

# Public Document Pack

15 June 2018

Our Ref Joint Staff Consultative  
Committee/27.6.18

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

District Councillors Councillor Sarah Dingley (Chairman), Councillor Bernard Lovewell, Councillor Lisa Nash, Councillor Lynda Needham and Councillor Martin Stears-Handscorn.

(Substitutes: Councillors Councillor Kate Aspinwall, Councillor Sam Collins, Councillor Jean Green and Councillor Michael Weeks).

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

Staff Consultation Forum Christina Corr and Claire Morgan.  
Representatives:

You are invited to attend a

## **MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE**

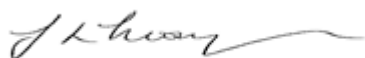
to be held in the

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

On

**WEDNESDAY, 27TH JUNE, 2018 AT 3.00 PM**

Yours sincerely,



Jeanette Thompson  
Service Director – Legal and Community

## Agenda

Item		Page
1.	<b>APOLOGIES FOR ABSENCE</b>	
2.	<b>MINUTES - 28 MARCH 2018</b> To take as read and approve as a true record the minutes of the meeting of this Committee held on the 28 March 2018.	(Pages 1 - 10)
3.	<b>NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency.  The Chairman will decide whether any item(s) raised will be considered.	
4.	<b>CHAIRMAN'S ANNOUNCEMENTS</b> Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wished to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
5.	<b>STAFF CONSULTATION FORUM</b> To receive the Minutes of the meetings of the Staff Consultation Forums held on 4 April 2018, 2 May 2018 and the Draft Minutes of 6 June 2018.	(Pages 11 - 22)
6.	<b>PEOPLE STRATEGY UPDATE</b> <b>INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER</b>  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 23 - 38)
7.	<b>DISCUSSION PAPER - COACHING AND MENTORING</b> To receive a discussion paper on Coaching and Mentoring.	(Pages 39 - 40)
8.	<b>SUGGESTED DISCUSSION TOPICS</b> To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate.	

# Agenda Item 2

## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### JOINT STAFF CONSULTATIVE COMMITTEE

MEETING HELD IN THE FIRST FLOOR, ROOM 2, DISTRICT COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY ON WEDNESDAY, 28TH MARCH, 2018  
AT 3.00 PM

#### MINUTES

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

**In Attendance:** *Anthony Roche (Deputy Chief Executive), Kerry Shorrocks (Corporate Human Resources Manager), Maggie Williams (Senior Human Resources and Contracts Manager), Claire Morgan (Communities Officer), Dee Levett, Ian Gourlay (Committee and Member Services Manager) and Amelia McNally (Committee and Member Services Officer)*

#### 27 APOLOGIES FOR ABSENCE

Apologies for absence were received from Christina Corr (Staff Consultation Forum).

#### 28 MINUTES - 13 DECEMBER 2017

**RESOLVED:** That the Minutes of the Joint Staff Consultative Committee meeting held on 13 December 2017 be confirmed as a true record of the proceedings and be signed by the Chairman.

#### 29 NOTIFICATION OF OTHER BUSINESS

There was no other business notified.

#### 30 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.

## 31 STAFF CONSULTATION FORUM

The Corporate Human Resources Manager drew attention to the Minutes of the Staff Consultation Forums held on 3 January 2018, 7 February 2018 and the Draft Minutes of 7 March 2018 as follows:

### **Minutes – 3 January 2018**

The Corporate Human Resources Manager stated that the office return to the District Council Offices, and the previously announced Senior Management Restructure had been a recurring key theme at the SCF meetings that had taken place in January, February and March.

#### Investors in People (IiP)

The Corporate Human Resources Manager confirmed that there had been a few questions raised on IiP, stating that the report had been shared on the Intranet. She informed the Committee that NHDC had been accredited by IiP, but she reiterated that it was felt that more work was required due to some disappointment with the quality of the initial report. The Corporate Human Resources Manager informed the Committee that the matter of IiP had been discussed at the Senior Management Team meeting on 27 March 2018. She informed the Committee that it had been agreed continuing participation in the scheme would be reconsidered at the end of the period of accreditation, and a value for money review undertaken at that time.

A Member commented how pleased he was with what the Corporate Human Resources Manager had reported that a review would be undertaken and very much looked forward to the results.

#### NHDC Update

The Corporate Human Resources Manager confirmed that there would be the same allocation of statutory days for Christmas Eve and New Year 2018, both fell on a Monday, as in 2012.

#### Pay Offer

It was reported that the pay offer for staff up to Grade 12 was a recurring discussion topic in the first three months of SCF meetings. The Corporate Human Resources Manager confirmed that all staff were being kept up to date.

#### Office Accommodation

The Corporate Human Resources Manager reiterated that communications regarding the office accommodation project had been excellent. There had been a very good attendance to drop in sessions that had taken place before Christmas in Town Lodge.

#### Fire Evacuation Process

A Member raised the matter of Fire Evacuation and queried whether any thought had been given to that particular procedure. He asked how NHDC ensured, that in the event of a fire, everyone that was in the building would be evacuated. He further enquired as to whether or not there were any electronic means of knowing who was in the building at any given time.

The Corporate Human Resources Manager conveyed that detailed instructions had been issued to staff. She pointed out that there were a number of trained fire wardens who would, in the event a fire, carry out a floor sweep, checking toilets in their designated area before leaving the building themselves. She further advised that after NHDC fire warden checks had been carried out, it would, at that point, be the job of the firemen to undertake a more thorough check of the building as swiftly as possible.

**Wednesday, 28th March, 2018**

The Corporate Human Resources Manager explained to the Committee that Health and Safety was responsible for organising the Fire Evacuation Policy procedures. She, did, however, reassure the Committee that communication to all staff was paramount and felt, thus far, had been successful. The Corporate Human Resources Manager took on board the comments from Members that perhaps Councillors had not received as much information. The Corporate Human Resources Manager confirmed that both Members and staff would be advised again of the policy.

