

# Public Document Pack

1 December 2017

Our Ref Joint Staff Consultative  
Committee/13.12.17  
Your Ref.  
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To: The Chairman and Members of the Joint Staff 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, 13TH DECEMBER, 2017 AT 3.00 PM**

Yours sincerely,



David Miley  
Democratic Services Manager

## **Agenda** **Part I**

<b>Item</b>	<b>Page</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. MINUTES - 27 SEPTEMBER 2017</b> To take as read and approve as a true record the minutes of the meeting of the Joint Staff Consultative Committee and the Human Resources Strategic Forum held on 27 September 2017.	(Pages 1 - 4)
<b>3. NOTIFICATION OF OTHER BUSINESS</b> 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.	
<b>4. CHAIRMAN'S ANNOUNCEMENTS</b> 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.	
<b>5. STAFF CONSULTATION FORUM</b> To receive the Minutes of the meetings of the Staff Consultation Forums held on 4 October 2017, 1 November 2017 and (if available) the Draft Minutes of the meeting held on 6 December 2017.	(Pages 5 - 18)
<b>6. PEOPLE STRATEGY UPDATE: INFORMATION NOTE</b> 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 19 - 36)
<b>7. DISCUSSION PAPER - LOCAL GOVERNMENT PENSION SCHEME</b> To discuss issues regarding the Local Government Pension Scheme.	(Pages 37 - 40)
<b>8. DISCUSSION TOPICS</b> To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate.	(Pages 41 - 44)

# Agenda Item 2

## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### JOINT STAFF CONSULTATIVE COMMITTEE

MEETING HELD IN THE MEETING ROOM 1, TOWN LODGE, GERON ROAD,  
LETCHWORTH GARDEN CITY ON WEDNESDAY, 27TH SEPTEMBER, 2017 AT 3.00 PM

#### MINUTES

**Present:** *Councillors Fiona Hill (Chairman), Sarah Dingley, Bernard Lovewell, Lynda Needham and Martin Stears-Handscomb (from 3.10pm).*

**In Attendance:** *Maggie Williams (Senior Human Resources & Contracts Manager), Rebecca Webb (Human Resources Operations Manager), Christina Corr (Staff Consultation Forum), Dee Levett (Unison) and Ian Gourlay (Committee and Member Services Manager).*

**Also Present:**

#### 10 APOLOGIES FOR ABSENCE

Apologies for absence were received from Kerry Shorrocks (Corporate Human Resources Manager) and Claire Morgan (Staff Consultation Forum).

#### 11 MINUTES - 28 JUNE 2017

**IT WAS AGREED:** That the Minutes of the Meeting of the Committee held on 28 June 2017 be approved as a true record of the proceedings and be signed by the Chairman.

#### 12 NOTIFICATION OF OTHER BUSINESS

There was no other business.

#### 13 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.

#### 14 STAFF CONSULTATION FORUM

The Senior Human Resources & Contracts Manager drew attention to the Minutes of the meetings of the Staff Consultation Forum (SCF) held on 5 July 2017, 2 August 2017 and the Draft Minutes of 6 September 2017 as follows:

**Minutes – 5 July 2017**

The Senior Human Resources & Contracts Manager confirmed that Norma Atlay (Strategic Director of Finance, Policy & Governance) had now left the Authority's service. In respect of the Office Accommodation project, Members and Officers had been kept well advised of progress by the Head of revenue, benefits and IT. The SCF had reviewed the Council's Wellbeing Policy, which had subsequently been published on the Intranet.

**Minutes – 2 August 2017**

The Senior Human Resources & Contracts Manager stated that one of the key topics of discussion had been the water incident at Weston Reservoir on 1 August 2017. At the subsequent SCF meeting on 6 September 2017, the Chief Executive had advised that there had been a de-briefing in respect of the incident from the staff's perspective. The major concern for staff was that the instructions given to them regarding the water supply situation in Town Lodge and the Broadway Offices were not particularly clear. In relation to the NHDC Emergency Plan, the Committee was informed that the usual protocols had not been triggered as Affinity Water had not declared the matter as a "major incident".

**Draft Minutes – 6 September 2017**

The Senior Human Resources & Contracts Manager advised that the SCF had been informed of the arrangements for the recruitment to the new Deputy Chief Executive post, the assessment process for which would be held on 6 October 2017. An equalities impact assessment had been prepared in respect of the refurbished District Council Offices (DCO) and facilities for people with disabilities had been fully incorporated into the refurbishment works. In addition, Careline would be relocating into the refurbished DCO from Harkness Court in Hitchin.

With regard to the Waste Team restructuring, the Human Resources Operations Manager explained that the new Joint Waste Contract with East Hertfordshire District Council (EHDC) was planned to come into effect from May 2018. Consultation with staff in the Waste Teams of NHDC and EHDC had commenced. It was proposed that the EHDC employees would TUPE transfer to NHDC and a restructure would follow to ensure an effective team was in place to manage the contract. There was therefore a potential for redundancies. The staff consultation period would end on 13 October 2017, with a plan for the new structure to be in place by early February 2018 ready to mobilise for the contract commencement in May 2018.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forum held on 5 July 2017, 2 August 2017 and draft minutes for 6 September 2017 be noted.

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

**15 PEOPLE STRATEGY UPDATE: INFORMATION NOTE**

The Human Resources Operations Manager presented the Information Note entitled People Strategy Update.

The Human Resources Operations Manager advised that recruitment continued to be busy with several vacancies currently being filled. The Council now had its online account up and running to pay the Apprentice Levy and to purchase apprentice training in future. Feedback for a new improved shortlisting process had been positive and the process was now being used for the majority of vacancies. IT had built the system for online shortlisting for managers, which was being tested and looked very promising, with the hope for a go live date during the autumn of 2017.

