

Public Document Pack

16 March 2018

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To: Members of the Committee: Councillor Fiona Hill, Councillor Sarah Dingley, Councillor Bernard Lovewell, Councillor Lynda Needham and Councillor Martin Stears-Handscomb

Substitutes: Councillor Ian Albert, Councillor John Bishop and Councillor Michael Weeks

You are invited to attend a

MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE

to be held in the

**FIRST FLOOR, ROOM 2, DISTRICT COUNCIL OFFICES,
GERNON ROAD, LETCHWORTH GARDEN CITY**

On

WEDNESDAY, 28TH MARCH, 2018 AT 3.00 PM

Yours sincerely,



David Miley
Democratic Services Manager

Agenda **Part I**

Item	Page
1. APOLOGIES FOR ABSENCE	
2. MINUTES - 13 DECEMBER 2017 To take as read and approve as a true record the minutes of the meeting of this Committee held on the 13 December 2017.	(Pages 1 - 8)
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 3 January 2018, 7 February 2018 and the Draft Minutes of 7 March 2018.	(Pages 9 - 20)
6. INFORMATION NOTE - PEOPLE STRATEGY UPDATE 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 - 34)
7. INFORMATION NOTE - EQUALITIES UPDATE INFORMATION NOTE OF THE SENIOR HUMAN RESOURCES AND CONTRACTS MANAGER To update the Committee regarding equalities at the Council and review the current situation in respect of Gender Pay Gap, Equalities Data and Equal Pay Report.	(Pages 35 - 46)

8. **DISCUSSION PAPER - THE FUTURE FOR APPRENTICESHIPS, THE APPRENTICE LEVY, PUBLIC SECTOR TARGETS AND HIGHER APPRENTICESHIPS** (Pages 47 - 48)
To receive a discussion paper on the future for apprenticeships, the apprentice levy, public sector targets and higher apprenticeships
9. **SUGGESTED DISCUSSION TOPICS** (Pages 49 - 50)
To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate

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Public Document Pack Agenda Item 2

NORTH HERTFORDSHIRE DISTRICT COUNCIL

JOINT STAFF CONSULTATIVE COMMITTEE

MEETING HELD IN THE MEETING ROOM 1, TOWN LODGE,
GERNON ROAD, LETCHWORTH GARDEN CITY
ON WEDNESDAY, 13TH DECEMBER, 2017 AT 3.00 PM

MINUTES

Present: *Councillors Councillor Fiona Hill (Chairman), Sarah Dingley, Bernard Lovewell, Lynda Needham and Martin Stears-Handscorb*

In Attendance:

Kerry Shorrocks (Corporate Human Resources Manager), Rebecca Webb (Human Resources Operations Manager), Dee Levett, Claire Morgan (Communities Officer), Amelia McNally (Committee and Member Services Officer) and Hilary Dineen (Committee and Member Services Officer).

Also Present:

19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Christina Corr (Staff Consultation Forum) and Maggie Williams (Senior Human Resources and Contracts Manager).

20 MINUTES - 27 SEPTEMBER 2017

IT WAS AGREED: That the Minutes of the Joint Staff Consultative Committee meeting held on 27 September 2017 be confirmed as a true record of the proceedings and be signed by the Chairman.

21 NOTIFICATION OF OTHER BUSINESS

There was no other business.

22 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.

23 STAFF CONSULTATION FORUM

The Corporate Human Resources Manager drew attention to the Minutes of the meetings of the Staff Consultation Forum (SCF) held on 4 October 2017, 1 November 2017 and the Draft Minutes of 6 December 2017 as follows:

Minutes – 4 October 2017

Workshop

This meeting included refresher training regarding the role of the Staff Consultation Forum Representative

There had been some discussion regarding the merit of an SCF email address, which would be investigated.

The SCF page on the intranet was the 10th most popular page for the period 1 April 2017 – 30 September 2017 with 1,198 page views.

NHDC Update

An assessment day for the Deputy Chief Executive role had been held on Friday 6 October 2017 and it had since been confirmed that Anthony Roche would take on this role.

The Flu Vaccination programme for staff was currently underway.

Members asked about take up of the flu vaccination offer

The Corporate Human Resources Manager advised that over 100 staff had taken up the offer so far.

The review of National Pay Scales would not be completed within the original timescales

Office Accommodation

Communications regarding the office accommodation project had been excellent.

Property Services were discussing with Heads of Service regarding desk, chair, equipment and storage needs

Careline had raised some concerns regarding safety when working at night regarding parking, as the multi storey car park would be closed.

Members queried whether any thought had been given to standing desks

The Corporate Human Resources Manager advised that some standing desks would be available.

Minutes – 1 November 2017

NHDC Update

The Corporate Business Planning Process was underway with efficiency and growth proposals being discussed at informal workshops during the week ending Friday 3 November 2017.

Work on the North Herts Leisure Centre was now completed and the official re-opening took place on 7 October 2017.

A simultaneous meeting of NHDC Cabinet and EHDC Executive was held on 16 October 2017 regarding the new waste contract bids. The successful bidder would be announced at the end of the stand still period.

I.T. Projects Update

I.T. were working on a lot of different projects, with HR being involved in several of them. IT projects including:

- New Buntingford Depot Waste Client Team – broadband and mobile technology;
- Uniform – moving the Planning, Building Control, Land Charges and GIS systems to a new provider;
- Work to fit out the new DCO with monitors, screens etc;
- AV equipment for the new Council Chamber – this will be started after the move back to DCO;
- Data protection – changes required following a review of the Data Protection Act;
- Penetration System Test – this went well, although there was some work to be done to strengthen firewalls;
- Passwords – Staff have been given guidance on how to make passwords stronger.

Proposed Restructure for Museum and Hitchin Town Hall

Both group and individual consultations were taking place regarding the proposed restructure. The consultation period regarding this proposal ran from 3 October 2017 to 9 November 2017.

Staff had raised a large number of concerns regarding the proposed restructure.

A Member asked whether an update regarding this proposed restructure was available as it would seem that the whole of the Museum Service was at risk of not meeting its obligations.

The Corporate Human Resources Manager advised that the comments received during the consultation would be considered and that a decision had not yet been made.

Human Resources were closely involved and would follow due process with the outcome being shared initially with staff and then more generally.

Possible Relocation of Careline

It was planned that Careline relocate to DCO in April/May 2018. There were some concerns raised by staff regarding parking, smoking areas and tea/coffee making facilities

SCF Email Address

A dedicated email address for SCF would be introduced and a rota drawn up to ensure that it is monitored.

Employee Queries

Queries were raised regarding the restructure and job interview within the waste team. The Head of Service would be contacting the team in the next few days to discuss the restructure.

Draft Minutes – 6 December 2017

NHDC Update

The Local Government Employers had made a pay offer of 2% for 18/19 and a further 2% for 19/20. There will be bigger increases amounting to 9 percent for lower grades to take into account the rising rate of the National Living Wage.

This offer was tied in with the review of national pay scales which would result in a number of pay scales being removed

Office Accommodation

A spreadsheet indicating where departments were likely to be based in the DCO had been circulated and protocols regarding hot-desking and eating at desks were being developed.

Drop in sessions to answer any office accommodation queries would-be held on 15 and 19 December 2017.

An SCF Representative advised that, due to the temporary move to Town Lodge and the relocation back to DCO, they no longer represented a logical group of people and asked how this would be resolved.

The Corporate Legal Manager advised that this should be addressed at the next SCF meeting.

Smoking in the Workplace

Concerns had been raised regarding those working for Careline overnight and it was agreed that smokers should remain within line of sight of the building.

There was a discussion regarding the current policy regarding smoking in the workplace and the issues faced by staff who worked in the evenings, particularly regarding safety. Members were concerned that the safety of staff working in the evenings was considered. They did not believe that there should be a zero tolerance regarding smoking, but that a sensible and safe solution was found. It was suggested that a risk assessment be undertaken regarding this issue.

Final IIP Report

Publication of the report had been delayed due to concerns about the quality of the report provided. IIP have agreed to prepare a more detailed report at no extra cost.

Waste Management Restructure

A Unison Representative queried whether the restructure of the waste management team had been completed.

The Corporate Legal Manager advised that the restructure had been completed and all staff informed of the outcome.

IT WAS AGREED:

- (1) That the Minutes of the Staff Consultation Forum held on 4 October 2017, 1 November 2017 and draft Minutes for 6 December 2017 be noted;
- (2) That the Corporate Human Resources Manager be requested to undertake a risk assessment regarding the safety of staff that chose to smoke when working in the evenings.

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

24 PEOPLE STRATEGY UPDATE: INFORMATION NOTE

The Committee received an information note entitled People Strategy Update

The Corporate Human Resources Manager advised that this was the annual report and drew attention to the following:

Recruitment

Recruitment had been an ongoing challenge due to turnover and a number of departmental restructures. Turnover figures were being monitored.

HR had worked with the team from EELGA regarding the recruitment and assessment for the appointment of the new Deputy Chief Executive.

The selection process for recruitment of senior staff was very thorough with applicants having to complete a rigorous assessment and day of events including lunch with Members, interviews and presentations.

Members noted that of the 6 people invited for a final interview 4 were female.

Feedback regarding the new improved short listing process had been positive and was now being used for the majority of vacancies. This process meant that applicant's applied online and this was then automatically directed through to managers.

