did we not check if residents had water to take their medication. This could've been used as a training exercise. KS confirmed that the management team will analyse the response to this issue.

Action: KS to discuss the response to the cut water supply at SMT.

Anyone who was at Norma Atlay's retirement buffet will be aware that she will be going on leave soon and retiring shortly after. DS is currently preparing a job advertisement for the Deputy Chief Executive post that will go out at the end of this month. There will be a half page spread in the Municipal Journal and it will also be open to internal applicants. The HR team from the East of England Local Government Association will be involved in the selection and interview process.

4. Office Accommodation Update

Following a meeting between the Project Team yesterday, it was confirmed that works are progressing well and are running on time. Debbie Hiscock has started to meet with individual managers to discuss the logistics of moving back to DCO. There will be a discussion about the possibility of tenants renting office space and also the relocation of Careline to the building. There was some damage to the carpet in CSC by Wilmott Dixon that they will be replacing. It raised the issue that CSC was last decorated 12 years ago and it may look tired in comparison to the rest of the building when the project is complete.

Wilmott Dixon will be taking part in a charity day, where they will be giving two days free labour to Hillshott School. They will re line a pond and decorate a classroom on 10/11 August and an article will be included in MIS to inform Members as they may want to get involved in the project.

Three Silver Birch trees were removed from the premises of DCO which will be replaced with 6 Birch trees.

There was a discussion at the Project Team meeting regarding the request by a retailer for a pop-up shop to be rented in the DCO. The response is likely to be no, as we can't show to have preferential treatment of one retailer over another. The idea of a charity pop-up stall was discussed between SCF members. Thought will have to be given to the layout of the reception area should outside companies be given space to rent part of the building. RE queried the security measures that would be in place, if any, as outside companies shouldn't have the ability to walk freely through Council departments and vice versa. IC confirmed that

a pass system would be implemented throughout and security doors would be used on fire escapes so staff would not be able to use these to enter the building.

5. I.T. Projects Update

This item was deferred to the next meeting of SCF as there is no update from the I.T. department.

CC and members of SCF thanked Vic Godfrey and the I.T. team for the great service they provide to staff, and for their efforts to respond to issues as quickly as they do.

6. Employee enquires

EJ mentioned a staff member's car was locked in the Town Lodge car park recently and therefore wanted to remind staff that the gates get locked between 7.30-8pm.

EJ raised a query about where staff members can go when smoking and where cigarette butts can be left. KS mentioned that the Waste department may have spare cigarette butt boxes that could be provided.

Action: HBG to follow up and raise with Waste/Property Services.

RE queried why there isn't a sabbatical or 'career break' policy. KS responded that this type of leave is covered in the Special Leave Policy. If employees wish to take an extended holiday/break, leave can also be accrued and taken with unpaid leave. MW suggested that staff members should discuss the options of extended leave with their manager. NHDC don't want to create a specific policy for this sort of leave as too many requests could be denied. KS reasoned that NHDC are a flexible employer and are open to discussion with regards to extended leave relying on custom and practice of what's been offered before.

CC reminded members of SCF and all employees that if there is an issue with something in the building, for example a broken kettle, it should be logged with Property Services as soon as possible. It was mentioned that faults are logged however no response is received from Property Services to acknowledge receipt of the message or to confirm that issues are being rectified. IC is aware of these concerns and is looking into ways of improving this system, for example creating one similar to the I.T. Helpdesk whereby a query/problem is assigned to a specific member of the Property Services team.

7. Chair for Next Meeting

Dee Levett.

KS mentioned that HBG is leaving the organisation and this would therefore be her last SCF meeting. Members thanked HBG for her efforts and for minute-taking following Sharon Nahal's departure.

Action: HBG to organise a replacement representative and minute-taker.

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Staff Consultation Forum Meeting

6 September 2017



- Present:** Christina Corr (Chair), Kerry Shorrocks, David Scholes, Dee Levett, Claire Morgan, Maggie Williams, Anne McDonald, Emma Jellis, Sue Collett, Vaughan Watson, Rebecca Webb, Gio Silverio, Karl Mallia, Lizzie Shepherd, James Watson (minutes)
- Apologies:** Vic Godfrey, Ian Couper, Rebekah Edwards, Debbie Hiscock.
- Circulation:** Those present, Vic Godfrey, Ian Couper, Rebekah Edwards, Debbie Hiscock
-

1. Apologies

Apologies were received from, Vic Godfrey, Ian Couper, Rebekah Edwards, Debbie Hiscock,

2. Matters Arising from Previous Minutes

There was an update regarding the Affinity Water supply issue in Baldock that happened in August. There has since been a discussion with Affinity Water on wider non NHDC matters such as staffing issues. There was a post debrief matching exercise between data of vulnerable residents. Only 2 discrepancies were identified which is less than thought to be the case at the time. It was agreed that there should have been better communication with employees about what to do if the water goes off such as if the toilets aren't functioning correctly. Once the notes from the debriefing are produced, they will be considered. SMG are due to have a business continuity planning session in September to reflect on the lessons learnt and think about any new circumstances once moved back into the DCO.