The Senior Human Resources & Contracts Manager commented that 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 31 March 2018. Discussions were underway with Serco regarding the reporting requirements and a solution was being developed by SAP which was

**Wednesday, 27th September, 2017**

currently being tested and should be available on general release by October 2017. It would then be tested by Serco and added to the system as part of the patching work that took place at the end of every calendar year. It was hoped the report would be available for consideration by Human Resources in early January 2018.

The Human Resources Operations Manager reported that the new Regular Performance Review (RPR) had been successfully implemented and had been well received. 95% of RPRS had been completed, and a new set of organisational competencies had been developed and were now in use.

The Human Resources Operations Manager stated that the Learning and Development Team were continuing to develop activities that supported organisational change. This had included Practical Project Management and Political Awareness workshops. Further workshops on supporting staff through organisational change were planned for early 2018. An Institute of Leadership and Management Level 5 Programme had also been completed.

The Human Resources Operations Manager commented that the Learning and Development Team was about to launch a replacement Learning Management System, which would be easier to use. This new resource for e-learning would be launched on 1 October 2017 for both Members and Officers. The Council's Investors in People standard had been renewed under the new standards and the recommendations received in late August 2017 would form the basis of an action plan for further improvements throughout 2017/18 and beyond.

The Human Resources Operations Manager advised that, following a review of the Council's Home-working Policy, some anomalies had 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 had therefore been prepared and would be issued to all current staff who home-worked.

In respect of key performance measures, the Human Resources Operations Manager explained that there had been a significant reduction in staff turnover, and short term absence figures had improved during 2017/18.

The Senior Human Resources & Contracts Manager and Human Resources Operations Manager answered a number of Member's questions on the report. They undertook to ensure that Members and Officers were informed of the successful outcome of the Investors in People re-accreditation.

## **16 LOCAL GOVERNMENT PAY: INFORMATION NOTE**

The Senior Human Resources & Contracts Manager presented the Information Note entitled Local Government Pay.

The Senior Human Resources & Contracts Manager advised that various issues need to be addressed, such as the impact of the National Living Wage, the fact that the National Pay Scales were 20 years old. The Pay Scales were currently being reviewed, but that it was unlikely that the Council would have the result of that review in time for the next pay round.

The Senior Human Resources & Contracts Manager stated that the Employers were currently meeting to agree their position, and the Council was awaiting details of their response to the Union pay demands. The Trade unions had submitted a pay claim for 2018/19, which was a "catch-up" claim following the years of 0 or 1% annual increases. This was a one year claim for a 5% increase across all staff and further amendments to the pay scales to bring them in line with the foundation living wage.

**17 DISCUSSION PAPER - SHARED PARENTAL LEAVE**

The Senior Human Resources & Contracts Manager introduced a Discussion Paper on Shared Parental Leave.

In response to a Member's question, the Senior Human Resources & Contracts Manager advised that Shared Parental leave pay was paid at the lower rate of statutory Maternity pay, which came in after the first six weeks of that leave. At NHDC, Maternity pay was enhanced, by Shared Parental pay was not.

The Senior Human Resources & Contracts Manager commented that before the provisions were introduced, it had been highlighted that this could be potentially discriminatory. Nevertheless, it was allowed to proceed in this manner, and the Council (in line with most other employers) had opted to not augment Shared Parental pay.

The Committee noted that to date only one employee had taken Shared Parental leave at NHDC. The Senior Human Resources & Contracts Manager explained that one reason was the complexity of the scheme, in that there were a number of deadlines that had to be met in order to trigger entitlements, and that it was extremely difficult for individuals to navigate through the process. This was exacerbated should, as in most cases, the parents be employed by different organisations.

The Committee was advised that the idea of extending the scheme to working grandparents had been held in abeyance due to the Brexit Referendum and recent General Election.

The Senior Human Resources & Contracts Manager undertook to provide Members with details of the pay differentials between the first six weeks of Shared Parental Leave pay and the period thereafter.

To address concerns that employees were not fully aware of the provisions of Shared Parental Leave, the Senior Human Resources & Contracts Manager stated that the availability of this option would be included in the information given to those commencing maternity leave and on a periodic basis in the quarterly Human Resources Updates for managers and in the Council's Insight e-magazine.

**18 SUGGESTED DISCUSSION TOPICS**

The Senior Human Resources & Contracts Manager reminded Members that the discussion topics for the December 2017 and March 2018 meetings were as follows:

December 2017 – Local Government Pension Scheme (The current position and planned changes); and

March 2018 – Apprenticeships (The future for apprenticeships, the Apprentice Levy, Public Sector Targets and Higher Apprenticeships).

The meeting closed at 3.55 pm

Chairman at the meeting on  
Wednesday, 27 September 2017

<p style="text-align: center;"><b>JOINT STAFF CONSULTATIVE COMMITTEE 13 DECEMBER 2017</b></p>
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<p><b>*PART 1 – PUBLIC DOCUMENT</b></p>	<p><b>AGENDA ITEM No.</b></p>
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	<p style="text-align: center;"><b>5</b></p>
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## **STAFF CONSULTATION FORUM**

To consider the Minutes for the meetings of the Staff Consultation Forum held on 4 October 2017, 1 November 2017 and the Draft Minutes of the SCF Meeting held on 6 December 2017 (to be tabled if available).

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## Staff Consultation Forum Meeting

04 October 2017



**Present:** Dee Levett (Chair) Christina Corr, Kerry Shorrocks, Sue Collett, Emma Jellis, Anne McDonald, Debbie Hiscock, Rebekah Edwards, Claire Morgan, Maggie Williams, Ian Couper, James Watson

**Apologies:** David Scholes, Ian Couper

**Circulation:** Those present, David Scholes, Ian Couper, Vic Godfrey

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### 1. Apologies

Apologies were received from David Scholes, Ian Couper, Vic Godfrey

### 2. Workshop

Many thanks to Helen Bylett who led a workshop on what makes a good SCF rep, covering how to report back, raise issues, ask questions, and how you should approach the staff you represent.