Apprenticeships

The Apprenticeship Levy had been paid since April 2017 and funds were being used to train apprentices and would in future be extended for training to develop existing staff and Higher Apprenticeships would be introduced for career development purposes.

In response to a question the Corporate Human Resources Manager advised that the aspiration was to continue to take on apprentices at a lower level also into harder to recruit areas.

The aim was to invest in and grow people from within the organisation and to this end apprenticeships were available up to masters level.

The apprenticeship in itself was training and courses were purchased that supported the job that the apprentice had been appointed to.

NHDC was considering whether to join the Hertfordshire Apprentice Alliance however were attending meetings to gather information.

Equal Pay and Equalities

Equalities data was sent for publication at the end of January 2017.

Mandatory gender pay gap monitoring was introduced from the end of March 2017. with the first set of data needing to be submitted by 30th March 2018 Discussions were underway with Serco regarding reporting requirements and a solution was being developed by the SAP system which should be available by February 2018.

Work had commenced on the Equal Pay Review, the report would be presented to this Committee.

Pay and Benefits

The LG Employers announced that they would be reviewing the national pay scales and the results from this were now not expected until well into 2018. Councils have been advised to plan for potential pay increases as a consequence of the review.

The current Framework Agreement with HCC and Serco has been extended until March 2021. The provision of services to NHDC by Serco was now being scrutinised to ensure the new contract reflects our requirements and is value for money.

The Framework Agreement would not cover the provision of OH services beyond March 2019. It was being considered how OH services would be provided from April 2019.

It is expected that a new contract for the provision of EAP services to the Council will be required from April 2018 and 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.

The contract for the cycle to work scheme ended in April 2017, but due to the low take up in recent years, it was decided not offer the scheme in 2017. The level of interest next year would be assessed before entering any new contractual arrangements.

IR35

Members asked how many people had been affected by the IR35 legislation

The Corporate Human Resources Manager advised that a maximum of two people had been affected.

Salary Sacrifice Schemes

Changes to the salary sacrifice car leasing schemes meant that benefits for this scheme were reduced except for ultra low emissions vehicles.

Since the changes to the scheme there had been no take up of vehicles and the scheme would be reviewed prior to the contract review date of 30 November 2018.

Pensions

Under the statutory requirements 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. This was undertaken by the Council in March 2017 with 31 individuals being re-enrolled however the majority of these have once again opted out of the scheme.

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.

Learning and Development

A new learning and development management system, Grow Zone, was being implemented for e-learning and other applications which went live on 4 December 2017. This was user friendly and very interactive.

Regular Performance Review

95 percent of annual reviews had been completed within the set timescales.

A new set of competencies had been developed and were in use and a new organisational values, in the form of challenges, would be communicated and used to drive and support organizational change.

Policies

Several policies had been reviewed and published and associated documents had also been amended

Absence

The short term absence target was narrowly missed for 16/17.

Long term absence figures were very low and on a downward trend. Every case of long term absence was closely managed.

Members asked what support was offered to staff with mental health issues and whether preventative measures helped with attendance levels,

The Corporate Human Resources Manager advised that all staff could contact the Employee Assistance Programme for support and that managers were given training.

The highest level of absence was for muscular skeletal issues, however mental health issues did account for a significant level of absence. Preventative measures such as referral to OH and awareness training did help with absence levels and long term absences were well managed.

Flu Vaccinations

There had been a good take up of the seasonal flu vaccination programme.

2017 Audits

During 2017 there had been audits on 5 topics in which HR were involved.

25 DISCUSSION PAPER - LOCAL GOVERNMENT PENSION SCHEME

Prior to the item being discussed, Councillor Martin Stears-Handscomb declared a declareable interest in respect of any discussions regarding the Local Government Pension Scheme, as he had a pension that came under this scheme.

The Corporate Human Resources Manager introduced a Discussion Paper on the Local Government Pension Scheme (LGPS).

She advised that the LGPS was one of the largest public sector pension schemes and that the London Pension Fund Authority was managed by Hertfordshire County Council

Employee contribution rates increased with the level of pay and there was a facility for employees to pay half contributions and receive half the normal pension benefits.

It should be noted that employees could only receive retirement benefits on the grounds of ill health if they were members of the pension scheme.

The employer contribution rate was 18.6 percent plus an annual lump sum of £1,006k.

There was a statutory requirement that all those who had opted out of the pension scheme be re-enrolled every third anniversary. 31 individuals were re-enrolled, but the majority of those opted out again.

There had been various iterations of the pension's scheme and pension benefits would be calculated on each scheme that the member had been part of.

The proposed exit cap had been delayed and there was no information on its planned implementation.

In response to a question the Corporate Human Resources Manager confirmed that employees could make AVC payments into the scheme.

Members noted that NHDC contributions were approximately £2.7 million and agreed that it was important that employees were encouraged to join a pension scheme.

26 DISCUSSION TOPICS

The Corporate Human Resources Manager reminded Members that the discussion topic for the March 2018 meeting was Apprenticeships (The future for apprenticeships, the Apprentice Levy, Public Sector Targets and Higher Apprenticeships).

Members considered that Coaching should be considered at the June 2018 meeting

IT WAS AGREED: That the discussion topic for the meeting of this Committee due to be held in June 2018 be Coaching.

The meeting closed at 4.09 pm

Chairman

Staff Consultation Forum Meeting

03 January 2018



Present:	Dee Levett (Chair), Anthony Roche, Kerry Shorrocks, Claire Morgan, Maggie Williams, Anne McDonald, Emma Jellis, Sue Collet, Ian Couper, Preeti Binning, Ben Glover James Watson (Minutes)
Apologies:	David Scholes, Christina Corr, Debbie Hiscock, Rebecca Webb, Vic Godfrey.
Circulation:	Global

Preeti Binning from the Project Support Team was welcomed to the Meeting. She will be supporting James in taking the Minutes of the Meetings going forward.

1. Apologies

Apologies were received from David Scholes, Christina Corr, Debbie Hiscock, Rebecca Webb, Vic Godfrey.

2. Matters Arising from Previous Minutes

Previous Minutes were agreed.

IIP Report - Assessor produced an updated report which was an improvement from the first report. The updated report will be shared in the near future.

An employee query had been raised regarding the cost of the IIP assessment and whether it was worthwhile to continue with this. It was agreed that this should be discussed at this point in the meeting. The question of continuing to seek IIP accreditation had been fully discussed at Corporate Board when the standards of accreditation had changed. It had been agreed to remain with the scheme but not to seek the highest level of accreditation. It was felt there was value to the Council and the process of assessment, which was why there was some disappointment with the quality of the initial report received. The process of assessment represented a good health check on the organisation in terms of opportunities for staff, career progression, appraisal and quality of people management and having the IIP trade mark encouraged recruitment as good candidates were likely to look to see if employers signed up to Quality Assurance schemes such as IIP. Continuing participation in the scheme will be considered again at the end of the period of accreditation and a value for money review undertaken at that time.

3. NHDC Update

It has been decided to allocate both statutory days for Christmas & New Year 2018. Both Christmas Eve and New Years Eve fall on a Monday, this is the same as Christmas 2012 and both days were allocated then.

A pay offer was received on 5 December for staff up to Grade 12. The offer is 2% for 2018/19 and a further 2% for 2019/20, with larger increases for the lowest paid due to the National Living Wage. The pay offer is linked to the review of the NJC national pay scale. It is currently a pay offer and has not yet been accepted. For it to become a pay agreement it will need to be accepted by the trade unions. No Chief Officer pay claim has yet been received but it's expected that any pay claim will request the same offer that made to other grades of staff.

The first stage of the Senior Management restructure has been completed with the appointment of Anthony Roche as Deputy Chief Exec. The next stage will be the new Service Director positions. Anthony Roche and David Scholes met with all heads of services/corporate managers before Christmas and later this month will publish proposals to start consultation.

The draft financial settlement confirmed the council could increase council tax by up to 3% for 2 years. There was no expected change to the new homes bonus funding which is money for new homes in the area.

Overall combined with the savings that are expected from the joint waste contract with East Herts the council is in a reasonable position. The council does however still need to find substantial savings in the next 4 years and can expect further changes to the way overall funding is determined which may come in to effect from 2020/2021.

4. Office Accommodation Update

There was good attendance to office accommodation drop in sessions that took place before Christmas. Howard Crompton has prepared a Q&A so staff can see the questions that were asked and the answers given at the drop in sessions which will be circulated. It was stated that anyone wishing to arrange a visit to see the new DCO, should contact Maxine Johnson who is coordinating requests.

Fire evacuation procedures were circulated on a global email for staff to familiarize themselves for the move back to the DCO.

The idea for the canteen area on the ground floor of the DCO is that any food that requires a knife or fork or is hot should be eaten in the canteen especially with the office being open plan. There will be a TV as well as tea & coffee available for staff to use.

5. I.T. Projects Update

IT has put a slideshow on computer screensavers showing images of the different stages of the DCO project.

6. Employee Queries

A query was raised about the difficulty of getting full staff for Careline shifts particularly on Friday nights when as it was hard to get cover. The question asked was how well are resources planned for careline and to help cover all shifts.

HR offered to look at what has been requested via the recruitment process and look at vacancy and Careline sickness levels and proceed from there. It was noted that there may be opportunities when for Careline move into the DCO with other teams that may be around to assist. There was also discussion about capacity.