The Corporate Human Resources Manager stated that, at that time, there were no electronic means of knowing who was in the building at any given time.

The Deputy Chief Executive confirmed to the Committee that in the event of a legitimate fire, the floor sweep was manual. He stated that the Policy had been reviewed, confirming that the approach NHDC had taken was also adopted, used and proved successful in other districts and authorities within the County.

It was suggested by a Member, that perhaps in future, to ensure efficient communication to all staff and Members, that the Fire Evacuation Process advice was communicated by both email and Member Information Service (MIS).

### **Minutes – 7 February 2018**

#### Smoking and the Workplace Policy Revision

The Corporate Human Resources Manager referred to item 3 of the Minutes informing the Committee that the smoking and the workplace policy had been reviewed and was now updated. She commented that there had been quite a lot of staff input on this matter.

#### NHDC Update

The Corporate Human Resources Manager referred to the report, pointing out the Senior Manager restructure.

The Corporate Human Resources Manager confirmed that pay offers for Chief Officers and Executives mirrored that made to all staff.

The Corporate Human Resources Manager reported that, pleasingly, IT were now attending SCF Meetings on a regular basis. IT made themselves available to answer the numerous questions that arose, and explaining their key projects.

### **Draft Minutes – 7 March 2018**

#### NHDC Update

The Corporate Human Resources Manager reported that both the Chief Executive and Deputy Chief Executive had been in attendance, and had provided an extensive round-up of several ongoing projects.

#### Pay Offer

The Corporate Human Resources Manager highlighted that trade unions were still in consultation with their members around the pay offer. She explained, of the three unions, the first had, very quickly, accepted the offer. She stated that Unison would make no announcement until April, meaning there would be no outcome received in time for the start of 2018/19 financial year. A significant majority had rejected the pay offer within the Trade Union. The Corporate Human Resources Manager informed the Committee that the matter of Pay Offer was a continual complex matter.

In answer to a question by a Member, the Corporate Human Resources Manager stated that all staff, starting from their employment induction, were encouraged to become a member of the trade union. She further stated that, whilst unable to confirm an exact figure, it was estimated that presently there were well over a quarter of NHDC staff who were members of the trade union.

#### Office Accommodation

The Corporate Human Resources Manager confirmed that all operational staff including Careline would be re-located into the District Council Offices (DCO) by the end of April.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forums held on 3 January 2018, 7 February 2018 and Draft Minutes for 7 March 2018 be noted.

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

## **32 INFORMATION NOTE - PEOPLE STRATEGY UPDATE**

The Committee received an information note entitled People Strategy Update.

The Corporate Human Resources Manager advised that the report was the last for that financial year and drew attention to the following:

#### Payroll

The Corporate Human Resources Manager stated that the Payroll Contract was due for renewal as that contract would come to an end in 2019. She confirmed that NHDC joined the Hertfordshire Shared Management Services framework for a payroll service from 2014 to 2019. Hertfordshire County Council had exercised their right to extend their agreement for a couple of years, and had announced that, they would be extending their contract. NHDC were in discussions with Legal and Procurement on what effects, if any, this would have on NHDC. The Corporate Human Resources Manager stated that NHDC had been offered a price, but this was at a much inflated rate. She informed the Committee that ongoing discussions with Legal and Procurement were taking place in order to make the best payroll agreement decision for the future.

The Employee Assistance Programme and Occupational Health were two other contracts that NHDC shared with Hertfordshire. The Corporate Human Resources Manager confirmed to the Committee that, along with Hertfordshire, those contracts were in the process of renewal.

#### Childcare Vouchers

The Senior Human Resources and Contracts Manager explained to the Committee that having made the announcement that, as a result of the introduction of the Tax-Free Childcare by the Government, new applications for the Kiddivoucher Scheme would not be accepted. She went on to explain that the Government had decided to extend the deadline until September, but was awaiting confirmation of the exact date. The Senior Human Resources and Contracts Manager confirmed that existing members would be unaffected, unless they applied for Government Tax Free Childcare, as they would be unable to receive both childcare vouchers and tax free childcare. She confirmed that via Insight and the Intranet, Human Resources were endeavoring to communicate to members of staff all of the various government scheme options.

#### Learning and Development

The Corporate Human Resources Manager communicated to the Committee that the Council's Learning Management System had been replaced with the much more interactive and easier to utilise Grow Zone System.

#### Regular Performance Review

A new set of competencies had been developed and were in use to drive and support organisational change.

### Policies

The Corporate Human Resources Manager highlighted paragraph 3.9 of the report confirming that there were several policies that required updating and there was a process for this.

### Absence

The Corporate Human Resources Manager confirmed, as relayed in paragraph 3.10 of the report, that there had been a general rise in absence that year. She referred to the Absence Rate figures shown on the table on page 19 of the report, confirming that the Long term absence figures had continued at an ongoing consistent low from February 2017 through to October 2017. The Autumn figures of Long Term Absence, which was confirmed as being over 21 days, had however, risen. The Corporate Human Resources Manager reported that those figures were once again decreasing.

The Corporate Human Resources Manager confirmed that Short Term Absence was likely to be marginally over target.

## **33 INFORMATION NOTE - EQUALITIES UPDATE**

The Committee received an information note entitled Equalities Update

The Senior Human Resources and Contracts Manager confirmed that within the report there were three items:-

The Gender Pay Gap  
Equalities Data Requirements  
Equal Pay

### The Gender Pay Gap and Equalities Data Requirements

The Senior Human Resources and Contracts Manager pointed out the background within the report which stated the requirements. The legislation had been introduced in April 2017, but the stated first reporting date was 30 March 2018, which would make the data a year old by the time it was published. She confirmed that all employers with 250 employees or more were required to publish their Gender Pay Gap figures. It was further confirmed that there were a number of differences in reporting requirements for local authorities in the public sector as there were in the private sector, but were not hugely dissimilar.