3. NHDC Update

Insight has recently gone out with a message from David Scholes regarding the Deputy Chief Executive vacancy and recruitment. An advert has gone out in the MJ with an assessment day set for 6th October. East of England Local Government Association HR team are dealing with recruitment directly and will also be involved in the assessment process. Once appointed, the Deputy Chief Executive will then work on the 3rd tier of the senior management structure. The question was asked whether Members were to be involved in selection of the DCE. KS said that the Chief Executive had delegated authority for this recruitment, but Members would meet the successful candidate. As Christmas is only 3 months away staff should look at booking their annual leave as there are no allocated statutory days this year.

4. Office Accommodation Update

Debbie Hiscock is now having meetings with teams to start to discuss where in the DCO they will be situated. Kerry Shorrocks & Reuben Ayavoo are working on doing an equalities impact assessment. Willmott Dixon has indicated that there are now set standards in buildings due to equalities for example door frames being a different colour from the door itself so people who are visually impaired can clearly see where the door is. There is also investigation into whether there will be faith & rest rooms as part of the office refurbishment. An assessment draft will be brought to SCF in the future. The work also looks at people who may have other disabilities and individual needs so adjustments can be made in the future.

A query was raised as to how staff could raise issues relating to the new office as not all line managers were good at passing on information. KS said she would contact Howard Crompton to ask when a timetable and drawings would be available.

5. I.T. Projects Update

This item was deferred to the next meeting of SCF as there is no update from the I.T. department.

6. Waste Restructure

In 2014 North & East Herts worked together to create a strategic outline case to look at joint working. The mandate behind this was the Herts waste partnership which consisted of all the collection and disposal authorities who had showed that they had made significant savings due to joint working.

This was followed by an outline business case and it was determined that Buntingford depot would be used with one main client team based there to manage the contract. The contract is due to start on 8th May 2018 with a new client team in place by February 2018 for a three month mobilization period.

September was decided for the consultation period with a 70 page document outlining in detail the proposal for the consultations. Over the last 3 weeks Vaughan has undertaken 1-1 consultations with the waste staff to put forward the proposals. An end of consultation review will then take place in collaboration with East Herts to look at how best to move forward.

North Herts is the lead authority with the possibility of staff transferring from East Herts with effect from December 2017. There will be an overall service manager with two teams, contract management and development and support services. Each team will have a manager and there will be 6 contract officers and 3 Development and Support Officers (appendix B). There is a total of 16 staff (13 FTE- 9 NHDC and 4 EH) with 12 posts available for the new contract.

GS stated that due to there being a restructure at East Herts which will affect their inspectors, as waste services officers there is concern as to what impact that may or may not have in terms of current positions and job vacancies which form part of the joint restructure. HR & Vaughan are aware of the concerns and are looking for clarification.

LS identified that timing hasn't been ideal especially as a lot of the waste staff are currently doing contract evaluations which takes up a lot of time. She informed the group that some staff were only given the consultation document an hour or so before the 1-1

meeting due to working hours or lateness of the document. There were also concerns around some of the new job descriptions and structures.

KM expressed his concerns as to whether the streets team at East Herts will be included in the process and if so it would make it a lot more competitive. He also enquired if street officers in the new restructure would have to be based at Buntingford or have to be there for a certain amount of hours/days and if they will have access to the DCO or other depots that are under the contract.

VW agreed with this concern as it would be unproductive time for contract officers if they have to travel from Letchworth to Buntingford only to travel back to Letchworth. It was agreed that hot desk areas in the DCO should be further investigated for waste officers to have access to.

The outcome of the restructure will be announced on 22nd December. It was appreciated that this was difficult timing, but this date was necessary to ensure the new structure was in place for the required lead in time to the new contract.

It was agreed that LS would contact the Comms team regarding issuing a message outlining the current pressures the Waste Team were facing.