The group questioned if there was a number/limit of people that can be represented per rep in which it was believed to be around 50 people. It was discussed that induction should potentially cover the purpose of SCF and who the SCF rep.

Clare Morgan had previously created a document covering SCF which would be useful for starters as well as current staff.

**JW to circulate SCF document**

It was agreed it would be useful to learn how many people have accessed the SCF site

**KS to ask SK to look at how many people have gone on the Staff Consultation Forum Page.**

Update- stats for the SCF page: for 1 April to 30 September 2017, there were 1,198 page views. It was the 10th most popular page for the period.

### 3. Matters Arising from Previous Minutes

All matters arising from the previous minutes were agreed.

#### **4. NHDC Update**

An assessment day for the Deputy Chief Executive role is due to take place on Friday 6<sup>th</sup> October. 5 candidates are being assessed by David Scholes, Kerry Shorrocks & a member of the East of England Local Government Association HR team. (Appointment has since been confirmed as Anthony Roche)

Flu vaccinations are currently being given to staff who have booked appointments. People who can't make the vaccinations can contact HR help to receive a voucher which can be used at a Superdrug to have the jab.

Corporate business planning is currently in a busy phase due to waiting for the autumn budget. Every year work has to be done to balance the budget for the year ahead so each service is asked to look into ideas at making savings or generating income. Nothing more has yet been heard regarding pay. As a result the review of the national pay scale isn't going to be completed within the original timescale. KS will keep staff updated regarding pay in the future.

#### **5. Office Accommodation Update**

Debbie Hiscock is communicating with the heads of services to work on how many desks, chairs, office equipment they will require when moving back into the DCO. DH told the group currently there will be 35 desks per floor with 30 desks on the first floor and 2 touchdown offices per floor.

Plans are currently being worked on for the touchdown areas as well as the canteen area which will have plug sockets for people to work.

Planning currently have difficulties regarding desk space in town lodge with the department often split between rooms while also having a router for the desks they have been allocated. It was agreed that property services and planning will have further discussions to ensure planning has suitable desk space in the DCO.

As Careline will be moving into the DCO there were concerns where staff who work early morning/night shifts will park as the multi story will close and employees don't want to be walking far. DH agreed to look into the matter closer to moving back into DCO.

It was still hoped that a floor in the DCO will be available to let out and generate income.

#### **6. I.T. Projects Update**

Item not discussed in this meeting.

## **7. Employee enquires**

EJ queried will room bookings from January 2018 be available at the DCO and if yes will those bookings still need to be made at town lodge.

DH stated that by 30<sup>th</sup> January a provisional plan will be put forward to move people back in the DCO during February till around the end of March with moved back by 1<sup>st</sup> April. However this isn't to say that some of the meeting rooms won't be available for use once work has been done to determine what chairs/tables etc can be moved from the town lodge into the DCO. From 31<sup>st</sup> January 2018 as rooms become available they will appear on the intranet for people to book.

The plan is there will be a 10-12 person meeting room and a 6 person meeting room on each floor. What was committee room 2 will remain as a 12 person and what was committee room 1 will also be a 12 person room. These are the two meeting rooms intended to be up and running first. There will also be new furniture in the council chamber.

EJ asked a question regarding Serco and whether people can book next years holiday.

MW stated that people won't be able to book until the end of the year.

KS added the automatic carry over of 5 days will again apply.

The posters in the toilets that advertised Careline and domestic abuse were discussed.

KS said she had taken the opinion of several other departments on the use of the toilets and the content of the messages and overall the agreement was that the posters are a useful material to get messages to staff and also weren't considered offensive. However what was an issue is the management and ownership of the posters. The same posters have been up for the time we have been in Town Lodge. Sarah Kingsley has agreed to be the person to contact regarding advertising and information posters. If an individual or department wishes to put up a poster then communications will first determine if it's appropriate as well as the most effective way to communicate it.

MW asked whether the notice boards were also covered by communications as they often contain the same posters.

It was stated that nothing is to be blu-tacked/pinned to walls/doors/kitchen cupboards etc and when moved back into the DCO poster/leaflets will only be allowed in the clip frames provided in the cubicles and on designated noticeboards.

Update - Sarah Kingsley has agreed Communications will also manage the content of Notice Boards.

## **8. A.O.B**

None

## **9. Chair for Next Meeting**

Cristina Corr.

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## Staff Consultation Forum Meeting

01 November 2017



- Present:** James Watson (Chair, Minutes) David Scholes, Claire Morgan, Maggie Williams, Emma Jellis, Sue Collett, Andy Godman, Steve Crowley, Keith Fitzpatrick-Matthews, Toby Le Sage, Rebecca Webb, Dee Levett
- Apologies:** Kerry Shorrocks, Ian Couper, Vic Godfrey, Debbie Hiscock, Rebekah Edwards, Anne McDonald,
- Circulation:** Those present, Kerry Shorrocks, Ian Couper, Vic Godfrey, Debbie Hiscock, Rebekah Edwards, Anne McDonald
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### 1. Apologies

Apologies were received from Kerry Shorrocks, Ian Couper, Vic Godfrey, Debbie Hiscock, Rebekah Edwards, Anne McDonald.

### 2. Matters Arising from Previous Minutes

Previous Minutes were agreed.

It was agreed that the SCF document prepared by CM should be added to the SCF page of the intranet by JW.

### 3. NHDC Update

In terms of corporate business planning phase of the year, efficiency and growth proposals for the next 1-2 years are currently being discussed through informal workshops during week ending Friday 3<sup>rd</sup> November and week after.

The draft budget is being presented to cabinet in December with no substantial announcements from the government expected in terms of funding and budget however there is still the need to reflect on anything which has an impact on local government.

In relation to projects, North Herts leisure centre works are complete with the official re-opening having taken place on 7<sup>th</sup> October which was a success.