The Senior Human Resources and Contracts Manager stated that there were four items of essential reporting which translated into eight separate figures. She further stated that the calculations were carried out by the outsourced payroll provider Serco, but confirmed that the results had been carefully scrutinised and checked by Human Resources and Finance. The Senior Human Resources and Contracts Manager reported that, along with a narrative explaining all of the statistics, NHDC had completed, submitted and published their results, meeting the required deadline.

The Senior Human Resources and Contracts Manager went on to report to the Committee that there had been a lot of confusion in the differences in Gender Pay Gap and Equal Pay. She explained that Equal Pay meant that men and women doing the same job received the same amount of pay, whereas the Gender Pay Gap looked at the difference between men and women's average earnings across the whole of the organisation, which was expressed as a percentage of women's earnings.

In terms of Equal Pay at NHDC, an objective job evaluation system was used to determine grading, and the Senior Human Resources and Contracts Manager reported that no issues had come to light over equal pay within the organisation.

The Senior Human Resources and Contracts Manager highlighted the figures in Tables 1 and 2 of the report. She stated that the organisation's figures demonstrated, on average, women were being paid 25% less than men. She further stated that there was a requirement to publish gender bonus gap figures due to the organisation presenting long service awards. She confirmed that the long service award was the same amount for both genders. The Senior Human Resources and Contracts Manager also informed the Committee that out of the 23 members of staff who had received a long service award, nearly three times as many women than men had received that particular payment.

The Senior Human Resources and Contracts Manager explained to the Committee that there were a total of sixteen grades within the Council. The top five managerial grades were predominantly filled by males, who earned more than those on lower grades, therefore the overall average hourly rate for men was highly influenced by those at the top of the scale. The Committee were informed that there were more men employed at managerial level than women within the organisation, which had contributed to the gap, rather than the fact that men were being paid more for those particular jobs.

The Senior Human Resources and Contracts Manager highlighted that the opportunity to increase the number of females in senior roles was very dependent on relevant vacancies that arose.

The Senior Human Resources and Contracts Manager explained that Car Allowances were also included in the pay calculations. She stated that, as the more senior graded staff who received that particular benefit were predominantly male, this had influenced the reported average pay figures.

The Senior Human Resources and Contracts Manager confirmed, as written in the report, that additional responsibility payments were included in the pay calculations. She explained that the gender split was quite small, but would still add to the higher calculation of averages.

The Senior Human Resources and Contracts Manager referred to Table 3 within the report, and the graph which illustrated the significant breakdown of grades within the organisation between males and females. She confirmed that up to, and including Grade 8, there were more women working in the Council than men. Thereafter, the percentages began to swap over. The greater number of men than women in the higher grades increased the average hourly rate for men in the Council.

The Senior Human Resources and Contracts Manager confirmed to the Committee that the Council had a large number of customer facing administrative roles graded below 8. It was explained that many of those jobs were part-time or had suitable flexible working hours which made them more attractive to women with caring responsibilities. The pattern of roles in the lower quartiles were predominantly held by females, and was further exacerbated by the fact that the Council outsourced many of its operational functions. It was reported that if those roles were filled by NHDC employees, there would then be an increased number of men within the lower two quartiles and the gender pay gap would be significantly reduced.

The Senior Human Resources and Contracts Manager stated that the workforce at NHDC was regularly monitored and appropriate action taken if there were areas of concern identified. She confirmed that the Council had a number of policies and procedures that ensured transparency, fairness and equality listed within the report at paragraph 3.1.6.

The Corporate Human Resources Manager pointed out that the language used within the report could perhaps be altered to communicate better the Gender Pay Gap explanation. The Corporate Human Resources Manager explained that women were earning less because they were working part time or working in a lower grade post through choice, rather than being paid less.

The Senior Human Resources and Contracts Manager reported that every year equalities data was submitted by the end of January for the previous year. She explained that this was the data breakdown of the Council workforce profile across nine protected characteristics. She confirmed that the data was reported on the NHDC website, but not to Government centrally. However, she informed the Committee that there was a move to report to Government in the future.

The Senior Human Resources and Contracts Manager referred to the figures on the graphs shown on pages 39 and 41 of the report, confirming that the make up of the Council's workforce by protected characteristic was very stable. She further went on to reaffirm the equality data figures that were shown on the graphs containing Gender, Disability, Ethnic Origin, Sexual Orientation, Religion, Age and Marital Status analysis.

#### The Senior Human Resources and Contracts Manager – Equal Pay Review

The Senior Human Resources and Contracts Manager referred to paragraph 3.3 of the report confirming the importance of the Equal Pay element, stating that the Council had been undertaking those reviews since 2007. She further stated that they were satisfied there had been no significant inequalities in the pay system, highlighting that on review, there had been a significant number of the minority groups earning the same or more than the comparison groups over the reviews undertaken.

The Senior Human Resources and Contracts Manager confirmed that the Equal Pay Reviews looked at grade, gender, age, ethnic group, disability, religion and sexuality being very similar characteristics to the Equalities Data. She stated that the Council had looked at a number of different elements of pay and data from 2017 and that had been extracted from the payroll system and was being analysed. She confirmed that initial findings would be given to the Committee in June with a presentation of the Report in September.

### **34 DISCUSSION PAPER - THE FUTURE FOR APPRENTICESHIPS, THE APPRENTICE LEVY, PUBLIC SECTOR TARGETS AND HIGHER APPRENTICESHIPS**

The Corporate Human Resources Manager introduced a Discussion Paper on the future for Apprenticeships, the Apprentice Levy, Public Sector Targets and Higher Apprenticeships.

The Corporate Human Resources Manager advised that there had been some changes around Apprenticeships within the Council's Apprentice Scheme. She explained there were two key elements that had national effect around Apprenticeships:-

#### Target Setting within the Public Sector

The Corporate Human Resources Manager explained the requirement to employ a required number of Apprentices commencing each year based on the size of their workforce. She pointed out that the Council perhaps needed to look at employing more apprentices than they had in the past. She did however, report of the Apprentices employed in NHDC from 2012 there was a large number still working for the organisation, and felt that the scheme had been a great success.