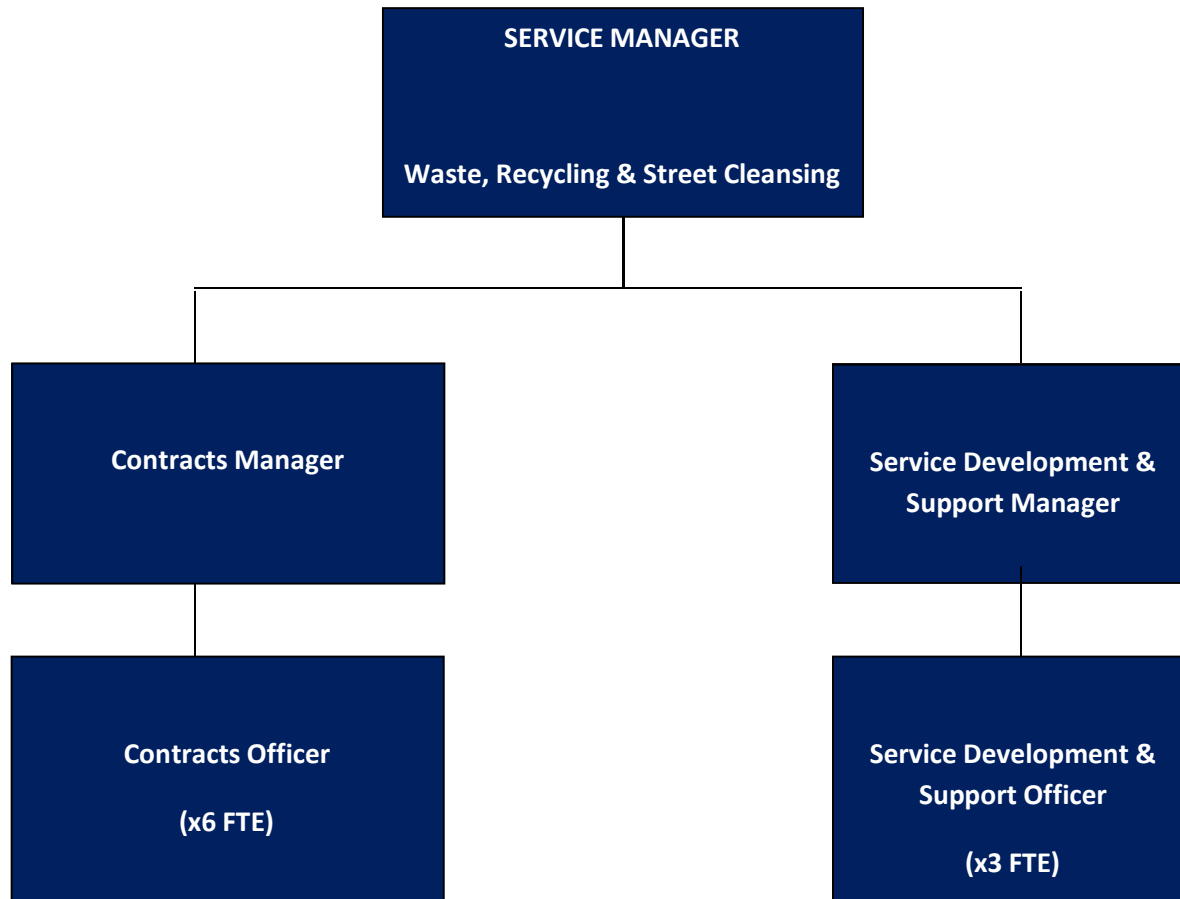
7. Employee enquires

The group were asked what is the IT policy on regular changing of passwords. It was stated that an email had recently been released from IT regarding passwords which informed staff they can change passwords themselves at any time. At the moment changing passwords is something that will have to continue as normal. It was agreed that an email would be sent to Vic Godfrey regarding password enquires.

8. Chair for Next Meeting

Dee Levett.

Appendix B: Proposed Structure - Joint Waste, Recycling & Street Cleansing Services



JOINT STAFF CONSULTATIVE COMMITTEE
27 SEPTEMBER 2017

*PART 1 – PUBLIC DOCUMENT	AGENDA ITEM No.
	6

TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE

INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER

1. SUMMARY

1.1 To update the Joint Staff Consultative Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs.

2. STEPS TO DATE

2.1 The People Strategy Information Note has been updated with the HR 2017/18 Service Plan, work plan.

3. INFORMATION TO NOTE

3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. Attached at Appendix B is the HR work plan, taken from the HR Service Plan for 2017/18. The terms of reference for the Joint Staff Consultative Committee are to be the corporate interface with employees on major Human Resources issues and to be the Strategic HR Forum for NHDC Members. HR projects do require support from other support services such as IT, Finance, Legal Services and others.

3.2 Recruitment continues to be busy with several vacancies currently being filled. We have Apprentices in Property Services, HR, Active Communities, The Document Centre/CSC, MSU, Community Safety and Environmental Health.

3.3 The HR Service Plan project highlights show the progress made since the last JSCC in June 2017.

3.4 We now have our online account up and running to pay the Apprentice Levy and to purchase apprentice training in future. We are also following the progress of the Hertfordshire Apprentice Alliance (HAA) and the work going on through the East of England Local Government Association (EELGA) on collaborative working and best practice.

3.5 Following the expiry of the Council's Agency Temporary Workers Framework Agreement, changes in the IR35 legislative requirements and in line with audit recommendations, the Use of Temporary Workers Policy and accompanying documentation have now been updated and are available on the intranet. These processes will be used for all temporary workers undertaking work at the Council on employment contracts or through agencies.