Cabinet had meeting simultaneously with East Herts cabinet 2 weeks ago to discuss the new waste contract bids. It is currently in the standstill period with an announcement of the successful bidders in around 10 day's time.

### 4. Office Accommodation Update

Due to Howard Crompton recently being on leave Ian Fullstone has been overseeing the DCO project in his absence. Works are ongoing with the contract period set to finish end

of January at which time the building will be handed back. There is nothing to suggest this date won't be achieved.

## **5. I.T. Projects Update**

At the time of SCF Vic Godfrey was at Buntingford depot looking into data links, broadband and mobile technology for the new waste contract.

The uniform project is progressing well. The project is moving from a company called Idox, moving the planning system, building control system, land charges, and GIS. The plan for this data to go live is the end of November.

250 dual arms have been delivered which will be fitted into the DCO. These are two arms at desks that move around for monitors to sit on. AV equipment for the DCO chambers will begin once moved back.

Mobile pass, a phone app which can be used instead of a token, is available for staff to download onto their smart phones. Further information will be sent out and it was mentioned that the pass isn't mandatory and staff should contact IT if they wish to install it.

General data protection regulation project is beginning because of changes in the data Protection Act due to it being reviewed for the first time in 20 years. IT is currently compiling a spreadsheet containing the NHDC data that is held by all Council departments at present. That data will be transferred into a gap analysis spreadsheet which will identify the areas that need to be strengthened. The main area identified so far is the difficulty in getting the software companies to adapt their product in terms of redaction and deletion to enable NHDC to be compliant.

There will be a presentation by Howard Crompton at the next SMG to provide an update on GDPR.

There has recently been a penetration system test which provided a good result however there is some work that needs to be done to strengthen firewalls.

An email recently went out regarding passwords. Staff need to ensure they make their password stronger. It was suggested that IT look into setting up in the system that only passwords which contain the correct requirements, such as special characters, will be accepted. With reference to a query raised at SCF on 6<sup>th</sup> September, it was confirmed that passwords do need to be changed regularly.

## **6. Proposed restructure for Museum and Hitchin Town Hall**

The main reason behind the restructure was to have the town hall and museum under the same facility to ensure there is a structure in place to move forward. This includes having an operations and facilities manager to oversee both areas.

A proposed restructure was presented to the group for the Town Hall & Museum. In the new structure Cultural services will not include an Archaeology officer and Learning officer.

The current museum support officers will become support officers for the whole facility increasing by 15 hours from 40 to 55.

Due to town hall events being successful a pool of duty managers have been included in the proposed structure to assist with large scale events.

Consultation started on 3<sup>rd</sup> October with a closing date 9<sup>th</sup> November. SC has had 1-1s with staff who would be directly affected. The first set of questions have been responded to with SC to answer additional questions the week ending Friday 10<sup>th</sup>. In regards to the time period during the structure report going to corporate board and the beginning of the consultation period it was unfortunate that it took longer than expected for a decision to be made due to unforeseen circumstances such as it being the holiday season with staff being on leave.

(Please find attached the current & proposed structure charts at the end of the minutes)

## **7. Staff concerns on proposed reorganisation of the museum and Hitchin Town Hall**

The concerns raised in the museum service were that there is a drastic cut of specialist expertise. 74 hours, 2 staff out of 5, a 40% cut of curatorial staff leaving the museum with no resilience.

Regarding the building as a single facility it will be difficult to function efficiently as the town hall and museum operate differently.

For some exhibitions there is a requirement to have a museum/curatorial professional on site while it's open. That means the cultural service manager, education officer, and heritage access officer will each be working 1 weekend in 3. Due to working weekends they won't be there during the week which reduces the number of staff especially when someone may be off sick or on leave. This lack of professional staff could have an impact on current Lottery Funding and grants already received and for those in the future.

The proposal went to corporate board 1<sup>st</sup> August and the first the staff heard of it was 1<sup>st</sup> September which seems like a long delay to consult staff affected by it. The museum are losing posts to provide a grade 11 operations and facilities manager who won't be able to give the professional expertise the museum requires.

## **8. Possible Relocation of Careline**

Although the relocation of careline isn't a restructure the reorganisation policy equally applies. The report went to corporate board which was agreed in principle subject to the outcome of staff consultation, with plans for the careline centre being moved into the DCO around April/May next year.

No jobs are at risk and there will be no changes to the structure or working arrangements.

A group meeting took place Monday 30<sup>th</sup> October to discuss any staff queries with 1-1s starting shortly after however due to the shifting patterns this isn't planned to finish until the end of this week. Key concerns that were raised included parking particularly nightshift parking for female staff and where tea/coffee making facilities within the centre would be based due to staff continuously needing to see their computer monitors. Also what were the smoking arrangements when moved back into the DCO. It was suggested that when taking smoking breaks at night Careline staff should stay in line of sight of the building. This had been the practice previously followed by DCO staff.

## **9. SCF email address**

MW has been unable to find an address for SCF so queried whether it would be useful to have one up and running.

An issue raised was if having an email would take away certain responsibilities of an SCF rep in regards to bringing staff queries to meetings. Also people who raise queries through the email won't be anonymous depending on who has access.

The question of who would manage the email was also discussed which was to be decided in a future meeting once/if the email becomes operational.

It was agreed that the SCF email would be useful and would be looked into further.

MW to discuss with KS the next step to have an SCF email

## **10. Employee Queries**

JW raised a query on behalf of the waste team regarding the restructure and job interviews. The waste management team were not given the new staff structure on Monday 30<sup>th</sup> October as per the original timetable. They have not received any information regarding when the new structure will be provided or any changes to the timetable. This makes it difficult for the waste team to make choices regarding applying for other jobs. At the time of SCF it was stated that Vaughan Watson would be contacting the team in the next few days to discuss the restructure.

CM asked what were the results of the IIP survey.