A question was asked about SCF representation on return to the DCO formerly the reps had represented associated floors in the DCO. The question raised asked was what will happen on return with departments being on different floors.

Following discussion it was suggested that they represent a number of service areas and I. It was agreed that this would be further discussed at SCF in the near future. There is now an SCF email available for staff to send in any enquires they wish to be raised. The email has not yet been advertised but will be in use once a rota between reps has been agreed.

Another query raised was about the planned fire evacuation process for the DCO, and whether it takes into account visitors & Councillors and asked how without signing in sheets would we know who was in the building.

With the new Open plan Offices there will be a lot less individual rooms to check and a sweep of a floor should be a quick process, after which the fire brigade can go in.

Councillors will be given the same evacuation information as staff and will also be assigned an evacuation area. During evening meetings the procedure will not change and they would be expected to follow them. The facilities assistant will be assigned search duties for the occupied areas (most of the building will be closed at night) and will also act as liaison officer. It is also envisaged that staff members attending evening meetings will also act as fire marshals.

The fire services will only enter the building to carryout a search if we inform them that we believe there are casualties in the building. By completing a full search of the area we would be in a position to do this.

It was also noted that no other local councils use signing in sheets and have similar fire evacuation procedures to the one proposed.

7. Chair for Next Meeting

CM

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Staff Consultation Forum Meeting

07 February 2018



Present: Claire Morgan(Chair), David Scholes, Anthony Roche, Kerry Shorrocks, Dee Levett, Maggie Williams, Emma Jellis, Rebekah Edwards, Rebecca Webb, Sue Collett, Ian Couper, Vic Godfrey, Christina Corr, Debbie Hiscock, Ben Glover, James Watson (notes)

Apologies: David Scholes, Vic Godfrey, Debbie Hiscock, Christina Corr, Emma Jellis, Rebecca Webb, Maggie Williams.

Circulation: Global

Toby Le Sage attended in Vic Godfrey's absence to discuss item 6 on the agenda.

1. Apologies

Apologies were received from David Scholes, Vic Godfrey, Debbie Hiscock, Christina Corr, Emma Jellis, Rebecca Webb, and Maggie Williams.

2. Matters Arising from Previous Minutes

Previous Minutes were agreed.

The fire evacuation information that will be displayed is the statutory notices located above the fire call points. There are refuge points located on each floor which are to be used by disabled persons should there be a need for them to have further assistance when evacuating. There are also red break glass fire call points that would be used to raise the fire alarm.

Fire Marshalls will consist of volunteers and/or managers who will be responsible for ensuring their floor is clear during an evacuation.

People signed up for the mobile phone alerts will get a text during an evacuation as to when it is safe to go back into the building. The mobile system was advertised in October 2017 by email as well as a webpage giving further details on what the system offers. Staff are encouraged to sign up for text alerts as it is a great way of communicating important information, especially in emergency situations. This can be done by contacting CSC or IT.

3. Smoking and the Workplace Policy Revision

Minor revisions have been made to the policy for night workers and those working late. These workers are advised to inform others when going outside to smoke and to stay closer to the building avoiding waste bins, the generator and open windows. The revised policy will be published on the intranet shortly.

Action: JW to contact property services to see if there are any existing cigarette butt boxes to have at the DCO.

4. NHDC Update

The senior management restructure is progressing. The proposals are being formalised and new job descriptions and person specifications are being completed. The proposals are to be announced within the next couple of weeks. This will be followed by a consultation period. A fuller update will be given at SCF in March. It was noted that any group of staff affected by a restructure would be asked if they would like to nominate a temporary SCF representative from among them and the same will apply to the Senior Managers.

Regarding pay offers for 2018/19 the Local Government Employers have received pay claims for Chief Officers and Chief Executives for 2% for the next two years in line with the pay offer for the rest of staff. Unite and GMB have rejected the offers. The Employers side are not going to respond formally until the main pay claim is settled and the Trade Unions are expected to announce the results of their consultation on pay in mid March.

A meeting of full Council on 8 February will seek approval for the revenue and capital budgets recommended by Cabinet. Once finalised those managing the budget will be notified.

A report regarding the regeneration of Hitchin's Churchgate Shopping Centre was also on the Council Agenda. Council were to be asked to agree, in principle, to a scheme for the redevelopment of Churchgate in a potential joint venture with Shearer property group.

The early bird special for the new green waste collection service is being launched and Customer Services may expect a large volume of calls.

NHDC have had some more positive discussions regarding Hitchin Town Hall however there is no solution as yet.

5. Office Accommodation Update

Work has been going on to sort out where teams will be located on their move back to the DCO and a programme of moves has been arranged. DCO reception will reopen on 5th March with a slightly later opening time. Notices will be put up at Town Lodge to say reception has moved back down the road and CSC staff will be at Town Lodge to direct customers to the DCO.

6. I.T. Projects Update

IT are following a plan of action for moving people out of Town Lodge and back into the DCO. The team are working out of normal hours to ensure the smooth running of the moving of equipment. As a result staff have been asked to be patient especially when it comes to issues raised through IT helpdesk.

The General Data Protection Act is coming in to force on 25th May. NHDC have to be compliant by that date so IT is working to analyse the data held and are looking to appoint a Data Protection Officer in the near future.

7. Employee Queries

A query was raised regarding the statutory days for Christmas and New Year. It was asked if the days are added to staff leave entitlement and if they need to be booked on SAP. It was explained that the 2 statutory days will be added to the leave entitlement. These days will need to be booked and reminders will be sent nearer the time. It was asked whether SAP could automatically deduct the leave but the system cannot do this.

It was agreed that a meeting room at the town lodge should be booked for SCF in March; however the DCO rooms should be available by then for future meetings to take place.

In regards to Town Lodge, there are a number of options regarding what to do with the building and the others owned. There is a mixture of ownerships listed building status and leases that makes the possibility of a redevelopment. Discussions are underway with the various parties involved.

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Staff Consultation Meeting

07 March 2018

Present: David Scholes, Anthony Roche, Kerry Shorrocks, Claire Morgan, Dee Levett, Maggie Williams, Ben Glover, Emma Jellis, Rebecca Webb, Sue Collett, Ian Couper, Vic Godfrey, Christina Corr (Chair), Debbie Hiscock, James Watson, Preeti Binning (Notes)

Apologies: Dee Levett, Ian Cooper, Vic Godfrey, Debbie Hiscock, James Watson.

Circulation: Global

1. Apologies

Apologies were received from Dee Levett, Ian Cooper, Vic Godfrey, Debbie Hiscock, James Watson.

2. Matters Arising from Previous Minutes

Previous minutes were agreed.

Waste Services -The Buntingford office refit for the Joint client team has been completed. Staff have TUPE transferred from East Herts and the team has moved to the Buntingford depot. The waste contract transfer from Veolia to Urbaser is ongoing and focusing on the round optimisation, The Buntingford depot and Urbaser are working with Veolia.

3. NHDC Update

Insight has published a final budget position for 2018-19 and it was stated that a balanced budget for the year has been agreed by Council.. The financial position has been aided by the £1.5m saving from the new joint waste contract. Consequently the position for 2020/2021 where £4m of savings and £3m use of reserves were required has improved somewhat.

The group were informed that the shareholder sub-committee is set to meet during the week starting 12 March 2018 for the Part 1 and a Part 2 report for a housing company to be formed. The Committee has confirmed the recommendation not to explore the buy to let option but to explore further the conversion and development of existing properties. The first property to be considered will be Harkness Court where the options of splitting the building into 2 houses or 4 flats are being reviewed. This will be project 1 and going forward, there will also be further work to develop projects 2, 3 and 4. An opportunity has been put to the Council to undertake a joint venture to regenerate Hitchin's Churchgate Shopping Centre. This would entail a 'face-lift' to the existing shopping centre, improving the quality of the units available and in turn making them more attractive to retailers. The scheme would also see improved public open space and investment in Hitchin's historic market.

At a recent Council meeting, Councillors agreed to support the principle of this joint venture, with the Council as funder of the regeneration.

Further work will now be undertaken to examine the detail of the proposals and negotiations with the developer, Shearer Property Group, will now be progressed on the terms of a potential joint venture. Consideration is being given to whether funding can be secured from a Local Enterprise partnership. Full Council will have final approval on the terms of any proposal.

Furthermore, regarding Hitchin market, Cabinet has been asked to support a potential return of the operation of the market by the Council and this work is ongoing if it were to come back in house. There will be TUPE implications for the staff working there transferring back into the Council.

The trade unions are consulting with their members on the pay offer. They expect to announce the results by the middle of March. Under the Equality Act 2010 employers with 250 or more employees are required to publish statutory gender pay gap calculations every year. NHDC is typical of a shire district Council where there tends to be a largely female workforce with an emphasis on admin roles with part time and flexible working. With a large number of our front line services i.e. waste, leisure, grounds being outsourced, most of the lower paid jobs traditionally occupied by men are not included in our gender pay gap figures. This distribution of employees creates a negative gender pay gap which would be greatly reduced if these outsourced functions were being done in house. What is important is that there is a justification for the gap and why it exists and that actions will be considered to ensure that there is equality of opportunity for all those who desire it. The gender gap is not to be confused with equal pay. We have equal pay data going back to 2007 and, over the years, we are satisfied that there have been no significant inequalities. We are working on an equal pay review now and the results will be reported later this year, but we do not believe this will raise significant concerns regarding equal pay.