- 3.6 Feedback for a new improved shortlisting process has been positive and the process is now being used for the majority of vacancies. IT has built the system for online shortlisting for managers, it is being tested and it looks very promising and we are hoping for a go live date during the autumn.
- 3.7 Mandatory gender pay gap reporting was introduced in the public sector from the end of March 2017 with the first set of data needing to be submitted by 31st March 2018. Discussions are underway with Serco regarding the reporting requirements and a solution is being developed by SAP which is currently being tested and should be available on general release by October. It will then be tested by Serco and added to our system as part of the patching system that takes place at the end of every calendar year. It is hoped the report will be available for consideration by HR in early January 2018.
- 3.8 The new Regular Performance Review (RPR) has been successfully implemented and started its second full cycle in April 2017 and 95% were completed and submitted by the end of July. It has been well received and applied consistently across the organisation. An Audit of the process produced a **full** level of assurance. A new set of organisational competencies have been developed and are now in use. They will not only be used for RPR but also integrated into our recruitment and succession planning processes.
- 3.9 The Learning and Development team are continuing to develop activities that support organisational change under the heading of 'Meeting the Challenge'. This has included Practical project Management and Political Awareness workshops. Further workshops on supporting staff through organisational change are planned for early 2018.
- 3.10 An Institute of Leadership and Management level 5 programme has been completed and all participants will have completed their assignments by the end of October 2017. The L & D team will investigate the need for further training of this type.
- 3.11 The L & D team have developed new organisational values which have been agreed by Corporate Board. They are in the form of challenges. These will be launched and communicated following further consultation and used to drive and support organisational change. These new values more fully reflect the current environment and context in which the Council operates.
- 3.12 The Councils Learning Management system is being replaced with a new cloud based learning and Development portal which will be easier to use and have new and updated content. This new resource for e-learning will be launched on 1st October for both Members and Officers.
- 3.13 The Councils Investors in People standard has been renewed under the new standards and the recommendations received late August will form the basis of an action plan for further improvements throughout 2017/18 and beyond.
- 3.14 The team are currently supporting a couple of service restructures, in addition to the usual absence management and employee relations case work.
- 3.15 Following the review of the Council's Home-working Policy, some anomalies have been identified between the original statements of particulars of employment issued to home-workers when the scheme was first introduced, and current policy. New standard statements of particulars of employment for home-workers have therefore been prepared and will be issued to all current staff who home-work.

- 3.16 The review of home-workers statements of particulars of employment (see 3.15 above) has led to consideration of the standard templates for the statement of particulars (employment contract) as it is some years since they were last reviewed. A benchmark has been undertaken to determine if the Council's documents still reflect best practice these will be analysed and revisions will be made to these if the results indicate this is required.
- 3.17 Balanced Scorecard measures will continue to be collated to measure the success of the People Strategy Key measures are as follows:-
- Number of days lost to sick absence per employee
 - Turnover
 - Percentage of staff that have completed their Regular Performance Review (RPR)

4. NEXT STEPS

- 4.1 Progress against the People Strategy and the annual work plan will be reported to all quarterly JSCC Meetings.

5. APPENDICES

- 5.1 Appendix A – Key Performance Measures.
- 5.2 Appendix B – HR People Strategy Work Plan for 2017/18.

6. CONTACT OFFICERS

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7. BACKGROUND PAPERS

- 7.1 People Strategy 2015 – 2020.

Key Performance Measures

Appraisal (now RPR) Completion

Date	% Received at Target Date
30 June 2005	29.73%
30 June 2006	36.12%
31 July 2007	99.18%
31 July 2008	100%
31 July 2009	99.5%
31 July 2010	98.67%
31 July 2011	97.76
31 July 2012	93.72
31 July 2013	98.7%
31 July 2014	96.7%
31 July 2015	93%
31 July 2016	94%
31 July 2017	95%

Turnover

Year (1 April – 31 March)	%
2008/09	8.57%
2009/10	10.20%
2010/11	10.63%
2011/12	14.45%
2012/13	15.24%
2013/14	10.07%
2014/15	12.58%
2015/16	15.14%
2016/17	9.74%

(Turnover figures exclude redundancies and end of fixed term contracts)

Absence Rates

August 2016 to July 2017 rolling year - Days Lost Per FTE By Month.
The Headcount figure at for July 2017 was 315 and the Full Time Equivalent (FTE) figure was 283.

	Long Term	Short Term
Aug 2016	0.26	0.32
Sept 2016	0.16	0.29
Oct 2016	0.20	0.46
Nov 2016	0.29	0.31
Dec 2016	0.14	0.31
Jan 2017	0.18	0.36
Feb 2017	0.10	0.26
Mar 2017	0.00	0.23
Apr 2017	0.00	0.13
May 2017	0.15	0.16
Jun 2017	0.08	0.23
Jul 2017	0.13	0.19
Total	1.69	3.25

The Short Term absence target of 3.50 for 16/17 was exceeded by 0.11 days per person so the target was narrowly missed. ST absence rates appear to have declined so far this year (April – July 2017) with an average rate per month of 0.18 days per FTE. Long-term absence is still low.

Appendix B

2017/18 HR Service Work Plan

Organisational Development

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Apprentices Scheme changes to align with new regulations	Responsive & Efficient	Plan and implement changes to the NHDC scheme to fit with Government targets, the Apprentice training levy and new higher apprentice opportunities	A continued well regarded apprentice scheme that meets the needs of individuals and the organisation including improved demographic profile and talent management.	Report to corporate board, plan and phase out current scheme changes and plan in new scheme changes to ensure they meet targets and regulations.	Way forward agreed by CB, Interns phased out, Higher apprentices phased in.	underway	ongoing
Support OA decant and DCO refurbishment and return with communications and engagement initiatives	Responsive & Efficient	Ensure effective engagement, training and coaching activities to facilitate a smooth transition between buildings.	Staff movement between sites achieved with minimum disruption and maintaining staff morale and motivation.	Review after move to Town Lodge and again after move back to DCO. Ensure any lessons learnt are captured.	Return to DCO	Throughout 2017	31/08/2018
Support Organisation wide changes to create planned changes to meet council budgets	Responsive & Efficient	Provide HR support for senior manager and other organisational restructure	Staff are well supported through change.	Communications, Consultation including informal, group, TU/SCF and individual. Paperwork, administration advice and support for any redundancy including appeals Outplacement activities and any recruitment	CEX announces restructure plans and communicates rational with Staff. Reports to Cabinet and Council and holds staff briefings. Consultation opens, consultation closes, feedback is provided on the final outcome and the changes are implemented.	Spring 2016	31/08/2018 Restructure underway with recruitment of new D/CEX post
Develop use of coaching	Responsive & Efficient	Continue to develop the Councils use of coaching as a development tool and to support the pool of coaches in their professional development.	Demonstrable increasing uptake of coaching as a development option by all staff.	Arrange regular coaching supervision sessions and regularly promote coaching benefits.	In house coaching group report increased coaching activity both formal and informal coaching.	Underway	Ongoing