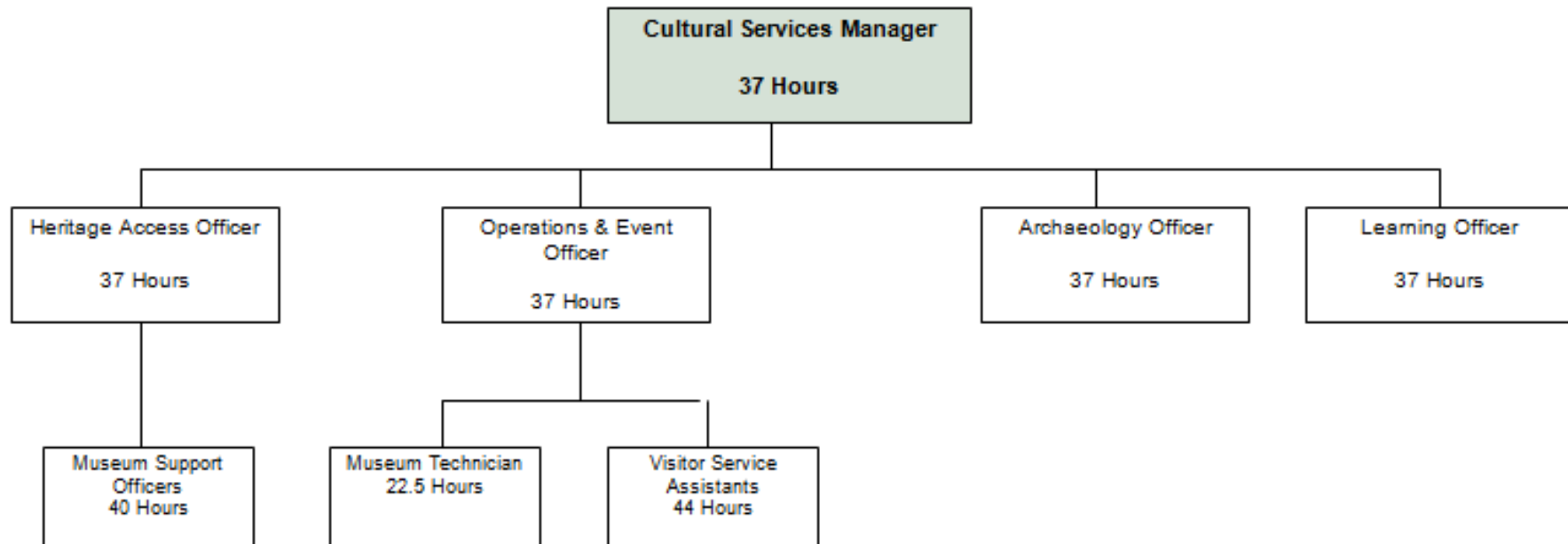
MW stated that she would contact Keith to find out the results as there were minor issues with the report that had to be rectified.