The Corporate Human Resources Manager reported that new targets had been set to start people on Apprenticeships. A new Apprentice Levy came into effect from last year, stating that every employer was required to pay into a Levy Fund. She explained that the amount payable was dependent on the size of the workforce. She stated that, regardless whether organisations took on Apprentices, the levy had to be paid. The Corporate Human Resources Manager felt that this would encourage employers to take on Apprentices.

The Corporate Human Resources Manager confirmed that a number of new Apprenticeship Standards had been introduced. She advised that there were a lot more paths for Apprentices to follow coming in at an entry level through to higher Apprenticeships. She further advised that higher Apprenticeships would allow candidates to advance to degree and Masters level, a route for young people to have the ability to progress.

The Corporate Human Resources Manager reported that the newer scheme introduced three different methods of starting more people on Apprenticeships:-

Entry Level Apprenticeships

The Corporate Human Resources Manager stated that the organisation would continue to accept those who wished to join on an Entry Level Apprenticeship. She further stated that Entry Level Apprenticeship was particularly aimed at School Leavers who had no work experience. She informed the Committee that at least one year's work experience and a vocational qualification would be achieved.

Higher Apprenticeships

The Corporate Human Resources Manager explained that Higher Apprenticeships would be offered to those that had achieved higher level qualifications but, perhaps, had not yet made the decision if they would attend University. She stated Higher Apprenticeships could be taken up by those who may desire to follow some of the career graded posts that would develop into particular professions within the organisation.

Staff Development

The Corporate Human Resources Manager advised that the Apprentice Levy fund was a great source of finance for learning and developing existing posts. She confirmed that there was no age limit against Apprenticeship training, enabling those who, given the chance to develop and learn, had an ideal opportunity for progression.

The Corporate Human Resources Manager explained that there were new Apprentice Standards being developed and introduced. Manager Apprenticeships would be available and the Apprenticeship Levy funds would be used to develop current managers.

The Corporate Human Resources Manager reported that further to discussions at the last Senior Management Team meeting, it was confirmed that recruitment of eleven Apprenticeships would soon take place. She explained that some of the service areas which had applied for a mixture of Entry Level Apprentices and Higher Apprentices would be funding or part funding those Apprenticeships.

The Corporate Human Resources Manager confirmed that the level of Apprenticeship pay had increased in Grade 1 which she confirmed as being more than the National Apprentice Rate. The Higher Apprentice Rate of pay would be evaluated against the post.

The Deputy Chief Executive reported that the Council had been actively looking at ways to retain good Apprentices, stating that there was an element of luck from a timing point of view. He explained that if a position became available when there was a suitable person to fulfil that role, then the higher level Apprentice would be recruited with the intention to retain them.

The Corporate Human Resources Manager stated the Council visited schools and job fairs promoting Careers in Local Government.

35 **SUGGESTED DISCUSSION TOPICS**

The Corporate Human Resources Manager reminded Members that the discussion topic for the June 2018 meeting was Coaching.

Members considered that Family Friendly Legislation should be considered at the September 2018 meeting.

***IT WAS AGREED:*** That the discussion topic for the meeting of this Committee due to be held in September 2018 be Family Friendly Legislation.

The Chairman thanked everyone for their attendance and support, at what was the last Joint Staff Consultative Committee meeting for that Civic Year.

The Chairman thanked everyone for their attendance and support, at what was the last Joint Staff Consultative Committee meeting for that Civic Year.

The meeting closed at 4.23 pm

Chairman  
Wednesday, 28 March 2018

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<p><b>JOINT STAFF CONSULTATIVE COMMITTEE</b> <b>27 JUNE 2018</b></p>
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<p><b>PART 1 – PUBLIC DOCUMENT</b></p>
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**STAFF CONSULTATION FORUM**

To consider the Minutes for the meetings of the Staff Consultation Forum held on 4 April 2018, 2 May 2018 and the Draft Minutes of the SCF Meeting held on 6 June 2018.

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## Staff Consultation Forum Meeting

04 April 2018



**Present:** Claire Morgan(Chair), Anthony Roche, Kerry Shorrocks, Dee Levett, Emma Jellis, Ian Couper, James Watson (notes)

**Apologies:** David Scholes, Preeti Binning, Ben Glover, Rebecca Webb, Maggie Williams, Christina Corr, Sue Collett, Vic Godfrey, Debbie Hiscock.

**Circulation:** Global

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### 1. Apologies

Apologies were received from David Scholes, Preeti Binning, Ben Glover, Rebecca Webb, Maggie Williams, Christina Corr, Sue Collett, Vic Godfrey, and Debbie Hiscock.

### 2. Matters Arising from Previous Minutes

Previous Minutes were agreed.

- The bike racks have been installed in the DCO car park.
- The housing company discussions at the shareholder sub-committee and at Cabinet were positive. It has been agreed that companies will be set up for both letting existing assets and also looking at development opportunities.

### 3. NHDC Update

Gender Pay Gap (GPG) The GPG deadline to publish was 30<sup>th</sup> March 2018 and we published our figures with the rationale and plans to manage the GPG.

The GPG is not a matter of equal pay, the Council has a job evaluation scheme that ensures jobs of equal value receive the same pay rate regardless of gender and there are no equal pay concerns.

The main drivers of the gender pay gap is the distribution of women in the organisation, there are many female employees that work part time in clerical roles. The majority of jobs of similar value to these are with the Councils contractors in services such as waste and recycling, grounds maintenance, and leisure. This creates an imbalance in terms of distribution of similar jobs by gender and widens the GPG.

There are also more men in senior roles and an e-mail has gone out to staff sharing the Senior Management Team report on the GPG. The report includes the plans to narrow this difference by leadership development and succession planning to support more women into the senior roles.