Support Organisational Change/Well-Being	Responsive & Efficient	Provide Learning and Employee Engagement activities that proactively support the challenges of change faced by the organisation in the coming years.	Managers and staff feel equipped with the skills, knowledge and attitudes needed to achieve positive change outcomes.	Resource and run development activities that support organisational change in line with revised organisational values. Develop the use of 'Meeting the Challenge' branding.	Programmes and workshops run throughout the year both strategically and in response to specific requests.	Underway	Ongoing
LMS (Grow Zone)	Responsive & Efficient	Review existing LMS and e-learning arrangements to improve functionality and ease of use and to make recommendation for the best system for 2017/18 and beyond.	A Learning Management System or alternative that meets the needs of the organisation for the next 5 years.	Conduct research and benchmarking to understand fully the options and possibilities available.	Current subscription arrangements finish in July and payment is made in May. Corporate Board have agreed the introduction of a new cloud based LMS subject to funding being possible by restructuring existing training budgets.	Ongoing	31/10/17
Page 27 liP Accreditation	Responsive & Efficient	Manage liP Accreditation.	Achieve liP accreditation under the new 6th Generation standards. Target Silver standard.	Arrange communication and engagement relating to liP and facilitate liP group and staff assessment survey.	Assessment process being conducted throughout June with level of accreditation awarded by the end of July Action plan to be developed in response to feedback from the process.	Ongoing	31/07/17 Complete
Management and leadership development programmes	Responsive & Efficient	To design and implement/deliver management and team leader training to equip managers to perform effectively and meet future challenges.	Skilled and effective managers with qualifications as appropriate.	Build on existing provision to develop a menu of options based on core skills, qualifications and a range of modules to support the needs of managers in a changing organisation.	Completion of 1st line manager/supervisor training programme by end of 2017. Design, commissioning and initiation of Leadership Development programme for senior managers by end of financial year.	Ongoing	31/03/18

Embed competency framework and expand it's use	Responsive & Efficient	Revised competency framework has been approved by Corporate Board together with guidance regarding use. Communication and development is now needed to embed there use .	New framework being used for RPR, talent/succession planning and recruitment.	Present competencies to April JSCC and May SMG.	Competencies fully in place for 2017 interim RPR round.	Underway	20/09/17 Complete
Resource cost-effective learning to meet needs	Responsive & Efficient	Support both corporate and departmental learning by sourcing cost effective learning solutions and looking for opportunities to generate income	Best value obtained from budgets available.	Explore opportunities to operate in a more commercial way and to work in partnership where this provides opportunities to achieve the desired outcome.	Regular reviews of all training budgets undertaken with group accountant on a monthly basis.	Underway	Ongoing

Recruitment and Retention

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Completion of manager access to Online Recruitment	Responsive & Efficient	Deliver the next stage of the online recruitment project – manager access.	Managers can access application forms and carry out short-listing online. Less HRSO involvement, saving time and resource.	Test and trial manager access and provide guidance notes for managers. Spot-checking to be carried out to ensure accuracy.	Phase 2: Manager Scoring Module to be completed. Managers to trial online shortlisting.	01/03/17	31/09/17
Agency Temporary worker provision	Responsive & Efficient	Revise the Policy and Procedures in respect of the procurement of temporary workers by the Council.	A clear cost effective means of providing the Council with the temporary worker resource it requires having regard to best value and the Go Local initiative.	Review of Temps Register. New arrangements for procuring agency workers.	Way forward agreed by CB. Revitalised Temps Register up and running, new Policy and procedures issued.	01/04/17	30/06/17 Complete
Talent/succession planning	Responsive & Efficient	Develop a strategy for identifying and developing potential and planning succession to meet future organisational requirements.	Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles.	HR managers to collaborate on the development and approval of a strategy building on the use of the revised competency framework.	Initial HR managers meeting to assign responsibilities and way forward in developing the strategy.	01/04/17	31/12/17