## **11. Chair for Next Meeting**

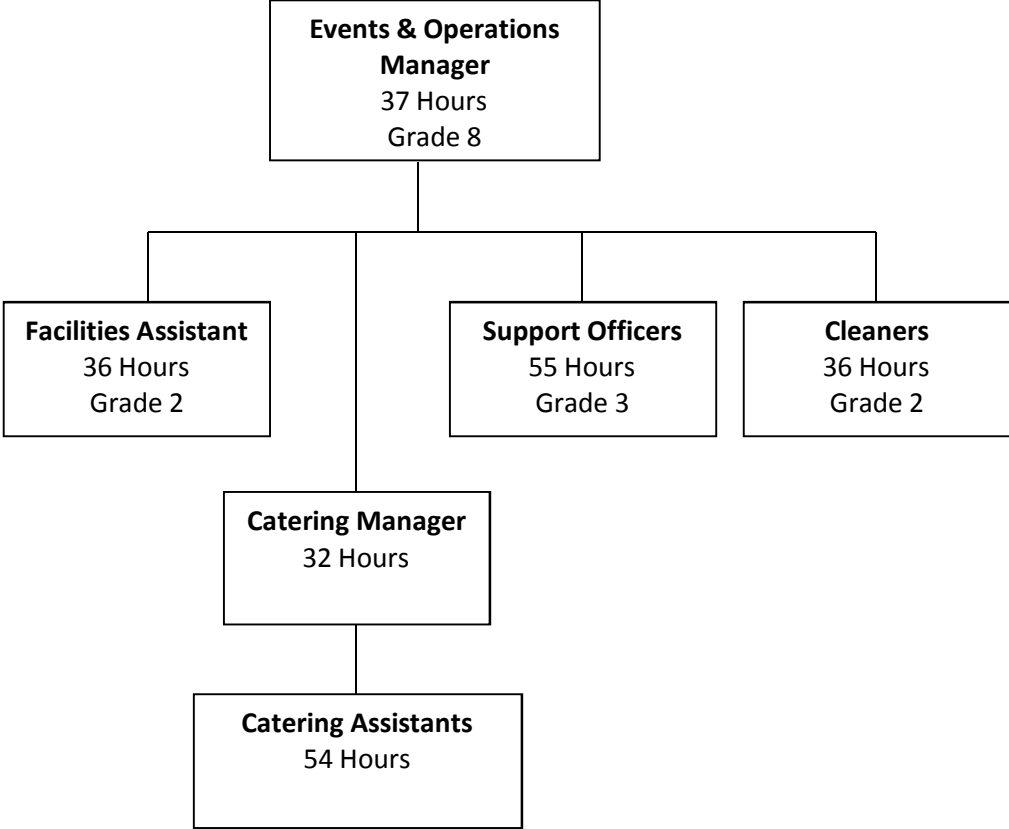
CC/AM



## North Hertfordshire District Council Cultural Services Structure



# Structure Chart for Hitchin Town Hall



# Proposed Structure Chart 2017



**Operations & Facilities Manager**  
37 Hours  
Grade 11

**Cultural Services Manager**  
37 Hours  
Grade 10

**Events & Operations Manager**  
37 Hours  
Grade 8

**Museums Curator & Education Officer**  
37 Hours  
Grade 9

**Museums Curator & Heritage Access Officer**  
37 Hours  
Grade 9

**Catering Manager**  
32 Hours  
Grade 5

**Pool of Duty Managers**  
Grade 5

**Facilities Assistant**  
36 Hours  
Grade 2

**Support Officers**  
55 Hours  
Grade 3

**Cleaners**  
36 Hours  
Grade 1

**Pool of Bar Staff**  
Grade 1

**Catering Assistants**  
54 Hours  
Grade 2

**Visitor Service Assistants**  
44 Hours  
Grade 2

**Museum Technician**  
22.5 Hours  
Grade 3

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**JOINT STAFF CONSULTATIVE COMMITTEE**  
**13 DECEMBER 2017**

<b>*PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b>  <b>6</b>
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**TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE AND ANNUAL REPORT 2017**

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 and to provide a round up of the work of the HR Department and JSCC over the 12 months January 2017 to December 2017.

**2. STEPS TO DATE**

2.1 This Information Note summarises the HR work progress over the year including a short round up of our year’s Strategic Discussions and other regular reviews such as equalities and retention.

**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

Recruitment has been an ongoing challenge throughout the year due to turnover and a number of departmental restructures. The People Strategy set out expectations that turnover would begin to rise with the very low unemployment rates and other Herts Local Authorities are experiencing the same increases.

The recruitment of Apprentices has been an important part of the recruitment activities this year and we currently have Apprentices in Property Services, HR, the Document Centre/CSC, MSU, Community Safety and Environmental Health.

A successful recruitment and assessment was carried out for the appointment to the new Deputy Chief Executive post. The HR team worked with the EELGA team and the Chief Executive to deliver professional robust process of job design, advertising, assessment, selection and appointment.

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.

### 3.3 Apprentices

From April 2017 NHDC has been required to pay 0.5% of the total pay bill into an Apprenticeship Fund which then can be used to fund apprenticeship training and to meet public service targets on the recruitment of Apprentices. 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. We are proposing to continue with our successful current scheme, use apprentice training more widely for development of current staff and introduce some Higher Apprenticeships for career development purposes.

### 3.4 Equal Pay and Equalities

The Equalities Data for 2016 (required to comply with the Public Sector Equality Duty of the Equality Act 2010) was sent for publication in time for the 31st January 2017 deadline.

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 30th<sup>1</sup> March 2018. Discussions are underway with Serco regarding the reporting requirements and a solution is being developed by the SAP system 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 February 2018.

Work has commenced on the Equal Pay Review with the data having now been produced for analysis. The Report from this review will be available by April 2018.

### 3.5 Pay and Benefits

For most staff a 1% increase in pay was implemented in April 2017 forming the second part of a two year pay deal. There were larger increases for the lowest paid to meet the national living wage rates. The LG Employers announced that they would be reviewing the national pay scales and although it was expected that the work would be completed by summer 2017, this did not happen and the results from this are now not expected until well into 2018. Councils have been advised to plan for potential pay increases as a consequence of the review.

The revised Rates of Pay Policy, which includes the uplifted salary ranges, is available on the intranet and the Pay Policy Statement for 2017/18 is published on the Council's website.

The current contract with Serco under a Framework Agreement which includes Payroll Services has been extended by HCC until March 2021. The offer regarding the provision of these services to NHDC by Serco is now being scrutinised to ensure the new contract reflects our requirements and is value for money.

The Framework Agreement mentioned above has been amended following the recent retendering process and will not cover the provision of OH services beyond March 2019. We have therefore started to review how OH services will be provided to NHDC from April 2019 and a number of options are under consideration.

A new contract for the provision of EAP services to the Council will be required from April 2018. The current service is provided under a Framework Agreement from HCC and it is understood that this will be extended for one year from April 2018 but this has yet to be confirmed. Dependant on the outcome of this, arrangements will need to be put in place to ensure the continuation of this valuable service to employees without interruption.

In the middle of the year a new contract with a reduced commission rate was agreed for the provision of Kiddivouchers and the contract for Wider Wallet retail discount scheme was also renegotiated. Previously these schemes have been called off from a Framework Agreement, but a revision of terms of the Framework Agreement on its last renegotiation made it better value for the Council to now contract directly with the supplier, who provides both these schemes, for the new arrangements.

The current contract for the cycle to work scheme ended in April 2017, but due to the low take up in recent years (four employees in the last three years), it was decided not offer the scheme in 2017 and consider the level of interest next year before entering any new contractual arrangements.

### 3.6 Intermediaries Legislation (IR35)

From 6 April 2017 changes to the Intermediaries Legislation ("IR35"), affected how workers contracted to the Council through an intermediary, usually a Personal Services Company (PSC), are managed. Self-employed contractors who undertake work directly for the Council are not affected.

All contractors and other third party workers engaged by the Council were assessed using the HMRC's Employment Status test. It remains to be seen what the full implications of these changes will be in terms of increases in costs or availability of such workers in the public sector. The new procedures were extremely heavy on time and resources to implement and have resulted in very few workers being assessed as being required to have tax and NI deductions made by the Council as an "off payroll" worker. To date the new processes have only been used infrequently so it is difficult to assess how they are working or whether there has been any noticeable increase in price. One further worker refused to undergo the HMRC Employment Status test and so can no longer work for the Council.

Given the uncertain impact of the changes and the increase in administration required for contractors and agency workers it continues to be recommended to managers that they avoid using this type of worker wherever possible by using direct recruitment methods to fill resourcing needs.

### 3.7 Salary Sacrifice Schemes

In his Autumn 2016 Statement the Chancellor announced changes to salary sacrifice car leasing schemes which meant that from 6<sup>th</sup> April 2017 the tax and national insurance contributions savings for employees and employers were reduced. The new rules however do not apply to ULEVs (Ultra Low Emissions Vehicles).