National Pay Bargaining – The three main unions have reported back to employers on the pay offer. GMB accepted the offer, Unison has indicated it will provide its final decision by early April. Update pay offer agreed to be paid in May Salaries backdated to April.

*Senior Management Restructure:* The consultation period with staff affected has now closed. A reminder was sent out to all staff stating they can comment directly back to DS & AR during the consultation both from those directly affected as well as the wider staff. All comments will be taken into account and the aim is for the outcomes to be confirmed in the near future.

The job matching exercise has been completed as part of the consultation process with a number of the existing heads of service being matched to the new service director roles; however some of the roles will require the running of recruitment exercises. The aim is to have everyone in post starting at the same time by the end of May depending on the length of recruitment.

*Finance:* The council is waiting on central government to announce what the councils funding will be.

#### **4. Office accommodation Update**

Employees are still receiving regular updates on additional works taking place in the DCO i.e. the works on the lifts and window blinds.

The training of fire marshals is set to take place with information set to go out to all staff shortly afterwards regarding where to assemble during an evacuation. A rehearsal evacuation is being planned as well as an evacuation procedure for in the evenings.

It was agreed that the office accommodation update item would be kept on the agenda for SCF in May, however would likely be replaced with there being a lack of updates due to the move back into the DCO being complete.

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

There were no updates. It was agreed that the item should only be on the agenda when there is an agreement with IT that a representative will be attending with updates on IT projects and quarterly is probably sufficient

ACTION: CM to email IT to discuss further

#### **6. Employee Queries**

- One query raised was whether floor numbers are going to be put on each floor parallel to the lift due to some people not always been able to tell which floor they're arriving on whilst using the lift.

ACTION: JW to enquire with HC/property services

- Another question raised was due to the limited fridge space is milk able to be provided for each floor. It was suggested that each floor could consider buying milk jointly.

- During the office drop in sessions that took place in town lodge there were discussions that tea and coffee would be provided in the staff canteen area, however this has not been the case since the move back into the DCO.

ACTION: JW to contact HC to enquire

- There appears to be an inadequate provision of printers and they are constantly in use and it's difficult for people to get their printing. It was asked whether additional printers could be installed. This was thought to be unlikely however it will be reviewed and discussed further if necessary.
- SCF reps previously represented different floors however since the move back into the DCO there are now multiple reps on the same floor. Reps are currently representing the same staff/email list as before and it was asked whether this should continue. It was suggested that once the restructure has been completed there could be an SCF rep per service area.  
It was agreed that this be added to the agenda for SCF in June.

## **7. Chair for Next Meeting**

- JW to chair next meeting

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**Present:** James Watson (Chair) David Scholes, Dee Levett, Christina Corr, Claire Morgan, Ben Glover, Sue Collett, Maggie Williams, Milan Johnston (notes)

**Apologies:** Anthony Roche, Rebecca Webb, Ian Couper, Kerry Shorrocks, Emma Jellis.

**Circulation:** Global

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### 1. Apologies

Apologies were received from Anthony Roche, Rebecca Webb, Ian Couper, Kerry Shorrocks and Emma Jellis.

### 2. Matters Arising from Previous Minutes

Previous Minutes were agreed.

It has been agreed that each floor will have its number placed parallel to the lift to identify which level you are on whilst using the lift, these have already started to be put into place.

Discussions with property services about tea and coffee being provided in the staff canteen area is still in progress.

Action: CM to email IT to discuss an IT representative attending the meeting with updates on IT projects

### 3. NHDC update

The Senior Management Restructure is now going through the next phase. Two service director roles are currently advertised and still open for applicants. The time scale for interviews is likely to be 8 May 2018, with the intention to go live with the new restructure from 1 June 2018. Those that have already been matched have been notified for where they will fit in. The next step would be to fill vacancies within the teams.

*Service Plans:* Rather than having 8 documents, a more corporate streamline process will be in place, feeding parts into action plans which will help to identify throughout the year rather than having 8 plans individually.

*Local plan:* The examination inspections are now complete. Huge implications for having local plans, first wave of follow up work and inspector will come back in the summer with any changes.

*Gender pay gap (GPG):* There was a huge amount of publicity around the GPG. North Hertfordshire District Council having the largest pay gap published. An action plan is in place seeking to deal with this, identifying what the GPG would look like if we included the contractors into the figures, providing a snapshot of a different perspective.

*Waste:* We are in the run up to the new waste contract Urbaser going live next week. The new contract will be a saving of £2 million a year.

*Elections:* David Scholes would like to say a big thank you to all colleagues across the organisation who has contributed towards the elections which will take place on 3 May 2018.

*HR update:* The new pay scales for grades 1-12 have been published and are available on the intranet. Grades 13 – 16 are yet to reach an agreement and will be published once an agreement has been reached. The May salary will be backdated to 1 April 2018 which will include all increments. You can also find a copy of the updated rates of pay policy on the intranet.

#### **4. Office accommodation update**

The blinds have been ordered and contractors are looking to get these fitted over the weekend of 12 and 13 May 2018, but this will be confirmed.

The contract is about to be awarded to install the technology in the Council Chamber. Contractors are looking to get this underway in June, with the aim to have the annual Council meeting in the Chamber.

The grills on the panels that clad the building are to be replaced due to some water leakage when there is heavy rain.

#### **5. Employee Queries**

Parking warden staff queried about the rest room facilities in Hitchin and Letchworth as they were unable to gain access into the DCO offices. It was suggested that these staff members would need to get their ID cards re-registered on the system to gain access to the building.

