

# Public Document Pack

14 September 2018

Our Ref JSCC / 26/09/18  
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: UnionExpectedList

Staff Consultation Forum  
Representatives: Christina Corr and Claire Morgan

You are invited to attend a

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

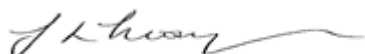
to be held in the

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

On

**WEDNESDAY, 26TH SEPTEMBER, 2018  
AT 3.00 PM**

Yours sincerely,



Jeanette Thompson  
Service Director – Legal and Community

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

<b>Item</b>	<b>Page</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. MINUTES - 27 JUNE 2018</b> To take as read and approve as a true record the minutes of the meeting of this Committee held on the 27 June 2018.	(Pages 1 - 8)
<b>3. NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency.  The Chairman will decide whether any item(s) raised will be considered.	
<b>4. CHAIRMAN'S ANNOUNCEMENTS</b> Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, 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.	
<b>5. STAFF CONSULTATION FORUM</b> To receive the Minutes of the meetings of the Staff Consultation Forums held on 6 June 2018, 4 July 2018 and the Draft Minutes of 5 September 2018.	(Pages 9 - 14)
<b>6. PEOPLE STRATEGY UPDATE</b> INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER  To update the Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs.	(Pages 15 - 30)
<b>7. AN EQUAL PAY REVIEW - INFORMATION NOTE</b> INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER  To receive a presentation.	(Pages 31 - 38)

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|----|--|--------------------|
| 8. | <b>STRATEGIC FORUM DISCUSSION TOPIC</b><br>REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER   | (Pages<br>39 - 40) |
|    | To receive a discussion paper on Family Friendly Legislation.  |                    |
| 9. | <b>SUGGESTED DISCUSSION TOPICS</b><br>To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate. | (Pages<br>41 - 42) |

### **Future Meetings**

**The date for the next meeting of the Joint Staff Consultative Committee and the Human Resources Strategic Forum to be held in the 2018/19 Civic Year is as follows:**

Wednesday 19 December 2018 (District Council Offices, 1<sup>st</sup> Floor, Room 2)  
Wednesday 27 March 2019 (District Council Offices, 1<sup>st</sup> Floor, Room 2)

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## 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, 27TH JUNE, 2018 AT 3.00 PM

### MINUTES

**Present:** *Councillors Councillor Sarah Dingley (Chairman), Lynda Needham, Martin Stears-Handscorn and Michael Weeks (In place of Bernard Lovewell)*

**In Attendance:** *Dee Levett, Kerry Shorrocks (Corporate Human Resources Manager), Ian Couper (Service Director - Resources) and Hilary Dineen (Acting Committee and Member Services Manager)*

#### 1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Bernard Lovewell.

Having given due notice Councillor Michael Weeks advised that he was substituting for Councillor Lovewell.

#### 2 MINUTES - 28 MARCH 2018

**IT WAS AGREED:** That the Minutes of the Meeting of the Committee held on 28 March 2018 be approved as a true record of the proceedings and be signed by the Chairman.

#### 3 NOTIFICATION OF OTHER BUSINESS

There was no other business notified.

#### 4 CHAIRMAN'S ANNOUNCEMENTS

(1) The Chairman advised that, in accordance with Council policy, this meeting was being audio recorded;

(2) The Chairman reminded Members that, in line with the Code of Conduct, any Declarations of Interest needed to be declared immediately prior to the item in question.

#### 5 STAFF CONSULTATION FORUM

The Corporate Human Resources Manager drew attention to the Minutes of the Staff Consultation Forums held on 4 April 2018 and 2 May 2018 and the Draft Minutes of 6 June 2018 as follows:

Minutes – 4 April 2018

##### **NHDC Update**

There had been a full discussion regarding the Gender Pay Gap. It had been noted that there were many females in the organisation that worked part time in clerical roles and that the majority of jobs of similar value to these were with the Council's contractors in services such as waste and grounds maintenance.

This created an imbalance in terms of distribution of jobs by gender and widened the Gender Pay Gap.

There were more men in senior roles, however the plans to support more women in leadership roles through leadership development and succession planning had been circulated.