Providing a HR Service

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Support services going through Shared services or outsourcing/TUPE changes	Responsive & Efficient	Provide HR support for managers during restructures and TUPE negotiations.	Staff are well supported through change.	HR Business Partners to support and advise managers through periods of change management.	Consultation process successfully concluded.	Ongoing	Ongoing
Policy Reviews	Responsive & Efficient	Follow a planned and regular review schedule for existing policies, introduce new policies as required and respond to changes in legislation and good practice.	Clear, fair and consistent policies which cover all required aspects of the employment relationship.	Regular policy reviews and monitoring of developments.	All policies regularly reviewed as required and new policies introduced to meet any deadlines imposed.	Ongoing	Ongoing
Update of Home-working Statements of Particulars	Responsive & Efficient	Update and re-issue statements of particulars for all home-workers.	All home-workers on standard terms and conditions	Review and update standard templates for home-workers. Issue new statements of particulars	New standard templates agreed. New SOPs issued.	01/07/17	31/10/2017
Update of Statements of Particulars	Responsive & Efficient	Update statements of particulars	Statements of particulars to reflect current model standard practice	Benchmark current local authority practice. Review and update standard templates	New standard templates agreed. New SOPs issued.	01/10/17	31/03/2018
Gender pay gap reporting	Responsive & Efficient	Ensure statutory requirements are met.	Provision of accurate information in relation to reporting requirements.	Determination of who is in scope of requirements. Compile a report to cover relevant workers. Ensure any required revisions to SAP are undertaken.	Correct workers and report run on required date. Submission of data by required date and in the required manner.	01/01/17	01/04/18
Equalities data review (on SAP)	Responsive & Efficient	Ensure equalities data is captured in a consistent manner and is as complete as possible.	Comprehensive equalities data is available on the SAP system.	Encourage all staff to complete data via self-service.	Equalities data produced for the next report is as complete as possible.	1/4/17	31/07/17 Complete

Absence Management	Responsive & Efficient	Support managers to effectively manage staff absence. Aim to reduce organisational cost of absences and ensure NHDC provides an efficient service for our customers and stakeholders.	Reduction in sickness absence, effective service delivery to customers and stakeholders	HR Business Partners to review absences and advise and support managers to deal with absence effectively and consistently across the organisation.	Continue to reduce short term absence figures.	Ongoing	Ongoing
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Pay and Rewards

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Annual Pay Policy Statement	Responsive & Efficient	Prepare the annual pay policy statement incorporating all recent changes in regulations and guidance.	Publication to comply with Section 40 of the Localism Act & the Local Government Transparency Code 2014 and proposed changes arising from the Enterprise Bill.	Use of Guidance, drafting report to Council, Council approval, final amendments and publication.	Approval at Full Council and Publication.	01/01/17	01/04/17 Complete
Pay Scales and Market Rates Review	Responsive & Efficient	Pay scales to be reviewed in comparison to other public sector employers.	NHDC pay scales are representative of local employment market and staff are paid appropriately.	Review pay scales in line with local, regional and national pay information available from e-paycheck and market sources. Present findings to Corporate Board/Councillors and determine a way forward. Review of national pay scales – original timescales for completion will not now be met. Expected delivery now 2018/2019.	Engage an external consultant to support review once data from E-paycheck. Monitor progress and outcome of national pay scales review.	01/04/17	01/04/2019

Procurement of new contracts for salary sacrifice childcare and cycle to work schemes and employee discount scheme	Responsive & Efficient	Consider available providers of salary sacrifice childcare vouchers, salary sacrifice cycle to work and employee discount schemes in accordance with the Council's procurement rules.	Staff continue to have access to tax efficient childcare and cycle to work provision and to an attractive discount scheme.	Review available suppliers on the market. Benchmark with other local authorities.	New arrangements implemented.	01/01/17	30/04/2017 Complete
Support Finance in the correct tax treatment of Off Payroll workers.	Responsive & Efficient	Ensure statutory requirements are met.	Statutory requirements are met.	Determination of who is in scope of requirements. Advise managers of steps that need to be taken regarding these workers. Ensure any required revisions to SAP are undertaken.	Correct workers identified and set up on SAP system to enable appropriate deductions to be made in ongoing monthly manner.	01/01/17	06/04/17 Complete
Review of salary sacrifice car lease scheme.	Responsive & Efficient	Consider existing salary sacrifice car lease scheme in the light of statutory changes regarding tax and NI savings.	Staff continue to have access to a tax efficient salary sacrifice car lease scheme if it is in employees' and the Council's best interests to do so.	Review existing scheme in the light of the new statutory requirements and decide if it is to continue. Re-procure contract if scheme to continue.	Prepare report on options going forward and present to Corporate Board. Manage and implement outcomes of decision. Undertake procurement of a new supplier if scheme to continue.	01/01/17	06/04/17 Complete
Review of childcare voucher scheme pending introduction of government tax free childcare scheme	Responsive & Efficient	Consider existing childcare voucher scheme in relation to new provision.	Staff continue to have access to tax efficient childcare provision.	Review existing scheme. Research new government scheme when published.	Prepare report on options going forward.	01/04/17	31/03/18
Review of Council's long service reward scheme	Responsive & Efficient	Review of long service award scheme in response to comments on recent Staff survey.	Provision of a cost efficient scheme valued by staff.	Review of scheme within NHDC. Benchmarking with other local authorities.	Prepare report on options going forward. Implementation of revised scheme.	01/04/17	31/10/17