CM queried if there are any plans to have a staff noticeboard, which could perhaps be located in the staff canteen room. DL said that these were being installed today.  
(They have been installed in the staff entrance)

Action: JW to contact Debbie Hiscock to enquire

#### **6. Chair for next meeting**

CC to chair next meeting



## **Staff Consultation Meeting**

**06 June 2018**

**Present:** Ian Couper, Kerry Shorrocks, Claire Morgan, Dee Levett, Maggie Williams, Ben Glover, Emma Jellis, Sue Collett, Christina Corr (Chair), James Watson, Justin Goodwin (for Vic Godfrey)

**Circulation:** Global

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### **1. Apologies**

Apologies were received from David Scholes, Anthony Roche, Rebecca Webb, Vic Godfrey and Debbie Hiscock.

### **2. Matters Arising from Previous Minutes**

2. IT have sent a representative to this Meeting to give the requested update.

4. The blinds have now been fitted in DCO and the technology will be installed in the Council Chamber in mid August. The replacement grills are now in place.

The previous Minutes from 2 May were agreed.

### **3. NHDC Update**

The new Senior Management structure which comprises 6 Service Directors was implemented on 1 June 2018. The June edition of Insight included a message from AR which contained a reminder of the new Service Director responsibilities. SAP has been reconfigured to reflect the new reporting responsibilities and although there have been some initial problems with this new structure, these should now be resolved. It is expected that over the coming months the Service Directors will be reviewing their areas of responsibility and this might lead to further changes.

The April pay increase for staff was paid in May salaries which also contained arrears for April. There has been no change in the position regarding the Chief Officers pay negotiations, an offer for a 1% increase has been made and rejected.

SCF was reminded that with the approach of the peak summer holiday season, staff should book leave early to enable conflicting demands to be managed effectively.

IC advised that the Council's financial position was improved in the short term, but another significant round of budget squeeze was expected in 2020/2021.

### **4. Employee Expenses and Tax Reporting**

The following expenses are being looked at to align them with HMRC allowances:

Mileage rates – a review of these has been on the cards for some considerable time. The Council currently still pay Green Book mileage rates which is becoming increasingly out of line with other

councils who only pay HMRC maximum allowances. At NHDC Councillors currently receive HMRC rates and it is likely the rates for staff will be moved in line with these. The green agenda will also be promoted with the proposed removal of higher payment rates for bigger engine cars. Car allowances will also be reviewed. Those most affected by the proposed changes have been identified and discussions are underway with them and their line managers. A phased implementation over 3 years is being considered to mitigate the negative impact of the proposed changes.

Long service and retirement awards – again these are being reviewed in line with HMRC guidelines and a revised scheme for long service awards is likely to be announced shortly. Unfortunately HMRC do not recognise retirement awards so the current recognition for retirement policy is being reviewed.

Subsistence – it is recognised that there is a lack of clarity regarding the existing arrangements. The HMRC dispensation regarding the current rates paid expires in August 2018, so there is some urgency in revising the present arrangements. Under the revised rules the amount that can be claimed will reduce to a maximum of £10 per meal and this will only be repaid if it is incurred away from the individual's normal place of work. Although this is a reduction in the present amount that can be claimed, it is still believed an adequate meal can be purchased for this.

Incidental overnight expenses – a maximum of £5.12 can currently be claimed for these. Reimbursement of expenses under this category have never been claimed so it proposed to remove this.

Clothing and protective equipment – across the Council a variety of equipment and personal protective equipment is issued for a number of reasons. Going forward this will only be free of liability for tax for the employees receiving it if it is issued for health and safety reasons, is protective equipment or it is branded with the Council's logo.

A report has been discussed at SMT and work is continuing on planning the implementation of proposed changes.

## **5. SCF Representation – New DCO Floors**

Following the move back to DCO, representation at SCF was discussed and the following proposed:

Ground Floor – Careline – SC

Ground Floor – CM

1<sup>st</sup> Floor – JW

3<sup>rd</sup> Floor – BG

4<sup>th</sup> Floor – EJ

5<sup>th</sup> Floor – CC

This proposal will be circulated to all staff for comment and a reminder will be issued that all staff are encouraged to raise matters and this can occur with any representative.

**Action: Message Board message to be issued publicising the realignment of SCF representation and asking if any groups of staff not covered by the above arrangements would like to propose their own representative - KS**

## **6. IT Update**

JG said that IT were aware of slow running in a number of systems and encouraged all staff to report issues via IT Help as this would then help to build the background picture as to the extent of the

problem and the possible solutions. A large update will occur over the coming weekend and it is hoped that this will lead to improvements.

It was suggested that where a problem was known to be occurring a message should be issued by IT so users were aware.

## **7. Employee Queries**

Careline - SC reported that Careline staff felt there were a lot of positives about their new location in DCO, with the ability to use a separate break out area away from the phones being particularly appreciated. However there had also been a number of upsetting incidents regarding anti-social behaviour and harassment of staff going to and from their cars which had led to the police being involved on several occasions. There had also been issues regarding car parking which had been very distressing for staff.

Careline management were aware that these issues were going to be raised at SCF. As a result of the incidents the police and Arena Security were patrolling more frequently and all Careline staff were given permission to park in the car park adjacent to DCO as long as they did not use the spaces reserved for the Leader and Chief Executive. Unfortunately this change in approved car parking arrangements, and the reasons behind it, had not been fully communicated which had led to further recent incidents.

**Action: Further communication of the new arrangements, including via MIS, would occur - IC**

Stairs in the multi-storey car park – these were reported to be smelling very unpleasant and the past practice of these being washed down every evening did not seem to be occurring. IC responded that there had been no change in the cleaning arrangements, but he was aware of issues with the signage which had been set on fire. Property Services were considering what action should now be taken.

Eating at desks – there seems to be some confusion about what can and cannot be eaten at desks in DCO. It was agreed that a pragmatic approach should be taken based on consideration of others. The important point was to be clean and tidy and not to negatively affect others by what was being eaten, e.g. hot smelly meals. Pots of cereal, yoghurts etc. were not seen to be an issue.

Heating/Cooling System in DCO – a number of complaints had been raised with SCF reps across the various floors of DCO regarding cold air coming from ceiling vents making unpleasant working conditions. IC reminded SCF that hot desking meant that in many cases individuals could move away from areas particularly affected, but he would raise the matter with Property services to ensure all vents were set up correctly.