### **National Pay Bargaining**

Unison had indicated that it would provide its final decision on the employers offer by early April 2018. Following confirmation that Unison had agreed, an update was provided that detailed that the updated pay offer would be paid in May and backdated to April.

The Chief Officers pay award was agreed later and was in line with the general pay award (i.e. would receive 2 percent per year for over 2 years).

### **Senior Management Restructure**

The consultation period with affected staff was now complete and the aim was for the outcomes to be confirmed shortly.

The job matching exercise had taken place and a number of Heads of Service had been matched with new roles, however there were some roles that would require a recruitment exercise.

The aim was to have everyone in post by the end of May 2018.

### **Office Accommodation**

Regular updates were still being sent to employees regarding the continuing work on the lifts and window blinds.

Training of fire marshals would soon take place and information regarding assembly points would be circulated shortly.

A rehearsal fire evacuation was planned.

### **Employee Queries**

It was noted that since the return to DCO the SCF reps no longer represented a particular floor.

It was suggested that, once the restructure was completed, Reps could each represent a Service Area.

### Minutes – 2 May 2018

### **NHDC Update**

The Senior Management Restructure was going through the next stage with two Service Directors currently advertised, the aim was to go live from 1 June 2018.

A new corporate Service Delivery Plan would be developed, to be supported by Actions Plans from departments, this would replace the current service plan model.

Examination inspections regarding the Local Plan were now complete and the Inspector would report back in the summer.

There had been a lot of publicity regarding NHDC's Gender Pay Gap, however there was an action plan in place that sought to identify what the Gender Pay Gap would look like if contractors were included in the figures.

The new waste contract with Urbaser was due to go live. This contract would save approximately £2 million per year.

#### **Office Accommodation Update**

The window blinds had been ordered and were due to be fitted during the weekend of 12/13 May 2018.

#### **Employee Queries**

Parking Wardens had enquired about the use of rest rooms in Hitchin and Letchworth as they currently could not access NHDC buildings.

Members queried whether the situation regarding access to rest rooms for Parking Wardens had been resolved.

Dee Levett (Unison) advised that the Parking Wardens now had access to the Town Hall in Hitchin and the District Council Offices in Letchworth.

Members asked whether Waste offices, who were out and about in the District would be extended the same facilities.

The Corporate Human Resources Manager advised that staff were able to enter any Council building.

#### Draft Minutes – 6 June 2018

#### **Matters Arising**

The window blinds had now been fitted in the DCO.

#### **NHDC Update**

The Senior Management Restructure had now been implemented and it was expected that Service Directors would be reviewing their areas of responsibility over the coming months.

The April pay increase was paid in May.

Staff allowances and expenses were being reviewed and would be subject to subject to consultation with mileage rates proposed to be reduced to be in line with HMRC rates and subsistence rates would be reduced to a maximum of £10 for a meal and only paid if incurred away from the individual's normal place of work.

Members asked for clarification regarding the number of people most affected by the proposed changes.

The Corporate Human Resources Manager advised that 20 people had been identified as likely to be £100 per year worse off, although some would be better off

#### **IT Update**

IT had requested that all problems with IT systems are reported, as this helped to build a picture of the extent of any particular problem and would help in finding solutions.

#### **Employee Queries**

Careline had reported that the move to DCO had been mainly positive, however there had been a number of anti-social incidents and harassment of staff going to and from their cars, which had resulted in the Police being called.

There had also been incidents regarding the car parking arrangements for Careline staff, due to the arrangements not being fully communicated to the staff.

In response to questions the Corporate Human Resources Manager advised that the intimidation had been from groups of youths and that 2/3 people worked in Careline overnight.

The move to DCO had been thought through very carefully and adjustments had been made to cater for the staff of Careline including a change to the smoking policy and consideration of safety issues.

The Service Director - Resources confirmed that the intimidation issues had also been reported to the Health and Safety meeting.

Members were supportive of the change to the smoking policy, but clarified that smokers must clear up after themselves.

It had been reported that the stairwell in the multi-storey car park did not smell nice and that the previous practice of washing the stairs every day did not appear to be happening. Property Services advised that there had been no change to cleaning arrangements.

It was clarified that people were allowed to eat at their desks, but should be considerate and not consume hot food due to its smell.