All salary sacrifice vehicles currently being driven by employees under the scheme are unaffected by the changes, and all current agreements will be honoured for the duration of their term up to a maximum of April 2021. From 6<sup>th</sup> April 2017 the Council's Justdrive Scheme was amended so that only ULEVs cars are now available to order but to date, no cars have been ordered under the revised scheme.

As a consequence of the changes in the scheme announced by the Chancellor, it was agreed to carry out a survey of staff to obtain their views with respect to this benefit. Very few members of staff who replied are in the scheme (3) which is what we expected; the expense of the scheme was a strong factor with commentators thinking the scheme was expensive or not a good deal. There was some support for electric cars promoting the Council's green agenda (3/24) The interest in Ultra Low Emission Vehicles (ULEV's) was noted but the fact that take up hasn't been of this type of car was also acknowledged. Very few comments gave a positive indication that the individuals would be interested in joining the scheme (3/24). There is a contract review date of 30/11/18 for the scheme when its future will be reviewed.

### 3.8 Pensions

Under the statutory requirements in respect of pensions auto enrolment, all those who have opted out of an employer's pension scheme have to be re-enrolled every third anniversary of the original auto-enrolment. For the Council this meant that all staff who had opted out of the LGPS had to be re-enrolled by 31<sup>st</sup> March 2017 and a re-enrolment declaration submitted to the Pensions Regulator by 31<sup>st</sup> May 2017. In total 31 individuals were re-enrolled by the deadline date and the majority of these have now opted out of the scheme once more.

A triennial valuation of the pension occurred this year which resulted in an increase in the percentage contributions and lump sum being paid by the Council.

### 3.9 Learning and Development

An Institute of Leadership and Management level 5 programme has been completed and all participants will have completed their assignments by the end of the financial year. The L & D team will investigate the need for further training of this type.

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 and other applications has been live tested and will go fully live on December 4th for both Members and Officers. The system will be known as 'The Grow Zone'.

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.

### 3.10 Regular Performance Review

The Regular Performance Review (RPR) is in now in its second full cycle with autumn interim reviews underway. 95% of annual reviews were completed 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 and new organisational values have been agreed by Corporate Board. They are in the form of challenges and will be well communicated and used to drive and support organisational change. These new values more fully reflect the current environment and context in which the Council operates. They will not only be used for RPR but also integrated into our recruitment and succession planning processes.



### 3.11 Organisational Restructures

The HR team are currently supporting a couple of service restructures, and are ready to support the senior management restructure. In addition to the usual absence management and employee relations case work.

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.

### 3.12 Policies

During the year the following HR policies were reviewed and published:

- Rates of Pay
- Employee Handbook
- Trade Union Facilities and Recognition
- Retention of Employee Information
- Equality and Diversity
- Use of Temporary Workers
- Working Time
- Notice Periods
- Frequent and Low Car Use
- Wellbeing – introduced to replace the Managing Pressure Policy

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.

Following the review of the Council's Home-working Policy, some anomalies were 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 therefore been issued to all current staff who home-work.

The review of home-workers statements of particulars of employment (see 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.

### 3.13 Absence

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 – November 2017).

Long-term absence is still very low and seems on a downward trend. The HR team have been working closely with managers to support a number of long-term absence cases. Most recently cases have resulted from a mixture of planned surgical procedures and a number of mental health issues.

### 3.14 Flu Vaccinations

The 2017 Seasonal Flu vaccination programme was as popular as in previous years with sessions offered at the Council offices. Those that could not make it to the sessions could opt for the vaccination voucher which can be redeemed at any local Superdrug pharmacy. The cost of the vaccination is £7.00 per person and is paid for by NHDC. This has a number of benefits; for individuals with long term health conditions and those who have caring responsibilities for young or elderly relatives. The Council may also benefit from less flu related illness.

### 3.15 Children's Christmas party

The annual joint funded Unison and NHDC Children's Christmas tea party was arranged by the HR Apprentice, with help from the Trade Union and other officers including our own Father Christmas. This is always a really lovely event. The party for 2017 will be held on 15<sup>th</sup> December at the Brotherhood Hall.

### 3.16 2017 Audits

During 2017 the following audits involving HR took place:-

- Payroll 2016-2017, May 2017 (annual audit) Substantial Overall Assurance
  - Careline Operations, July 2017
  - Use of Consultants, July 2017 – Substantial Overall Assurance
  - Regular Performance Review, August 2017 - Full Assurance
- Audit planning meetings are underway to plan the 18/19 audits.

### 3.17 Strategic HR Discussions of 2017

In March we discussed how obesity could now be a disability and the consequences of this for employers. In July we considered TUPE, what it is, how it has changed and how employers need to act to comply with its requirements. September's topic was to look at Shared Parental Leave and consider the impact this newest type of family leave had on those taking the leave and the workplace. The Discussion paper for December covers the Local Government pension scheme, its recent changes and plans for its future.

### 3.18 Balanced Scorecard

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 and an annual report presented to the December meetings.

## 5. **APPENDICES**

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

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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

November 2016 to October 2017 rolling year - Days Lost Per FTE By Month.  
The Headcount figure at end October 2017 was 320 and the Full Time Equivalent (FTE) figure was 279.23

	Long Term	Short Term
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
Aug 2017	0.08	0.30
Sept 2017	0.08	0.36
Oct 2017	0.08	0.42
<b>Total</b>	<b>1.31</b>	<b>3.26</b>

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 financial year (April – November 2017) with an average rate per month of 0.26 days per FTE. Long-term absence is still very low and seems on a downward trend.