4. Senior Management Restructure

An information note was sent out to all staff and one to one meetings with Heads of Service have been undertaken. DS is writing to Heads of Service and Corporate Managers to issue job descriptions and person specifications which have been evaluated externally by Hay. Arrangements for formal meetings during the week commencing 12 March 2018 are underway and the opportunity for group consultation will be offered. Consultation will close on 21 March 2018. It was stated that the job matching exercise would take place during week commencing 12 March 2018. The outcome of this will be known in early April and slotting in and any interviews will then take place.

New service directors will then look at their services and make any necessary adjustments within them. The efficiencies achieved from the senior management restructure would reduce the need for a second phase of proposals. The key rationale for the changes and their detail was sent via a global email last year, the priorities for the future and resourcing issues were then factored into the final proposal.

5. Office Accommodation Update

The building is working well 2-3 weeks into the move. A film fitted to the windows and blinds are being trialled to reduce glare and prevent some parts of the ground floor from being overlooked. Concern was expressed regarding the move of Careline into DCO and into another service area and whether the service will continue. It was suggested the move was a logical one which would make the Council far more integrated, and there were no proposals to make changes to the service, but the concerns were acknowledged and the management team offered to meet with the service to discuss these. A visit could also be organised to the new location to help reassure staff as to the practicalities of the arrangement.

6. I.T. Projects Update

SCF asked that a big thank you is given to the I.T Team with the move across to DCO, from all staff. I.T has fitted out rooms at the DCO. The screens in the meeting rooms can be used to reduce the amount of paper being used. The I.T team have done a good job for years. All committees will go paperless by the end of the year. It is on a workplan to go more paperless to save costs and to make things more efficient.

Action: Plan to go paperless, going forward.

7. Employee Queries

It was asked about Bike racks at the DCO building and when they would be replaced. We would look to try and put bike racks for visitors at the front and have staff Bike Racks at the back and will be followed up with Howard Crompton. It was asked how the move would affect the Careline services and it was clarified that they would remain as an emergency service to the NHDC.

It was raised if anything could happen further around emergency services for Careline. It was said that moving forward we would be looking to grow the area of emergency services and investigate the area further. It was suggested as an idea to perhaps have some sort of trial arrangement.

There was a concern around resourcing at Careline and its dependency on short term temporary staff. DS stated that the Council tried not to rely on agencies so other ideas should be considered. It was also suggested that with the move to the DCO it may help staffing for Careline by having a possible larger pool of staff to draw from.

8. Chair for next meeting

The chair for the next meeting is CM in the case of a reserve of JW.

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JOINT STAFF CONSULTATIVE COMMITTEE

28 MARCH 2018

***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 contains the HR 2017/18 Service Plan work plan. It will be updated to the 2018/19 work plan for the June JSCC

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

Feedback for a new improved shortlisting process has been positive and the process is now being used for the majority of vacancies.

3.3 Apprentices

Since 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 use the online account pay the Apprentice Levy and to purchase apprentice training. 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 2017 (required to comply with the Public Sector Equality Duty of the Equality Act 2010) was sent for publication in time for the 31st January 2018 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 March 2018. The Council's gender pay gap figures have been calculated and the narrative to accompany them, which includes an action plan to reduce the gap, has been drafted for submission.

Work has commenced on the Equal Pay Review with the data having now been produced and analysed. The Report from this review will be available later this year.

An Information Note updating the Committee on equalities will be presented to this Meeting.

3.5 Pay and Benefits

The Pay Policy Statement for 2018/19 has been 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.

The contract for the provision of EAP services to the Council has been extended for 1 year from April 2018 at the current rates. As a new contract is required from 1st April 2019, we have started to review how EAP services will be provided to NHDC from that date and a number of options are under consideration. The provision of this service may be linked with OH provision from this date or the two services may be procured separately.

As a result of the introduction of Tax-Free Childcare by the Government, new applications for the Council's Kiddivouchers salary sacrifice childcare voucher cannot now be accepted. Existing recipients of Kiddivouchers can continue to receive them until the child reaches the maximum age under the Kiddivouchers Scheme, the Council ceases to offer the scheme or the staff member leaves the Council. An article in this month's Insight outlines the differences between the two schemes and a new intranet page has been designed to show working parents the assistance currently available for childcare both from the Council and the Government.

3.6 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 has been replaced with a new cloud based learning and development portal Grow zone which is easier to use with lots of new and updated content went live on December 4th for both Members and Officers.

The Councils Investors in People standard has been renewed under the new standards and the recommendations received will form the basis of an action plan for further improvements throughout 2018/19 and beyond.

3.7 Regular Performance Review

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.

3.8 Organisational Restructures

The HR team are currently supporting 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 2018.

3.9 Policies

The following HR policies are currently under review:

- Special Leave, Dependant and Parental Leave, Right to Request Flexible Working and Unpaid Time Off for Training
- Employee Handbook
- Trade Union Facilities and Recognition Supplementary Agreement
- Long Service Awards
- Reorganisation
- DBS Checks
- Wellbeing

3.10 Absence

Absence rates have risen this year with more long term absence and a number of staff with serious health problems. We have had a long period without as many cases as we have at present. Short term absence has also risen with the harsh winter and a rise in severe cold and flu related absences. It is expected we may end the year at just under 7 days per FTE and slightly above the PI target of 3.5 days FTE for short term absence.

3.11 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)

4.0 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.

5.0 APPENDICES

5.1 Appendix A – Key Performance Measures

5.2 Appendix B – HR People Strategy Work Plan for 2017/18

6.0 CONTACT OFFICERS

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7.0 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

February 2017 to January 2018 rolling year - Days Lost Per FTE By Month.
The Headcount figure at end January 2018 was 318 and the Full Time Equivalent (FTE) figure was 276.28

	Long Term	Short Term
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
Nov 2017	0.27	0.36
Dec 2017	0.48	0.36
Jan 2018	0.52	0.66
Total	1.97	3.66

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/senior management structure announcements
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 Complete
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 its 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
Page 29 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 Complete
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	30/6/2018
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.	New government schemes reviewed and communicated to employees via Insight and Message Board. Applications under existing scheme ceased w.e.f. 2.3.2018	Ensure employees informed on options going forward.	01/04/17	31/03/18 Complete

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. Consider options available for contract for 1/4/2019-31/3/2021 to determine best value option. 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. Contract extended on current terms until 31/3/2019.	Successful continuation of EAP provision from 1/4/2018.	1/11/2017	31/3/2018 Complete
Re-procurement of OH and EAP provision	Responsive & Efficient	Renew OH and EAP contracts	Review provision under current contracts and determine new arrangements	Review of the schemes and consideration of options	Successful implementation of OH & EAP 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	31/06/18
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	31/12/18
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 Complete

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JOINT STAFF CONSULTATIVE COMMITTEE 28 MARCH 2018

*PART 1 – PUBLIC DOCUMENT	AGENDA ITEM No. 7
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TITLE OF INFORMATION NOTE: EQUALITIES UPDATE

INFORMATION NOTE OF THE SENIOR HR AND CONTRACTS MANAGER

1. SUMMARY

This is an update regarding equalities at the Council and reviews the current situation in respect of three aspects of these:

- Gender Pay Gap
- Equalities Data
- Equal Pay Report

2. STEPS TO DATE

This note is one provided to the Joint Staff Consultation Forum to update the Committee on the Council's current equalities profile.

3. INFORMATION TO NOTE

3.1 Gender Pay Gap 2017

3.1.1. Background

From April 2017 under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 employers with 250 or more employees are required to publish statutory gender pay gap calculations every year. Accordingly, NHDC are required to calculate and publish the following gender pay data:

- Gender pay gap (mean and median averages)
- Gender bonus gap (mean and median averages)*
- Proportion of men and women receiving bonuses*
- Proportion of men and women in each quartile of the Council's pay structure

*The Council does not operate any bonus schemes but the definition of bonus under the Regulations on gender pay gap reporting includes long service awards and for this reason the Council has had to produce bonus figures for publication.

The data must be a snapshot of salary data on 31 March 2017 and on the 31st March each year thereafter and the bonus pay gap must be calculated from all bonus payments made in the 12 months up to and including the snapshot date of 31st March 2017 and up to the 31st March each year thereafter. This data must be published on the NHDC website and a government website by 30 March 2018 and by the 30th March each year thereafter.

The gender pay reporting figures have been calculated by our outsourced pay service provider Serco, using the standard methodologies outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The figures have been carefully checked and validated by HR and Finance.

The gender pay gap and equal pay are not the same and do not have the same purpose. The Equality and Human Rights Commission defines the difference as follows:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

The broad purpose of the equal pay provisions of the Equality Act 2010 is to require equality of treatment in employment as between men and women in respect of pay and other contractual terms. The stated aim of the gender pay gap reporting legislation is to introduce greater levels of pay transparency.

Salaries at NHDC are determined through a grading system which evaluates the job and not the post holder. It makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, we are confident that NHDC is paying the same salary to roles of equal value and that its gender pay gap may be as a result of the roles which men and women undertake within the Council and the salaries that these roles attract.

3.1.2 Results

The highlighted figures are those that require publication.