Review of Shared Parental Leave provision	Responsive & Efficient	Review current SPL scheme after a period of operation.	Provision of shared parental leave in line with other comparable authorities.	Review of scheme within NHDC. Benchmarking with other local authorities.	Report to Corporate Board to agree an approach to provision.	01/01/17	31/10/17
Review of Pension Scheme discretions	Living within our means	Review of current pensions discretions in the light of revisions to the LGPS Scheme.	Pensions discretions are current.	Review current arrangements.	Await outcome of latest pension scheme change discussions.	01/04/17	31/12/17
Re-enrolment to Pension Scheme of all opted out employees	Living within our means	Re-enrolment of opted out employees to LGPS.	Increase in membership of LGPS.	Identify all opted out employees and communicate their options to them. Complete re-enrolment declaration	All affected employees respond within deadlines. Statutory declaration made by deadline.	01/01/17	31/05/17 Complete
Update of all ESS/MSS user guides	Responsive & Efficient	Ensure all ESS/MSS guides are up-to-date and published.	Updated, clear and easy to use guides available on the Intranet.	Review of each guide.	Publishing of revised guides on the Intranet.	01/04/17	31/10/17

JOINT STAFF CONSULTATIVE COMMITTEE 27 SEPTEMBER 2017

*PART 1 – PUBLIC DOCUMENT	AGENDA ITEM No. 7
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TITLE OF INFORMATION NOTE – LOCAL GOVERNMENT PAY

INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER

1. SUMMARY

1.1 This is a round up of the latest position on Local Government Pay.

2. STEPS TO DATE

2.1 There is regularly an update to the Joint Staff Consultation Forum to inform the committee of the progress of any national pay negotiations, pay claims, pay awards and any changes in relation to pay and pensions that may be coming up.

3. INFORMATION TO NOTE

3.1 National Pay Bargaining 2017/18

In May 2016 a pay agreement was reached for a 1% pay increase over the next two years with higher increases for the lowest paid to meet the rising rate of the National Living Wage and to work towards it increasing up to the rates expected in 2020.

The pay increases were paid in June 16 Salaries, backdated to 1 April 2016. For the majority of staff the increase was 1% in 2016 and 1% in 2017. This two year pay agreement also set out the intent to review the LG National Pay Spine.

The reason given for the review is that the current pay national spine was devised 20 years ago in 1997 and differentials between pay points no longer follow a logical sequence. There is no consistent pattern to the value of points within the spine with varying differentials between points. The working group has looked at various models to replace it.

It was noted that models looked at so far have produced an estimated increase cost to the Local Government national Pay bill of between 4% and 6% (assuming 1% pay awards in each year of a two year-deal). This will differ dependent on numbers of staff at the lower levels of the current pay spine. A further 2 % to 2.5% cost could arise from the impact of the National Living Wage.

The Employers do not believe it is possible to implement the new pay spine from 1 April 2018, therefore it will be necessary to look at a longer term deal, likely to be two years (to 2019/20) to give authorities time to prepare for implementation of the new pay spine.

3.2 Trade Union Pay Claim 2018/9

The pay claim is positioned by the Trades Unions as a “catch up” pay claim after the pay freezes and 1% increases in recent years.

The pay claim has previously been circulated and calls for a one year deal of 5% increase for all staff and then a deletion of SCP 6-9 in order to reach the voluntary Foundation Living Wage rate.

4. **NEXT STEPS**

- 4.1 It is anticipated that the National Employers will meet in early/mid-September and will decide how to respond to the unions claim. If there is an offer, the full details will be shared with Councils at that time.

5. **APPENDICES**

- 5.1 None.

6. **CONTACT OFFICERS**

- 6.1 Kerry Shorrocks – Corporate Human Resources Manager 01462 474224
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7. **BACKGROUND PAPERS**

- 7.1 None.

<p align="center">JOINT STAFF CONSULTATIVE COMMITTEE 27 SEPTEMBER 2017</p>
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*PART 1 – PUBLIC DOCUMENT	AGENDA ITEM No. 8
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DISCUSSION PAPER – SHARED PARENTAL LEAVE

To discuss issues regarding Shared Parental Leave (Discussion Paper attached).

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JSCC Discussion Topic September 2017 Shared Parental Leave – 2.5 Years On

What is Shared Parental Leave?

Shared parental leave was introduced in April 2015 and is designed to allow parents/adopters to take leave flexibly during the first year after birth or adoption and return to work in the same role or another job which is suitable and appropriate. The Council's Shared Parental Leave Policy implements the statutory provisions and is supported by FAQs, Guidance for Managers and a suite of standard templates which are all available on the intranet.

What does it comprise?

Up to 50 weeks' leave and 37 weeks pay can be shared between parents if the mother/adopter brings their maternity/adoption leave and pay to an end early. The available leave and pay can then be allocated between the parents as they agree. Both parents do not have to work for NHDC to claim the leave and pay, but both must satisfy the relevant eligibility criteria.

Shared parental leave and pay must be requested in accordance with complex notification requirements set out in statute. Shared parental leave must be taken in blocks of at least one week but does not have to be taken as a single period of leave and both parents can elect to be on leave at the same time (either one on maternity leave and one on shared parental leave, or both on shared parental leave). Employees are entitled to up to 3 periods of shared parental leave.

Statutory shared parental pay is paid at the rate of lower rate statutory maternity pay. Terms and conditions of employment during a period of shared parental leave mirror those applicable during maternity leave, i.e. continue in force except in relation to pay.

Employees may be asked to attend work on occasional days (up to 20) during their shared parental leave period, known as "Shared Parental Leave in Touch", (SPLIT), days. If an employee works a SPLIT day, they are paid their normal rate of pay for the hours actually worked, inclusive of any statutory shared parental pay entitlement.