There had been some complaints regarding the cold air coming from the ceiling vents, making working conditions unpleasant. Staff were advised that hot desking meant that they could move from any desk that was in line with these vents, however Property Services would be made aware of the issue.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forums held on 4 April 2018 and 2 May 2018 and the Draft Minutes of 6 June 2018 be noted.

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

## 6 PEOPLE STRATEGY UPDATE

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

### Work Plan

A new Work Plan for 2018/19 was attached as Appendix B.

### Recruitment

Feedback regarding the electronic shortlisting process had been positive and this was now being used for the majority of vacancies.

### Apprentices

A number of apprentice places had been agreed for recruitment, including some higher apprentices and it had also been agreed which departments would have an apprentice.

In response to a question, the Corporate Human Resources Manager explained the different types of apprentice roles.

### Equal Pay and Equalities

The Council's Gender Pay Gap figures had been calculated and the narrative to accompany them, including an action plan had been submitted on-line and published on the Council's website.

Work had commenced on the Equal Pay Review and the report from this review would be considered by this Committee.



### Pay and Benefits

The current contract with Serco under a Framework Agreement which included Payroll Services had been extended until March 2021 and NHDC had received costings regarding the extended contract.

The current HR and Payroll system was coming to the end of its commercial life and would cease to be supported from the early 2020's. This had provided an opportunity to review the current service provision.

A new outsourced payroll service would be sought. It should be noted that the introduction of a new payroll service would need at least 18 months in order to allow time for adaptations and simultaneous testing and payroll runs alongside the existing system.

Members queried whether there were any opportunities for joint working on this service and in what respect Serco was not working for NHDC.

The Corporate Human Resources Manager advised that SMT had considered a paper regarding all options including partnership working and framework agreements.

Serco ensured everyone got paid, however HR spent a lot of time dealing with minor errors however price was the main consideration and it was felt that NHDC could get better value elsewhere.

NHDC would stay with Serco for 1 further year so that there was more time to consider alternatives and have a smooth transition..

The current contracts for the provision of the Employee Assistance Programme and Occupational Health services would expire in March 2019 and a review was being undertaken to consider how these services would be provided from that date.

HCC were currently providing a Framework Agreement for the provision of these services and had invited NHDC to be named in this. This would allow the Council to draw down from this agreement once it had been established, but did not commit NHDC to using the services.

### Learning and Development

Learning and Development were currently working on clarifying the need for a leadership development programme for the new Senior Management Team, this programme would commence in the autumn.

### Organisational Restructure

HR had been dealing with a number of restructures including IT.

### Absence

Absence had been higher in 2017/18 with a number of long term absences of staff with serious health problems. The year had ended at 6.15 days absence per FTE. Short term absence was up by 0.42 days and above the target of 3.5 days per FTE.

In response to a question the Corporate Human Resources Manager advised that long term absence started at 21 days.

**IT WAS AGREED:** That the information note entitled People Strategy Update be noted.

**REASON FOR DECISION:** To enable the Committee to consider the People Strategy Update.

## 7 DISCUSSION PAPER - COACHING AND MENTORING

The Corporate Human Resources Manager presented a discussion paper entitled Coaching and Mentoring and drew attention to the following:

Coaching and mentoring were well established with NHDC and had been used for several years, often as an alternative to more traditional methods of training.

There were currently 17 Institute of Leadership and Management accredited coaches across the Council.

The most popular reasons for using coaching were:

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

Coaching should be considered during the RPR process.

Members discussed the paper during which they asked several questions, made observations and were given information as follows:

- The coaching course included elements such as assignment and practice sessions.
- There were all sorts of methods of training, including 1-1 sessions.
- Coaching tried to get the person to take on their own problems and recognise how they could find answers to address problems themselves.
- All coaches were volunteers, however discussions had taken place to look at whether coaches could be paid.
- Discussions had taken place regarding the role of coaching in addressing the Gender Pay Gap
- Coaching should be part of the RPR process and leadership planning
- A Mentor was someone to turn to for a specific issue, whereas a coach could be used for very specific or wide issues.
- Need to create circumstances where more experienced coaches could be utilised.
- Need people to see the benefits of coaching.
- Line Managers could be used to promote the benefits of coaching.
- It was important that care was taken in addressing the Gender Pay Gap and that this did result in undue favour being shown to women.
- There were a reasonable number of women in senior and professional jobs.
- It should be noted that women may choose to work part time whereas this was not a choice generally made by men.
- It was important to have female role models.
- The aim was for people to reach their full potential.