Table 1 Gender Pay Gap – Hourly Pay

	Mean Hourly Rate	Median Hourly Rate
Female	£13.94	£12.05
Male	£18.57	£18.17
Gender Pay Gap	25%	34%

Table 2 Gender Bonus Gap*

	Mean Bonus rate	Median Bonus rate
Female	£5.84	£50.00
Male	£3.51	£50.00
Gender Bonus Gap	-10.29%	0%

*See note in 3.2.1 above about bonus calculations

Table 3 Quartile Pay Bands

	Males	Females
Lower Quartile	22.78%	77.22%
Lower Middle Quartile	16.25%	83.75%
Upper Middle Quartile	41.78%	58.23%
Upper Quartile	58.23%	41.77%

3.1.3 Analysis

Table 1

The Council has a total of 16 grades, however as the top 5 managerial grades, (Grades 11-16), are predominately filled by males, 61%, the overall average hourly rate in the Council is positively influenced in favour of males. This result arises because of the number of males and females in the senior roles, rather than males being paid more for doing similar roles to females.

The opportunity to increase the number of females in senior roles is dependant on relevant vacancies arising. In the period April 2016 – March 2017 3 roles at Grade 11 and above were recruited to. These were filled by 2 females and 1 male.

Car allowances at the Council are paid to those in Grades 11-16 and enhance the pay of staff at this level. As the majority of those in these grades are men, 61%, this increases the hourly rate for men in these grades and the overall male average hourly rate in the Council.

Additional responsibility payments enhance the pay of Council staff. These were paid to 6% of NHDC staff on 31st March 2017 and those receiving them were 53% men and 47% women.

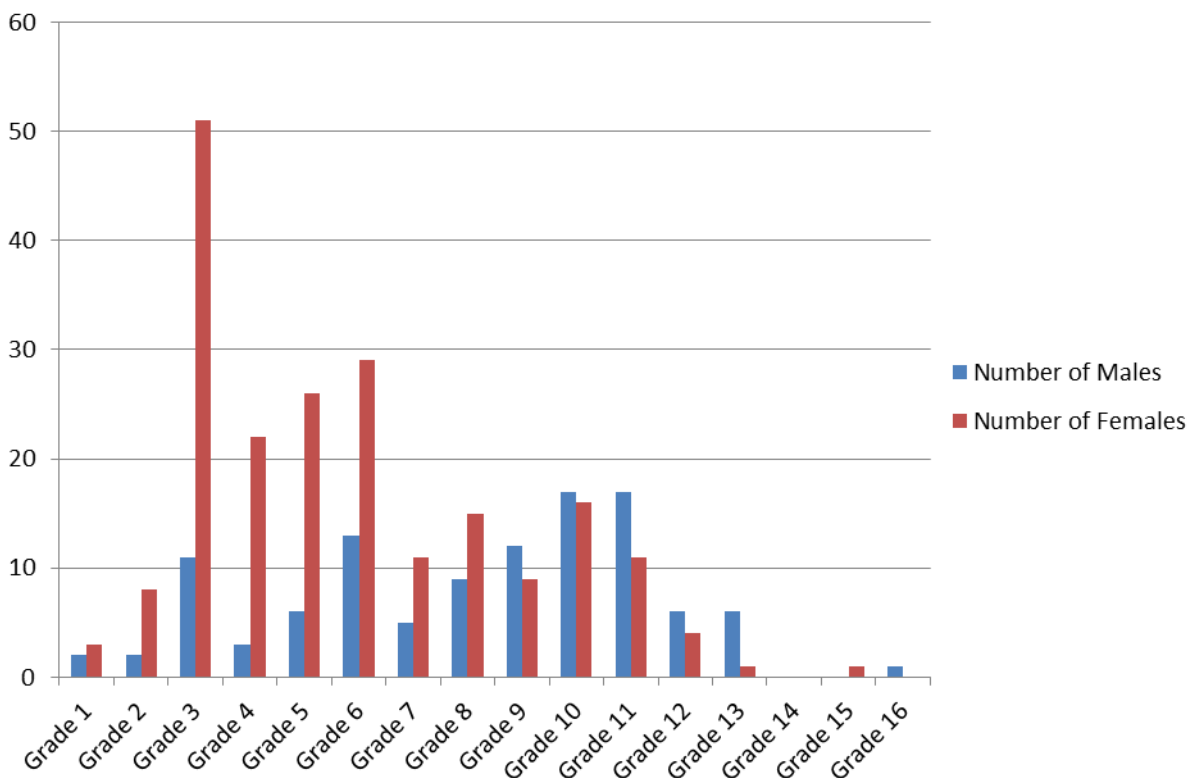
Table 2

The definition of bonus pay under the Regulations mean long service awards are included for the purpose of reporting our gender pay gap and therefore the bonuses set out in Table 2 reflect the gender breakdown of the long service awards given to 23 members of staff in the relevant reporting period. Nearly three times as many women as men received the bonus, indicating that they are more likely to stay with the Council.

Table 3

The gender split across all employees is 65% female 35% male and this profile has been static for a number of years. Table 3 illustrates that the breakdown of males and females is not consistent in all pay grades and this is illustrated more clearly in the chart below.

Breakdown of Males / Females by Pay Grade



3.1.4 Commentary

Females overwhelmingly predominate at Grades 1 – 8 (76%) and above these grades there are more males than females in the organisation, 57% male to 43% female. Grades 9 – 16 are the higher level supervisory, professional and managerial grades at the Council and therefore the higher salary bands. The greater number of men than women in these higher grades increases the average hourly rate for men in the Council.

The Council has a large number of customer facing administrative roles in the grades below Grade 8. Many of these jobs are part-time and/or are suitable for flexible working which makes them attractive to women with caring responsibilities. The pattern of roles in the lower quartiles being predominantly held by females is further exacerbated by the fact that the Council outsources many of its operational functions such as grounds maintenance, refuse, recycling, street cleaning and housing; all areas of work which traditionally attract male employees. If these roles were filled directly by NHDC employees then there would be an increased number of men within the lower two quartiles and it is likely that the gender pay gap would be significantly reduced.

With respect to career progression, a number of factors are likely to adversely affect more women than men. These include taking breaks from work for caring responsibilities, the reduction of turnover in senior roles and the flattening of management structures and hierarchies in the recent years of austerity which has restricted the available opportunities.

3.1.5. Workforce Monitoring

The Council regularly monitors its workforce statistics which includes information on pay, staff turnover and exit information, recruitment, employee relations matters and the equalities profile. This monitoring ensures that trends can be identified and appropriate action taken if there are areas of concern.

3.1.6 Policies

The Council has a number of policies and procedures that ensure transparency, fairness and equity. These include:

- Job evaluation (HAY) for all roles
- A well-designed pay scale with a restricted number of incremental points
- Formal authorisation processes for changes in pay
- A fair and equitable Market Supplement Policy based on external benchmarking
- A fair and equitable Additional Responsibility Pay Policy
- An on line recruitment system in which gender is not known until interview stage
- A competency based interview process with a clear scoring method
- Family friendly policies such as flexible working, including part-time working and job sharing, flexi-time, home-working, special leave, time off for dependants and parental leave.
- Exit questionnaires and interviews to gain feedback on employment experiences.

3.1.7 Action Plan

The following measures will implemented as part of the Council's action plan to address the imbalance currently shown by the gender pay gap figures:

- As one of the factors that influences the gender pay gap is the distribution of males and females within the grades, we will ensure that recruitment processes continue to be monitored for all equality implications at the point of interviewing and appointment to ensure that there is no indication of bias. This data is analysed annually on a monitoring basis.
- The practice of making exceptions to the stated policy of appointment at the first point of the grade will be strictly monitored to ensure there is no gender bias in decisions regarding the offering of salaries above the bottom of the pay scale for each grade.

- Family friendly policies will be reviewed to ensure equity and as wide an application as possible. Efforts will be made to increase awareness of these policies across all staff, highlighting their endorsement by senior management. These policies are important to a large number of female staff and to the Council. Reducing the flexibility available would no doubt reduce our gender pay gap, but would run contrary to the objectives we are trying to achieve.
- Training will be provided for managers to ensure that they are able to write job descriptions and person specifications that are fit for purpose. This will allow managers to carefully consider the true requirements of the role and challenge statements that may result in deterring females with caring responsibilities applying.

Other measures will also be considered further to evaluate whether they will contribute to the Council's equalities objectives. These include but are not limited to:

- Increase the awareness of Managers in respect of the possibility and benefit of Apprenticeships at more senior levels, which may be attractive to women returning following career breaks.
- The introduction of a women only leadership training programme
- The development of mentoring, shadowing and coaching programmes specifically aimed at women.

3.2 Equalities Data 2017

3.2.1 Data

Appendix 1 to this Report shows a summary of the equalities data for the Council for the period 1st January 2017 – 31st December 2017 which was published in full on the Council's website in January 2018 in accordance with The Public Sector Equality Duty (section 149 of the Equality Act 2010). The Equality Duty applies to public bodies and others carrying out public functions. The Equality Duty is supported by specific duties which require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives.

The data provided covers recruitment, current staff, application of HR policies, refusal of applications for learning and development, analysis of those taking and returning from maternity leave, analysis of leavers from NHDC employment and a summary of the most recent Equal Pay Review Report.

The first few pages of the full Equalities Data Report give an overview of the equalities picture in respect of those joining the Council, current staff and those leaving the Council in 2017. This is followed by data showing more detailed analysis by protected characteristic. In the provision of the data, percentages have been used instead of raw numbers in order to protect confidentiality and analysis has not been undertaken where overall numbers are less than 10.