What were the concerns at the time Shared Parental Leave was introduced?

- Possibility of direct or indirect discrimination where equal rights not given to those taking shared parental leave as opposed to maternity/leave, even though it was legally permissible to differentiate.
- Employers were concerned about the difficulties in the management of discontinuous periods of leave.
- The complexity of the new shared parental leave provisions would heap red tape on employers and add extra disruption for small firms.
- The complexity of the new shared parental leave provisions would add to employees' stress at a time when they were trying to manage the introduction of a new member to the family.

What's the current picture?

A recent survey of 300 employers showed only just over a quarter (25.4%) enhance shared parental pay beyond the statutory provisions. In comparison, 57% enhance maternity and adoption pay.* Within the group of employers responding to the survey who enhanced both maternity/adoption pay and shared parental pay, the majority are broadly matching their maternity provision. 61% of those who have not enhanced shared parental pay responded that

they were reviewing their policies and may enhance in the future. Prohibitive costs were the most cited reason for not enhancing to date.

Interestingly, the above results are not typical of local authority employers in the East of England. A recent benchmarking showed that of the 17 local authorities who responded, none enhanced the statutory shared parental leave provisions and only 1 currently enhanced shared parental pay provisions above the statutory requirements. Very few employees have taken up their shared parental leave entitlements in the authorities who responded, with 10 out of the 17 of these saying there had been no applications at all. None of the 17 authorities who responded have any plans to amend their current shared parental leave and pay provisions.

A number of other issues in respect of shared parental leave have also been highlighted:

- Financial affordability is a concern even where shared parental pay is enhanced and there is anxiety about the long term financial impact of taking shared parental leave.
- Many employees are not fully aware of all the options.
- There is mixed understanding of the complex notification process by those wishing to take the leave and so deadlines can be missed.
- To use shared parental leave the mother has to give up some existing maternity leave. Not all employees prepared to do this as they are sacrificing some of their time with the child in the first year to give it to their partner.
- There are concerns about long term impact on careers. Those taking this leave are seen as pioneers and not all employees are comfortable with this.
- Practice has shown the ability to take discontinuous leave is not attractive to employees with continuous periods of leave being preferred.

The differentiation between maternity/adoption pay and shared parental pay was allowed for in original government guidelines, but is increasingly coming under scrutiny in tribunals. So far there have been two notable cases, but neither of these has yet caused significant pressure to build towards the increasing of shared parental pay to the level of maternity/pay. Indeed, there are concerns that if the most recent decision, which has been appealed by the employer, is upheld, it will lead to the levelling down of maternity/adoption pay to equate with shared parental pay, rather than a levelling up of the latter, as employers will not be able to withstand the additional costs such a levelling up would incur. Overall therefore, the situation is much as it was when the legislation was introduced, the legal position is not clear cut and there remains the potential for claims such as indirect discrimination or unlawful detriment to succeed.

What's North Herts' experience of Shared Parental Leave?

To date only one employee has taken shared parental leave at the Council.

To address concerns that employees are not fully aware of the provisions of shared parental leave the availability of this option will be included in the information given to those commencing maternity leave and on a periodic basis in the quarterly HR Updates for managers and in Insight.

What's expected for the future?

In October 2015, Chancellor George Osborne said he would implement an extension of shared parental leave and pay to grandparents in 2018. A consultation on the details of this extension was originally expected in May 2016, but was delayed until after the EU referendum and has yet to be commenced.

In line with the other employers in the region, there are currently no plans to revise NHDC's shared parental leave and pay provisions, but developments in government policy and the outcomes of future legal cases will continue to be monitored closely.

JOINT STAFF CONSULTATIVE COMMITTEE 27 SEPTEMBER 2017

*PART 1 – PUBLIC DOCUMENT	AGENDA ITEM No. 9
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SUGGESTED DISCUSSION TOPICS

The Discussion Topics for the next two Joint Consultative Committee meetings are as follows:

20 December 2017 – Local Government Pension Scheme

28 March 2017 - Apprenticeships

For information, a comprehensive list of discussion topics from which to choose for future Committee debate is attached.

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Strategic HR Forum Suggested Discussion Topics

Employment Law
 Potential Changes to Disability Laws – March 2017 Obesity may amount to a disability. The latest on this.
 TUPE – June 2017 There are recent changes to TUPE regulations, an overview of what these are
 Shared Parental Leave – September 2017 Review of operation of new provisions and proposed extensions to eligibility
Learning and Development
 Coaching Coaching for individual and organisational development
 Essential Learning Essential Learning – Responding to growing demands
Employee Relations
 Salary Sacrifice Schemes What are they, what have we got on offer and what's their future?
 Employee Assistance Programme What it is, what does it do and is it of value?
 Trade Union Act 2016 What are the changes and what do they mean?
 Local Government Pension Scheme – to be discussed on 20 December 2017 What is the current position and what changes are planned?
Resourcing
 On-line Recruitment How we are modernising the process for on-line applications.
 Apprenticeships – to be discussed on 28 March 2018 The future for Apprenticeships Apprentice Levy, Public sector targets and Higher Apprenticeships

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