Members thought that it would be interesting to see if coaching was used more by one gender than another and if the reasons for that could be identified.

### ***IT WAS AGREED:***

- (1) That the discussion paper on Coaching and Mentoring be noted;
- (2) That the Corporate Human Resources Manager be requested to investigate whether coaching was used by one gender more than another and, if possible to identify, the reasons for that.

**REASON FOR DECISION:** To enable the Committee to consider the discussion paper on Coaching and Mentoring.

## 8 SUGGESTED DISCUSSION TOPICS

Members considered what subjects should be discussed at future meetings and agreed the following:

26 September 2018 – Family friendly legislation including shared parental leave.

Members commented that they welcomed the contribution of the SCF and Unison representatives and expressed disappointment at the low turnout from SCF and Unison.

The Corporate Human Resource Manager advised that she would mention this at the SCF meeting and would look into the possibility of substitutes SCF representatives.

### **IT WAS AGREED:**

- (1) That the discussion topics for the meeting due to be held on 26 September 2018 would be Family Friendly Legislation;
- (2) That the Corporate Human Resources Manager be requested to discuss the low turnout at this meeting with the Staff Consultation Forum and investigate whether substitute SCF representatives could be appointed for this Committee.

**REASON FOR DECISION:** To enable the Committee to choose discussion topics of interest for future meetings.

The meeting closed at 4.09 pm

Chairman

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## **Staff Consultation Meeting**

**04 July 2018**

**Present:** Anthony Roche, Kerry Shorrocks, Dee Levett (Chair), Emma Jellis, Christina Corr, Maggie Williams, Rebecca Webb, Vic Godfrey

**Circulation:** Global

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### **1. Apologies**

Apologies were received from David Scholes, Ian Couper, Ben Glover, Sue Collett and James Watson.

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

7. Employee Queries – The issues at Careline were noted by the JSCC at the meeting on 27 June and concern was expressed regarding these.

The previous Minutes from 6 June were agreed.

### **3. NHDC Update**

The new Senior Management structure is now settling in and seems to be working well with few problems. Staff who are moving to different Directorates are doing so as their current workload allows and there has been some flexibility in the timings of these moves to accommodate this. The Service Directors are now reviewing their areas of responsibility and this might lead to further changes in structures and roles.

In an article in this month's Insight, Steve Crowley gives a fuller explanation of what commercialisation will mean for the Council. In a nutshell it involves NHDC "being more business like" and has three key elements: Structure, Strategy and Culture. It was emphasised that both Members and staff had to fully buy into the process in order for it to be successful. The emphasis on growth of income rather than expenditure cuts was a positive one. The idea of having targets for new income generation each year for each Directorate was discussed, but it was recognised that the opportunities for achieving such year on year new income generation were limited in certain services.

SCF was reminded that this was the last month for the current round of the RPR process to be completed and that signed Employee Annual Declarations also had to be submitted by 31 July.

Negotiations are reaching a peak regarding main entrance access at North Hertfordshire Museum. The Cabinet met in June and agreed to take the question of a compulsory purchase order to full Council if there is no deal by July 31.

The initial public consultation on the plans for the Hitchin Churchgate Regeneration received 578 responses. These were generally supportive of the planned changes and the comments made have been taken into account. The full results of the consultation will be published shortly.

#### **4. IT Restructure**

VG presented a paper which outlined the need for a restructure within IT to ensure the service was fit for purpose and fully able to make the most of internal and external opportunities. The service was previously restructured in 2014 and this had led to a significant increase in performance, but it was now time to review the structure once more to ensure it could meet its priorities.

A SIAS audit had suggested that the service should increase the amount of resource available to monitor and manage the increase in Cyber Security and Anti Virus threats that had been recorded over the past 18 months. In addition there has been an increased in the last 3 years in the numbers of Subject Access Requests (SAR) and FOI submissions and these were expected to increase further now that the GDPR had come into force.