Those joining the Council during 2017 had the following profile. Previous years' figures are shown in brackets.

- 2017 - 41% female – 59% male (2016 - 64% female – 36% male, 2015 - 60% female – 40% male)
- 2017 - 97% not disabled – 0% disabled (2016 - 86% not disabled – 12% disabled, 2015 - 93% not disabled – 5% disabled)
- 2017 - 76% White – 8% other ethnic origin (2016 - 88% White – 7% other ethnic origin, 2015 - 88% White – 7% other ethnic origin)

- 2017 - 84% heterosexual – 3% gay, lesbian or bisexual (2016 - 90% heterosexual – 2% gay, lesbian or bisexual, 2015 - 82% heterosexual – 5% gay, lesbian or bisexual)
- 2017 - 41% Christian, 3% other religions, (2016 - 45% Christian, 4% other religions, 2015 - 47% Christian, 22% other religions)
- 2017 - 5% under 21, 14% aged 21-25, 27% aged 26-34, 24% aged 35-44, 30% aged 45-54, 0% aged 55-64, 0% aged 65 and over, (2016 - 10% under 21, 21% aged 21-25, 21% aged 26-34, 17% aged 35-44, 24% aged 45-54, 5% aged 55-64, 2% aged 65 and over, 2015 – 20% aged 16-20, 28% aged 21-30, 34% aged 31-40, 7% aged 41-50, 10% aged 51-60).

Current Council Staff in 2017 had the following profile. Previous years' figures are shown in brackets.

- 2017 - 66% female – 34% male (2016 - 66% female – 34% male, 2015 -66% female – 34% male).
- 2017 - 78% not disabled – 4% disabled (2016 - 78% not disabled – 5% disabled, 2015 - 75% not disabled – 4% disabled).
- 2017 - 87% White – 7% other ethnic origin (2016 - 88% White – 5% other ethnic origin, 2015 - 88% White – 6% other ethnic origin).
- 2017 - 77% heterosexual – 1% gay, lesbian or bisexual (2016 - 76% heterosexual – 1% gay, lesbian or bisexual, 2015 - 74% heterosexual – 1% gay, lesbian or bisexual).
- 2017 - 54% Christian, 18% no religion, 4% other religions (2016 - 53% Christian, 18% no religion, 5% other religions, 2015 - 53% Christian, 18% no religion, 5% other religions).
- 2017 - 2% under 21, 5% aged 21-25, 11% aged 26-34, 25% aged 35-44, 32% aged 45-54, 22% aged 55-64, 4% aged 65 and over, (2016 - 2% under 21, 6% aged 21-25, 10% aged 26-34, 24% aged 35-44, 34% aged 45-54, 22% aged 55-64, 3% aged 65 and over, 2015 – 2% under 21, 5% aged 21-25, 8% aged 26-34, 24% aged 35-44, 33% aged 45-54, 24% aged 55-64, 3% aged 65 and over).
- 2017 - 60% married, 27% single, 3% divorced, 1% civil partnership, 1% widowed (2016 - 59% married, 29% single, 3% divorced, 1% civil partnership, 2015 - 58% married, 27% single, 4% divorced, 1% civil partnership).
- 2017 - 65% full time, 35% part time, (2016 - 67% full time, 33% part time, 2015 - 65% full time, 35% part time).

Leavers from the Council in 2017 had the following profile. Last year's figures are shown in brackets.

- 2017 - 59% female – 41% male, (2016 - 62% female – 38% male, 2015 - 64% female – 36% male).
- 2017 - 85% not disabled – 7% disabled (2016 - 82% not disabled – 8% disabled, 2015 - 73% not disabled – 3% disabled).
- 2017 - 83% White – 15% other ethnic origin, (2016 - 87% White – 7% other ethnic origin, 2015 - 80% White – 7% other ethnic origin).
- 2017 - 80% heterosexual – 4% c, (2016 - 85% heterosexual – 3% gay, lesbian or bisexual, 2015 - 68% heterosexual – 8% gay, lesbian or bisexual).
- 2017 - 37% Christian, 35% no religion, 10% other religions (2016 - 48% Christian, 28% no religion, 4% other religions, 2015 - 51% Christian, 19% no religion, 2% other religions).

- 2017 - 11% under 21, 7% aged 21-25, 17% aged 26-34, 20% aged 35-44, 28% aged 45-54, 13% aged 55-64, 4% aged 65 and over, (2016 - 2% under 21, 13% aged 21-25, 8% aged 26-34, 25% aged 35-44, 17% aged 45-54, 23% aged 55-64, 12% aged 65 and over, 2015 – 11% under 21, 16% aged 21-25, 14% aged 26-34, 19% aged 35-44, 14% aged 45-54, 23% aged 55-64, 4% aged 65 and over).
- 2017 - 33% married, 54% single, 7% divorced, 2016 - 52% married, 33% single, 7% divorced, 2015 - 36% married, 41% single, 1% divorced, 1% widowed).
- 2017 - 61% resigned, 22% came to the end of a fixed term contract, 7% retired, 2% early severance, 2% died in service and 7% were dismissed, (2016 - 52% resigned, 13% came to the end of a fixed term contract, 7% were made redundant, 12% retired, 5% transferred under the TUPE regulations and 5% were dismissed, 2015 - 53% resigned, 31% came to the end of a fixed term contract, 7% were made redundant, 3% transferred under the TUPE regulations, 3% retired and 1% died in service).

3.2.2 Analysis

These figures show that the make up of the Council's workforce by protected characteristic is very stable with few changes between 2016 and 2017. There are however some points to note especially in regard to joiners and leavers:

Gender

- Big increase in the % of male recruits to the Council, up 23% on 2016
- Small change in the gender balance of leavers with slightly more males and slightly less females leaving in 2017 compared with 2016
- The gender make up of current staff however remains completely unchanged from 2016 and 2015.

Disability

- % of new recruits, staff and leavers with a disability has declined in 2017
- % of staff not disclosing whether they have a disability decreased in 2017

Ethnic Origin

- % of White new recruits, staff and leavers decreased in 2017
- Biggest % fall was in the recruitment from the White ethnic group
- Drop in recruitment from Asian and Black ethnic groups and increase in other ethnic groups
- 11% jump in Asian leavers in 2017 and a drop in those from White or other ethnic backgrounds

Sexual Orientation

- Doubling of % of joiners preferring not to give their sexual orientation during recruitment
- Drop in % heterosexual recruits to the Council
- Drop in % heterosexual and an increase in gay, lesbian or bisexual leavers from the Council
- Increase in leavers preferring not to give their sexual orientation

Religion

- Slight drop on % of Christians joining NHDC and slight increases in those with no religion or who prefer not to say
- Significant drop in Christians, no religion and those who prefer not say leaving NHDC
- Increase in those with no religion leaving the Council

Age

- % younger recruits fell substantially as only a few apprentices were recruited in 2017 due to the scheme changes transition.
- Highest % of recruits remain aged 45-54
- No recruits aged 55 or over
- Significant increase (13%) in the % of leavers under age 34 and those aged 45-54.
- Drop in those leaving the Council over age 55
- Mixed picture regarding the age groups of those joining and leaving
- Despite the above changes the overall age profile of current employees remains largely the same

Marital Status

- There has been no change in the marital status make up of current employees
- There's been a swing towards those that are single leaving the Council
- Marital status of those joining the Council is not requested during recruitment

Full time/Part time

- Little change in the % regarding the male/female splits in full time and part time working
- Small % reduction in full time disabled employees
- Reduction in % of part-time employees aged 45-54
- Reduction in % of White part-time employees

Long Term Sick

- Number of cases rose from 19 cases in 2016 to 26 cases in 2017
- Increase in cases for those under 21 from 0% to 8%
- Significant increase in cases in certain age bands and in male staff
- Significant decrease in cases in 35-44 age group

NB There are small numbers of staff under this procedure so there is a larger percentage distortion

Attendance Procedure

- Same number of cases in 2016 as 2017 – 13
- Increase in % of 55 – 65 age group and decrease in the younger groups in this Procedure
- Sizable increase in % of women under this procedure
- Decrease in White staff under the procedure and increase in Other Ethnic groups

NB There are small numbers of staff under this procedure so there is a larger percentage distortion

Leavers

- Big drop in leavers in 2017 – 46 leavers in 2017, 60 leavers in 2016
- Drop in numbers going on maternity leave – 2 in 2017, 7 in 2016
- The picture for reasons for leaving is mixed with the numbers leaving by reason of resignation, retirement and dismissal increasing and those leaving by reason of early severance, redundancy and end of contract decreasing.

3.3 Equal Pay Review 2017

Regular equal pay reviews are an important element of ensuring that the pay and reward package is being applied fairly by examining the main areas where inequalities are likely to exist. We have equal pay data going back to 2007 and, over the years, we are satisfied that there have been no significant inequalities. This is underlined by the large number of examples showing the minority groups earning the same or more than the comparison group which exist in the reviews undertaken.

NHDC data is reviewed using grade, gender, age, ethnic group, disability, religion and sexuality. Analysis of basic pay for full time and part time employees, market forces payments, additional responsibility pay, starting pay, protected pay, Committee attendance allowances and IT disturbance allowance also occurs. In order for comparisons to be made the average, (mean) salary is calculated for each grade in the groups considered. Differences above 3% between the groups being compared are considered significant and analysis focusses mainly on the instances where these occur.