**Action: Property services be made aware of issues with heating/cooling vents - IC**

## **8. Chair for next meeting**

The chair for the next meeting is DL.

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## JOINT STAFF CONSULTATIVE COMMITTEE

27 June 2018

### PART 1 – PUBLIC DOCUMENT

#### **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 2018/19 HR Service Work Plan.

#### **3. INFORMATION TO NOTE**

- 3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. Attached at Appendix B is the HR service work plan, taken from the HR Service Plan for 2018/19. 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**

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. A number of apprentice places are agreed for recruitment, including some higher apprenticeships.

#### **3.4 Equal Pay and Equalities**

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 submitted on line and published on the Council's website. The matter was discussed in some detail at the March JSCC

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.

### **3.5 Pay and Benefits**

#### **3.5.1 Pay**

The Pay Policy Statement for 2018/19 has been published on the Council's website due to the senior manager restructure and pay award the PPS will be updated during June. There has now been a pay agreement for Chief Officers and Chief Executives after 1% was rejected. The revised offer is 2%. The Pay Policy Statement will be updated with the new senior manager structure, new median pay differentials and new pay rates.

The current contract with Serco under a Framework Agreement which includes Payroll Services has been extended by HCC until March 2021. We have now received costings from Serco for the extension of our existing Call Off Agreement contract to provide the same services for the period 1 April 2019 until 31 March 2020. Costs will then be subject to indexation from 1 April 2020 for the year 1 April 2020 – 31 March 2021.

We have also been informed that our current HR and payroll system, SAP ECC6, is coming to the end of its commercial life and will begin to be de-supported in the early 2020s. This means that the Council will need to move to a new HR and payroll system within 3-5 years at the latest.

The need to consider a new HR and Payroll system within the timescale of 3-5 years gives an opportunity to review the current service provision for the Council to achieve an effective service which fully delivers the Council's complex payroll arrangements, whilst meeting the requirements of its users (employees, managers, Councillors, HR, Finance) and giving value for money.

The timescale for introducing a new payroll system is an absolute minimum of 12 months, preferably 18 months, to allow for the design and build/adaptation of a system to meet the Council's requirements and a number of parallel runs with the existing system to ensure correct monthly payments are being made in a sustained manner to meet the levels of accuracy that we require.

An information note was presented to the Senior Management Team and a contract extension was deemed to be right course of action for the reasons given in the paragraphs above. Although HCC have extended the shared managed services contract until March 2021, the extension sought for the contract between NHDC and Serco Limited is only for 1 year. This is because despite the fact the provision of the basic payroll service is acceptable, the response rate from Serco can be poor at times, the current SAP system was configured to specifically meet HCC needs rather than NHDC's, causing it to be inflexible, difficult, resource intensive, slow and expensive to change to meet our requirements and the working relationship with Serco has begun to break down, making it challenging to maintain an effective relationship for the full period until March 2021.

#### **3.5.2 Benefits**

The current contracts for the provision of EAP and OH services to the Council expire on 31<sup>st</sup> March 2019. A review is being undertaken as to how these services will be provided to NHDC from that date and a number of options are under consideration. HCC are currently procuring a Framework Agreement for the provision of both OH and EAP services and have invited NHDC to be named in this. This will allow the Council to draw down from this Framework once it has been established but does not commit NHDC to using the services on offer.

### 3.6 **Learning and Development**

The Councils Learning Management system known as the Grow zone continues to be developed with new content being regularly added e.g. eLearning modules covering GDPR.

Learning and Development are currently working on clarifying the need for a leadership development programme for the new Senior Management Team which will be followed by design and procurement. The programme will commence in the autumn.

NHDC are hosting a 3 day First line and Team Leader course commencing at the end of June. This will meet the need of the organisation to develop Team Leader skills to support current needs and future leadership capability and is part of our overall management development approach.

An interim review of the Council against the Investors in People standard is currently being undertaken. This is designed to measure progress against our action plan following accreditation last year.

### 3.7 **Regular Performance Review**

The current round of Regular Performance Reviews is due to be completed by the end of June. Further work is required in the coming year to develop RPR so that it fully integrates with the process of regular one to one discussions. From the 2019 cycle of meetings the RPR process will be on-line via the GROW zone.

### 3.8 **Organisational Restructures**

The HR team are currently supporting the conclusion of 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'. A Change Management workshop was recently run for SMG and training workshops have been arranged to develop commercial awareness and skills. Further workshops designed to support staff through organisational change are planned for 2018/19.

### 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
- Long Service Awards
- Reorganisation
- DBS Checks
- Wellbeing
- Religious Observance

### 3.10 **Absence**

Absence rates were higher in 2017/18 with more long term absence and a number of staff with serious health problems. Short term absence has also increased with the harsh winter and a rise in severe cold and flu related absences. We ended 6.15 days per FTE and 0.42 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 2018/19

## 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%
2017/18	12.97%

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

## Absence Rates

May 2017 to April 2018 rolling year - Days Lost Per FTE By Month.