It was therefore proposed to remove the 2 x Senior Technical Support Officers posts and create 2 new posts: I.T. Network Infrastructure Manager and Senior Technical Development & Cyber Security Support Officer. The IT Helpdesk Team who currently report to the IT Business Manager will then move under the new proposed Network Infrastructure Manager, which will release the IT Business Manager who has a new job title, IT Business & Information Manager to manage and work with service departments/teams to ensure information compliance is being met.

Consultation with affected staff started on 2 July. There has been little comment so far as considerable work was undertaken ahead of proposing the restructure to ensure buy in from those affected.

AR asked if this restructure would help to reduce the large amounts of overtime historically worked by those in IT. VG responded that there will always be a need for overtime as there are regular patches and updates which have to be undertaken outside office hours, but the very high levels of overtime in recent years were due to a number of office moves and the need to prepare the IT in various of the Council's buildings. The option of employing staff with a regular working pattern which covered evening and weekend working was suggested, but VG stated that there was a need for the skill sets of current staff to be used for these activities and this therefore led to considerable overtime being worked. There had also been significant absences in the management team in the period which needed to be covered using overtime. It was envisaged that the amount of overtime would now reduce as the programme of building moves had been completed.

#### **5. HR Service Transfer Work**

Historically HR has always undertaken its own administration and this work has not previously passed to the CSC or MSU in the same way as it has for other services. A number of changes over recent years has led to this situation being reviewed. The reduction in the need for hard copy files through the introduction of a DMS for employee records, the on line recruitment system and the increase in the use of e-forms as part of a move to a paperless HR, together with changes in the First Day Welcome programme and the use of HR Help, have all meant that it is now appropriate to consider a transfer of routine HR admin outside the department. The CSC has been identified as an appropriate vehicle to manage HR admin going forward as its customer facing, call centre, nature is a good fit with the relevant HR processes.

Detailed process mapping has been undertaken and CSC have provided valuable advice on how the work could be undertaken. With regard to confidentiality of information, the Council's policies and procedures in respect of confidentiality agreements, conflicts of interest and disclosing of relationships will be adhered to.

The proposed changes have been discussed with affected members of staff as they put the current 2 x part time HR Support Officers at risk of redundancy. Due to absences for leave the consultation period has been prolonged to 31 July.

A restructure for HR is planned for the Autumn.

#### **6. SCF Meeting Administration**

Following their move to Commercial the Project Support Team will no longer be supporting SCF. Karen Pulham who currently supports the Health and Safety Forum has been asked to do the same for SCF. As she works part time, it has been requested that future SCF meetings be held at 2.00. It was agreed to do this on a trial basis starting with the September meeting.

#### **7. Employee Queries**

##### Statutory Days

There was some confusion as to whether the unallocated days had been added to annual holiday entitlement for this year. It was confirmed that they had, but if there were any individual queries, these should be referred to Serco using the contacts detailed on the intranet.

<http://intranet.north-herts.gov.uk/home/human-resources/serco-hr-payroll-system/support-serco-payroll-system>

##### NHDC Staff Benefits

It was asked if NHDC staff benefits could be accessed by any employee of the public sector. It was confirmed that NHDC benefits could only be accessed by employees of the Council or their partners and families in certain cases.

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

The Chair for the next meeting which will be held on 5 September at 2.00 is CC.

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## **Staff Consultation Meeting**

**05 Sept 2018**

**Present:** Anthony Roche, Kerry Shorrocks, Ian Couper, Claire Morgan, Dee Levett (Chair), James Watson, Ben Glover,

**Circulation:** Global

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### **1. Apologies**

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

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

There were no matters arising from the previous minutes of 4 July and they were agreed as a true record.

### **3. NHDC Update**

AR gave an NHDC Update:

Service Directors have met with DS/AR to put forward proposals for restructure for their service areas. These have been agreed. Any staff impacted will be spoken to in line with current HR policies. New roles are being created as the realignment takes places. There will also be other posts being advertised that were previously vacant.

RPR have now been completed and all received in HR.

Museum/Town Hall/Churchgate – No further updates but should have clearer picture by end of Sept.

Waste Problems – O & S will be meeting on 18<sup>th</sup> Sept to discuss issues, there are still levels of disruption, which have been caused by a multitude of different issues. The staff briefing on 13<sup>th</sup> Sept will have an update from the waste team for all staff.