Data from 2017 has been extracted from the payroll system and is currently being analysed. This will lead to a report being produced in the coming months. An update as to progress and initial findings will be given to this Committee in June with a presentation of the Report at the September meeting.

4. NEXT STEPS

- 4.1 There will be a further update on equalities prepared for the September JSCC.

5. APPENDICES

- 5.1 Appendix 1 – Summary of Equalities Data 2017

6. CONTACT OFFICERS

- 6.1 Maggie Williams – Senior HR & Contracts Manager 01462 474506
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- 6.2 Kerry Shorrocks – Corporate Human Resources Manager 01462 474224
Kerry.shorrocks@north-herts.gov.uk

7. BACKGROUND PAPERS

Equalities data for the Council for the period 1st January 2017 – 31st January 2017 published in January 2018 in accordance with The Public Sector Equality Duty (section 149 of the Equality Act 2010). Available on the Councils Website

Appendix 1

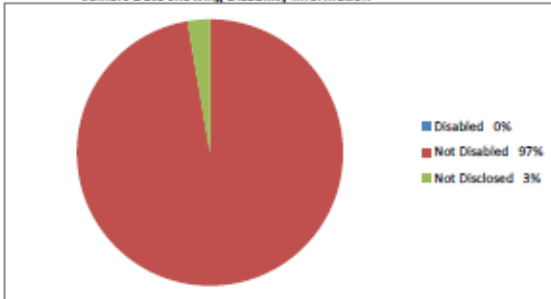
Summary of 2017 Equalities Data for Joiners, Current Staff and Leavers

Overview of Equalities Data for 2017

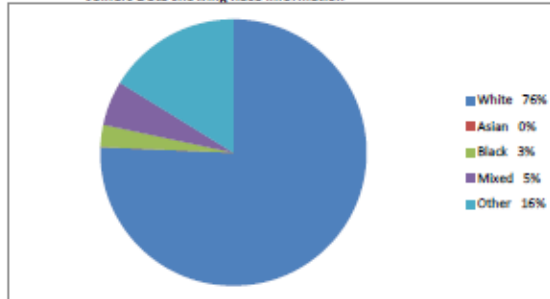
Full data can be viewed from Page 4

Figures may not add up to exactly 100% due to rounding

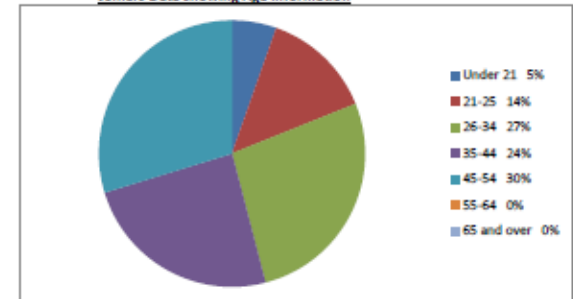
Joiners Data showing Disability Information



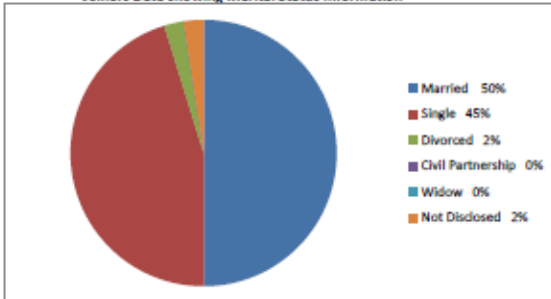
Joiners Data showing Race Information



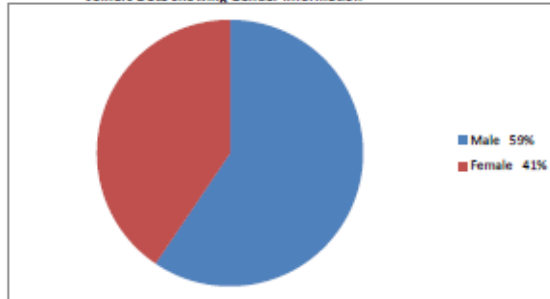
Joiners Data showing Age Information



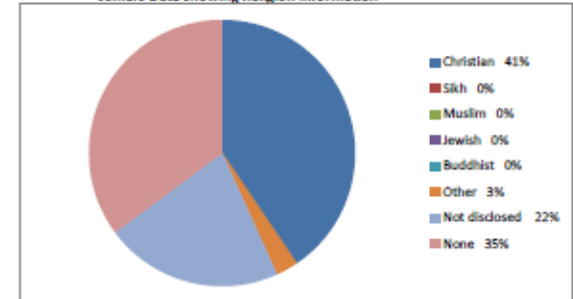
Joiners Data showing Marital Status Information



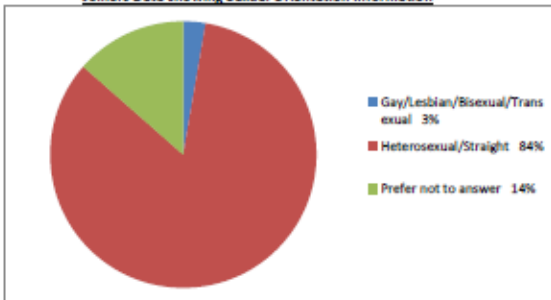
Joiners Data showing Gender Information



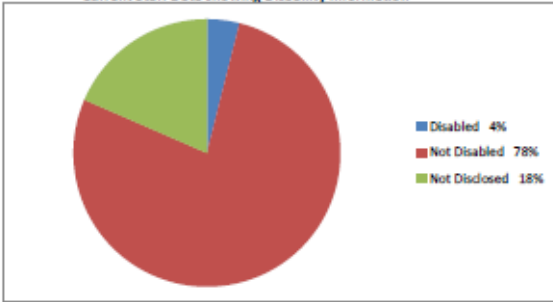
Joiners Data showing Religion Information



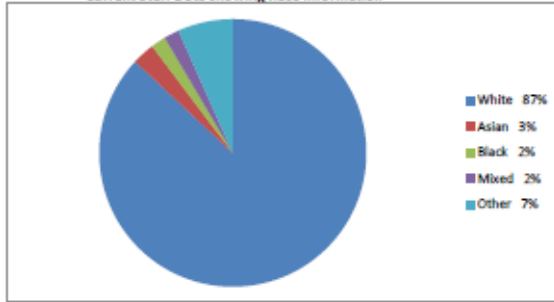
Joiners Data showing Sexual Orientation Information



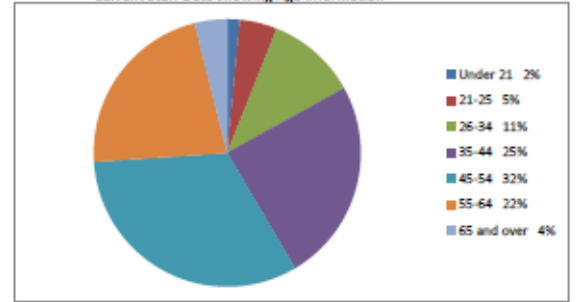
Current Staff Data showing Disability Information



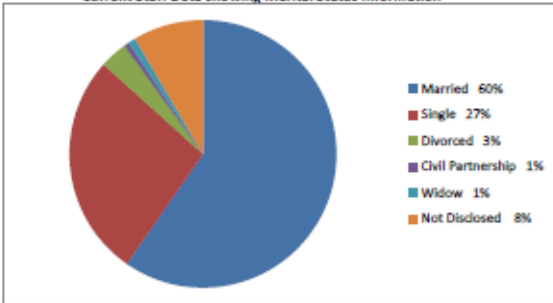
Current Staff Data showing Race Information



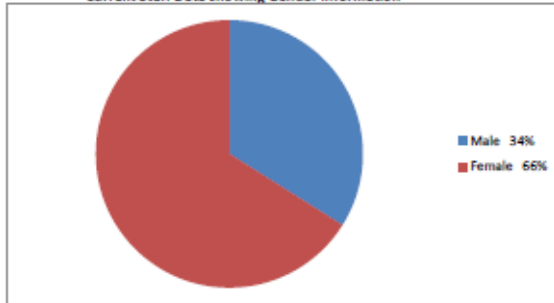
Current Staff Data showing Age Information



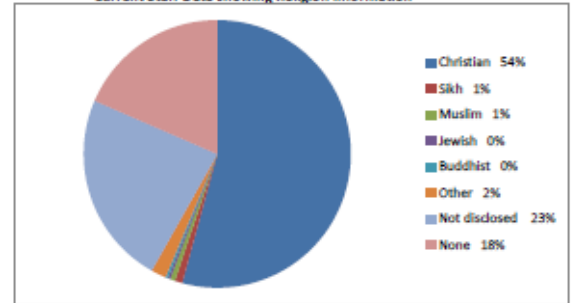
Current Staff Data showing Marital Status Information



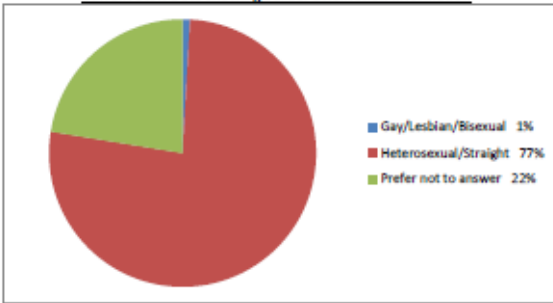
Current Staff Data showing Gender Information