**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.	Underway	31/08/2018 Restructure underway with appointment 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 29 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 and returned.	01/07/17	31/12/2017
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.	01/03/18	30/12/2018
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	30/3/2018
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

Equal Pay Review	Responsive & Efficient	Production of Equal Pay Report	Council is aware of it's position in respect of equal pay for employees and applicants.	Analysis of data and production of Equal Pay Report and Action Plan.	Data production and analysis. Report prepared and conclusions reached. Action Plan prepared to address any issues.	1/12/2017	31/3/2018
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

#### 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
Renewal of Payroll Contract for 2019 and 2021	Responsive & Efficient	Renew the Payroll service contract	Provision of an efficient payroll and management information system which gives the Council value for money.	Negotiate terms of the extension to contract with Serco. Determine payroll provision from 2021 onwards	Successful implementation of new payroll contract in 2019. Successful implementation of new payroll arrangements from 2021 onwards.	01/11/2017	31/3/2021
Re-procurement of EAP	Responsive & Efficient	Renew EAP contract	Review provision under current contract and determine new arrangements	Review of the scheme and consideration of options	Successful implementation of EAP provision	1/11/2017	31/3/2018
Re-procurement of OH provision	Responsive & Efficient	Renew OH contract	Review provision under current contract and determine new arrangements	Review of the scheme and consideration of options	Successful implementation of OH provision	1/11/2017	31/3/2019
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	31/03/18

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	30/11/17 Complete
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	31/12/17

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<b>JOINT STAFF CONSULTATIVE COMMITTEE</b> <b>13 DECEMBER 2017</b>
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<b>*PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b>
	<b>7</b>

**DISCUSSION PAPER – LOCAL GOVERNMENT PENSION SCHEME**

To discuss issues regarding the Local Government Pension Scheme (Discussion Paper attached).

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## JOINT STAFF CONSULTATIVE COMMITTEE - 13 December 2017

### Strategic Discussion Topic

#### Local Government Pension Scheme - The current position and planned changes

The LGPS is one of the largest public sector pension schemes in the UK. It is a nationwide pension scheme for people working in local government or working for other types of employer participating in the scheme. The LGPS in England and Wales is administered locally through 90 local pension funds.

The LGPS is a salary-related, defined benefit scheme and will not be affected by stock market changes or performance of investments. Members pay in, the employer pays in, life cover and tax relief are applied and members of the scheme receive their guaranteed benefits.

Contribution rates

#### Employee Contribution Rates

<i>Earnings</i>	<i>Contribution</i>
Up to £13,700	5.5% (2.75% in 50:50 scheme)
£13,701 - £21,400	5.8% (2.9% in 50:50 scheme)
£21,401 - £34,700	6.5% (3.25% in 50:50 scheme)
£34,701 - £43,900	6.8% (3.4% in 50:50 scheme)
£43,901 - £61,300	8.5% (4.25% in 50:50 scheme)
£61,301 - £86,800	9.9% (4.95% in 50:50 scheme)
£86,801 - £102,200	10.5% (5.25% in 50:50 scheme)
£102,201 - £153,300	11.4% (5.7% in 50:50 scheme)

#### Employer Contribution Rate

The current Local Government Pension Scheme employer contribution rate is 18.6% for all grades plus an annual lump sum of £1,006k. These figures were increased as a result of the 2017 Triennial Valuation of the Scheme.

#### Automatic enrolment

Under the statutory requirements in respect of pensions auto enrolment, all those who have opted out of an employer's pension scheme have to be re-enrolled every third anniversary of the original auto-enrolment. For the Council this meant that all staff who had opted out of the LGPS had to be re-enrolled by 31<sup>st</sup> March 2017 and a re-enrolment declaration submitted to the Pensions Regulator by 31<sup>st</sup> May 2017. In total 31 individuals were re-enrolled by the deadline date and the majority of these have now opted out of the scheme once more.

#### 50/50 Option

The LGPS has an option for those that may not be able to afford to stay in the scheme to pay half the normal contributions in return for half the normal pension benefits. This is known as the 50/50 section of the scheme and is designed to help members stay in the scheme when times are financially tough. It's an element of the scheme that works well with automatic enrolment.

## **How the LGPS scheme has changed over the years**

The Local Government Pension Scheme (LGPS) changed from a final salary scheme to a career average scheme on 1 April 2014. From 1 April 2014 the benefits built up in the LGPS are worked out under the rules of a career average scheme. However, for those that joined the scheme before 1 April 2014 the benefits built up in the final salary scheme are calculated based on the terms of the scheme at that time. For membership built up between 1 April 2008 and 31 March 2014 a scheme member would get a pension of 1/60th of final pay as a pension. Final pay is usually the pensionable pay earned in the year prior to leaving the scheme, however, one of the two previous years' pay can be used, if higher.

For membership built up to 31 March 2008 a scheme member would receive a pension of 1/80th of their final pay plus an automatic lump sum of 3 times their pension.

When the total pension pot is worked out, the period spent on each set of different terms is worked out separately and then all added together for the final pension and lump sum if applicable.

### **Exit Payment Cap**

The planned Exit Payment Regulations 2016 have been delayed and there is some evidence that the government might be rethinking the policy but there is no information at present on its planned implementation.

### **Other changes to the Local Government Pension Scheme**

A consultation on changes to the LGPS regulations took place in August 2016. The LGA responded but to date the government response has not been published and there's been no further information.

The LGE employment law update in February 2018 always has a good round up of what's happening on pensions and a pay and pensions update information note will be prepared for the March JSCC. For Employers there is a regular monthly bulletin and a link to it is below.

<http://www.yourpension.org.uk/Hertfordshire/Information-for-employers/News.aspx>

There is also an annual Hertfordshire Employers Forum, the next is to be held in January 2018 and along side the monthly bulletins, this as a good source of information on the management of the scheme.

<b>JOINT STAFF CONSULTATIVE COMMITTEE</b> <b>13 DECEMBER 2017</b>
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<b>*PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b>
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## **SUGGESTED DISCUSSION TOPICS**












The Discussion Topic for the next Joint Consultative Committee meeting is as follows:

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 2017

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

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