The Headcount figure at end April 2018 was 320 staff and a full time equivalent (FTE) of 281.28

	Long Term	Short Term
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
Feb 2018	0.20	0.39
Mar 2018	0.21	0.45
Apr 2018	0.21	0.30
<b>Total</b>	<b>2.49</b>	<b>4.18</b>

## APPENDIX B

### 2018/19 HR Service Work Plan

#### Organisational Development

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	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.	Kerry Shorrocks/Victoria Jobling	18/01/2018	31/3/2019
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	Keith Crampton	02/01/2018	30/06/2018
Support implementation of senior manager and subsequent 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	CEX announces restructure plans and communicates rationale with staff. Reports to Cabinet and Council and holds staff briefings. Consultation opens, consultation closes, feedback is provided on the	Kerry Shorrocks and HR team	02/01/2018	31/08/2018 Restructure underway with appointment of new D/CEX post/senior management

				activities and any recruitment	final outcome and the changes are implemented.			
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.	Keith Crampton	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.	Keith Crampton	Underway	Ongoing
LMS (Grow Zone)	Responsive & Efficient	The GROW ZONE fully functional and developing to meet organisational needs for the next 5 years.	A Learning Management System or alternative that meets the needs of the organisation for the next 5 years.			Helen Bylett	02/01/2018	31/03/2019

Acting on liP recommendations	Responsive & Efficient	Manage liP recommendations	Respond to action plan in order to develop the organisation and improve it's capacity to meet strategic and operational goals.			Keith Crampton	02/01/2018	01/04/2019
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	31/03/19
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.			Keith Crampton	08/01/2018	01/04/2019

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
Move to paperless HR	Responsive & Efficient	Service more suited to remote working and to cut down on manual document storing and HR scanning work				HR Managers	08/01/2018	31/03/2019

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#### Recruitment and Retention

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
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.	HR Team with L&EE lead	08/01/2018	31/12/2018

**Providing a HR Service**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	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.	Rebeca Webb/ ER Team	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.	HR Team	Ongoing	Ongoing
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.	HR Managers	01/06/18	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.	Maggie Williams/Kate Hogan	01/07/18	30/3/2019

Gender pay gap action plan	Responsive & Efficient	Analysis of gender pay gap and action plan derived	Gender pay gap narrows.	Determination of what actions will achieve a reduction in the gap.	Action undertaken to reduce gap.	Kerry Shorrocks/Maggie Williams	01/04/18	30/3/2019
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.	Maggie Williams/Kate Hogan	1/12/2017	30/9/2018
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.	Rebecca Webb/ER team	Ongoing	Ongoing

## Pay and Rewards

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	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.	Kerry Shorrocks	08/01/18	01/04/18 Complete
Finalising new 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.	Engage an external consultant to support review once data from E-paycheck. Monitor progress and outcome of national pay scales review.	Kerry Shorrocks	01/04/18	31/12/2018
Review implications of childcare voucher scheme resulting from introduction of government tax free childcare scheme	Responsive & Efficient	Review existing options for childcare voucher scheme	Staff continue to have access to tax efficient childcare provision.	Implementation changes in childcare voucher scheme following introduction of government tax free childcare scheme	Implementation of cut off date for childcare vouchers	Maggie Williams	01/01/2018	01/10/2018

Review of salary sacrifice car lease scheme.	Responsive & Efficient	Scheme closed.	Scheme closed to new applicants and closed after current contracts expire for those with a vehicle.	Maintain scheme in accordance with statutory requirements	Manage and implement closure of scheme.	Maggie Williams	08/01/18	31/12/2020
Review provision of salary sacrifice cycle to work scheme and employee discount scheme	Responsive & Efficient	Review existing options for salary sacrifice cycle to work scheme and employee discount scheme	Staff continue to have access to tax efficient cycle to work provision and to an attractive discount scheme.	Consider options and implement new scheme if required	New/revised schemes implemented	Maggie Williams	01/06/2018	31/12/2018
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.	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.	Kerry Shorrocks and the HR team	01/11/2017	31/3/2021
Re-procurement of EAP	Responsive & Efficient	New EAP contract in place	Determine new arrangements	Review of the scheme and consideration of options.	Successful continuation of EAP provision from 1/4/2019.	Maggie Williams	1/11/2017	31/3/2019
Re-procurement of OH	Responsive & Efficient	New OH in place	Review provision under current contract and determine new arrangements	Review of the scheme and consideration of options	Successful implementation of OH provision from 1/4/2019	Maggie Williams	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 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.	Maggie Williams	01/04/17	31/08/2018
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.	Maggie Williams	01/01/18	30/12/2018
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.	Maggie Williams	01/04/18	31/12/2018

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## Strategic Discussion Paper JSCC – Coaching and Mentoring

18th June 2018

### **How the council continues to develop coaching as an alternative to more traditional methods of Learning and Development.**

Coaching and mentoring are well established within NHDC and have been used for several years often as an alternative to more traditional methods of training. Coaching can cover a wide variety of development areas and support people to think through challenges and opportunities.

In a constantly changing environment there are considerable demands on Learning and Development. As such coaching and mentoring are potentially cost effective development tools. Using internal coaching, or developing the coaching skills of managers can provide a cost effective method to enhance skills, knowledge and work performance.

There are now 17 Institute of Leadership and Management accredited coaches across the Council. Coaching supports NHDC's principles of continuous improvement and has helped to maintain its status as a recognised Investor in People. In addition our approach has been the subject of an article in 'Coaching at Work' magazine.

Employees are able to request coaching through their line manager or directly by contacting HR.

The four most popular reasons for using coaching are:

- To aid leadership development
- To improve on the job performance
- To build on good performance
- To focus upon skills and capability improvement
- To explore career development needs

In addition, individuals can benefit from coaching through developing their potential, increasing confidence and greater self-awareness. The focus on the individual's personal needs will improve motivation and self-belief, making employees feel valued and empowered.

Whilst the culture and acceptance of coaching is evolving within the Council there is more to do in terms of people taking the opportunity to be coached. A Coaching Steering Group works to raise the profile of coaching and to promote its benefits. In addition we have 'meet the coaches' sessions during the induction workshop.

Various barriers can inhibit the success of coaching, including individual resistance, time pressure and lack of senior level support these barriers are addressed regularly at the group. Next steps:

- Increase awareness of Coaching and access to it including through the RPR process
- Continue to make the process as easy and confidential as possible
- Offer all apprentices and new starters access to a coach
- Consider coaching and mentoring when looking at Learning & Development Needs
- Continue to offer supervision for all accredited coaches
- Continue to provide managers with coaching skills
- Use 'Insight' to promote insight maybe using case studies that people are happy to share.