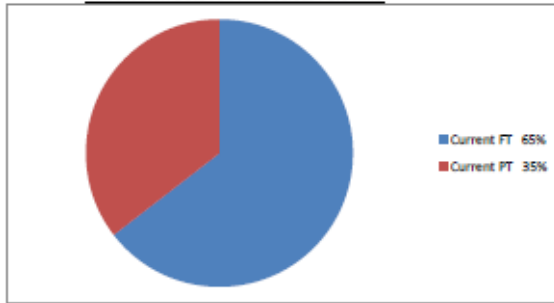
Current Staff Data showing Religion Information



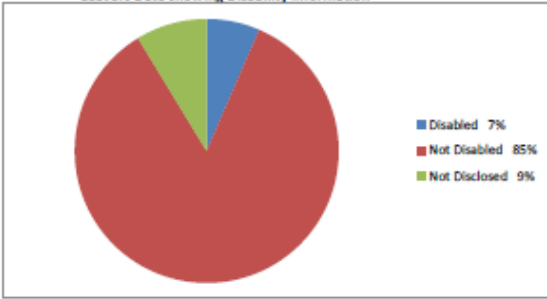
Current Staff Data showing Sexual Orientation Information



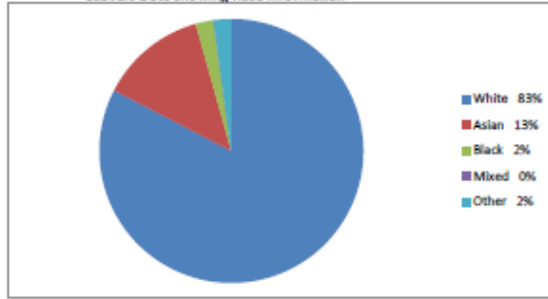
Current Staff Data Full Time versus Part Time



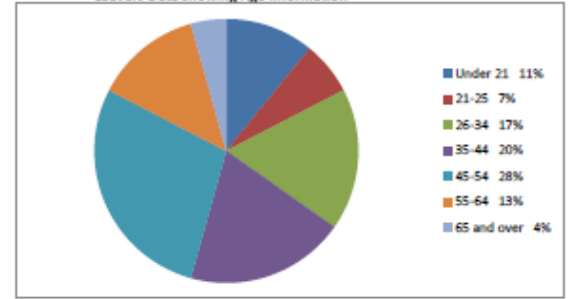
Leavers Data showing Disability Information



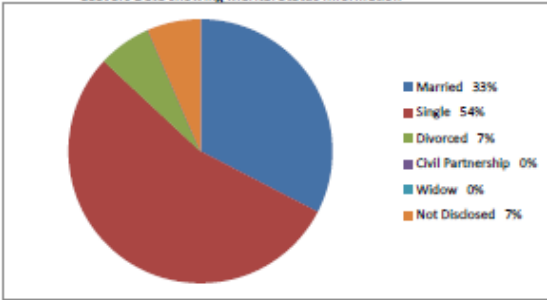
Leavers Data showing Race Information



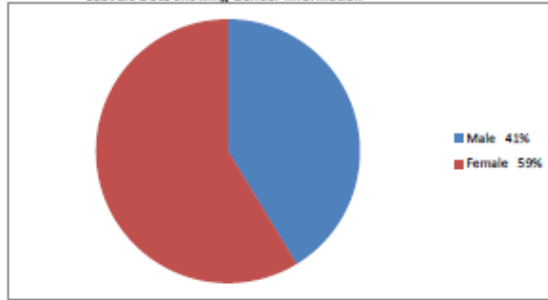
Leavers Data showing Age Information



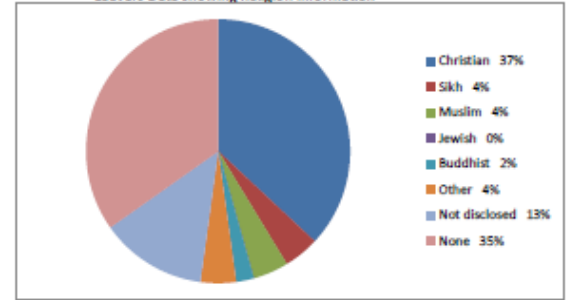
Leavers Data showing Marital Status Information



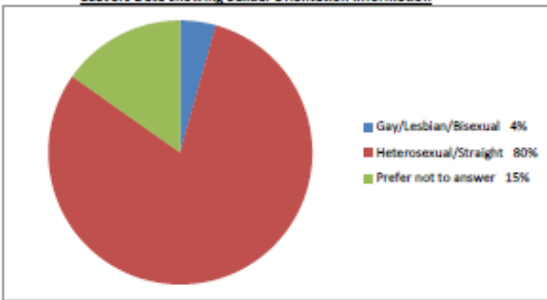
Leavers Data showing Gender Information



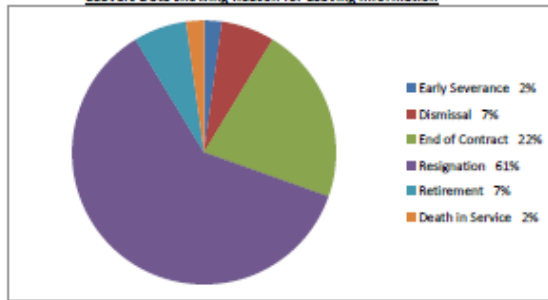
Leavers Data showing Religion Information



Leavers Data showing Sexual Orientation Information



Leavers Data showing Reason for Leaving Information



JSCC DISCUSSION TOPIC

28 MARCH 2018

*PART 1 – PUBLIC DOCUMENT

AGENDA ITEM No.

8

TITLE OF INFORMATION NOTE: THE FUTURE FOR APPRENTICESHIPS, THE APPRENTICE LEVY, PUBLIC SECTOR TARGETS AND HIGHER APPRENTICESHIPS

The Current Position

The apprenticeship levy has been in force since April 2017 and the prescribed target of apprenticeship starts relating to 2.3% of headcount (approximately 8 starts for NHDC) is now established.

The Council has confirmed its commitment to funding entry level apprentices which would equate to 7 posts in 2018/19.

The Council needs at least 8 apprentice starts in each 12 months to reach the apprentice targets. Also to fully use our levy we should aim to have at least 8 apprenticeships.

Apprentice expression of interest forms are currently being completed by service areas. These will be collated and presented to SMT in March. We will then begin recruiting.

Types of Apprenticeship

- **Entry Level Apprenticeships.** To continue with the current process for recruiting entry level apprentices. Payment of fees for training and education can of course be offset against the levy. These apprenticeships would typically be for 1 year and result in a level 2/3 qualification. We would retain the agreed policy of only recruiting those who are resident in North Hertfordshire.
- **Recruitment of Higher Level Apprentices.** Ideally where suitable vacancies arise it would be helpful if services could consider the post for an apprenticeship whether at the lower rate or a higher apprenticeship This might be particularly useful in difficult to recruit services where we may be able to use the growing variety of apprenticeships to grow our own professional staff using our Apprentice Levy for the training. Salary costs for such posts will be met by the department's salary budget but the cost of training would be offset against our levy account. These higher level apprenticeships would normally be for a period of longer than 1 year to allow successful completion of a higher level qualification.

- **Using Apprenticeships as a Means of Developing Existing Post Holders** therefore allowing us to access levy funds for the cost of a higher level qualification.

Examples of this would be:

- Accounting up to level 4
- Business and Professional Administration up to level 4
- Legal Services- Commercial Litigation, Debt Recovery, Insolvency and Personal Injury Level 4 Chartered Legal Executive up to level 6, Solicitor Level 7
- Management at all levels
- Human Resource Management up to level 5
- Project Management Level 4
- Professional Services includes Audit, Tax, Management Consulting and Management accounting Level 4
- Contact Centre Operations Management Level 4
- Facilities Management level 4 and 5














Levy funding could be used to develop people both in a specific vocational area or as generic development in areas such as Management or Project Management.

The next step will be to consider funding a higher apprentice which rotates around the service areas. To be discussed at SMT.

More information can be found on:

<https://www.gov.uk/government/publications/higher-and-degree-apprenticeships>

Strategic HR Forum – Suggested Discussion Topics 2018

Employment Law
 Trade Union Act 2016 What are the changes and what do they mean?
 EU and Brexit How do EU treaties, directives, regulations and European case law currently affect UK employment law and what could the future look like?
 Family Friendly Legislation Update on new and proposed family friendly legislation – e.g. Parental Bereavement, Grandparental Leave
 Gender Pay Gap What is our gender pay gap and what does it mean for the Council?
Learning and Development
 Coaching Coaching for individual and organisational development – June 2018
 Essential Learning Essential Learning – Responding to growing demands
 Organisational Change Learning and Development to support organisational change
Employee Relations
 Salary Sacrifice Schemes What are they, what have we got on offer and what's their future?
 Occupational Health The role of Occupational Health at NHDC
 Wellbeing The role of employer supporting employees with caring responsibilities
 Employee Assistance Programme What it is, what does it do and is it of value?
Resourcing
 On-line Recruitment How we are modernising the process for on-line applications.
 Apprentices The future for Apprenticeships Apprentice Levy, Public sector targets and Higher Apprenticeships – March 2018

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