### **4. Commercial Restructure**

SC update on proposed structure.

Key change will be to the project support officers. These will change to commercial support officers. The focus on their role will be supporting, investigation and implementation of commercial project ideas.

Two further roles will be created. Commercial Manager – will be responsible for new projects and exploring ideas that have not been done before. Commercial Officer - will explore what NHDC currently do and thinking of ways of working differently and creating income.

Once all the HR processes are complete, the Manager post will be recruited first.

On a side note SC updated that he has received a good number of options for company names and is looking forward to receiving more.

## **5. SCF Email Inbox**

The group discussed that SCF previously had an email address but it has not been used. The group discussed the monitoring of the email address and James and Ben volunteered to monitor it. It was decided to re-instate the SCF email to give an alternative point of contact.

## **6. Employee Queries**

Cleanliness of the Gents urinals on 3<sup>rd</sup> Floor have previously been reported but has not seen any improvement. IC advised he would speak to PS regarding them.

Cleanliness in the Multi Storey Car Park has improved. IC advised that there is a decorating schedule due to start shortly. All burnt signs will be removed. Although not sure if the signs will be replaced as yet.

Cleanliness of the desks with hot-desking – It was asked if there were more desk wipes available. Advised that all floors have a cleaning box and these should be available in this box. If anything is missing email [PropertyServices@north-herts.gov.uk](mailto:PropertyServices@north-herts.gov.uk), who will replace missing items. It was also raised that wipes are not particularly environmentally friendly and maybe an alternative could be sourced.

It was asked if there any progress on paperless meetings. AR advised that O & S meeting on 18<sup>th</sup> Sept will be trialling the first paperless meeting; everything will be on tablets and screens. It was agreed that the next SCF meeting would be paperless and we would have papers available on the room screen.

CM asked if the audio/visual equipment was now running in CC. AR advised that all the equipment is in place ready for Council meeting on Thursday.

## **7. Chair for next meeting**

The Chair for the next meeting which will be held on 3<sup>rd</sup> October is CC.

The meeting closed at 2.45pm.

**JOINT STAFF CONSULTATIVE COMMITTEE  
26 SEPTEMBER 2018**

**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**

Recruitment has been busy over the summer period.

Our online recruitment system is continuing to prove successful and has overall improved our recruitment process primarily with managers being able to shortlist online.

**3.3 Apprentices**

We are currently recruiting a number of apprentices across the Council these include some higher level apprentice posts. We expect to have 8-10 apprentices recruited in the Autumn.

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

A working group has been formed to consider actions to reduce the Council's current gender pay gap as identified by the figures for 2017 submitted at the end of March 2018. An action plan will be produced and will serve as the narrative for the submission of the 2018 figures in March 2019.

Work has commenced on the Equal Pay Review with the data having now been produced and analysed. The Report from this review will be discussed as a separate JSCC Agenda item.

### **3.5 Pay and Benefits**

#### **3.5.1 Pay**

The Pay Policy Statement (PPS) for 2018/19 has been published on the Council's website due to the senior manager restructure and pay award the PPS has been updated showing 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 until March 2020. This extension will give sufficient time to select the appropriate approach to HR and payroll service delivery from April 2020.

#### **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 Employee Engagement**

Following the Investors in People interim review of the Council, The Learning and Employee Engagement team are working with the Deputy Chief Executive to clarify the organisational values and behaviours which will enable us to simplify the competency frameworks.

We are also currently working with the new Senior Management Team to ensure that the future Leadership Development programme meets their needs and is in line with the new simplified values and behaviours. This programme will be made up of a number of different workshops and will start in the autumn.

### 3.7 **Regular Performance Review**

The current round of Regular Performance Reviews is now complete and the learning needs have been collated. 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, we are looking at making the RPR process on-line via the GROW zone.

### 3.8 **Organisational Restructures**

The HR team are currently supporting a number of restructures as services are changed to align to the new structure. This involves a lot of work including job evaluation, individual and group consultation, assisting managers managing redundancy and HR processing documents for changes to contract and system changes for pay and reporting structures.

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:

- Secondment
- 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 is worse so far this year with greatly more long term absence and a number of staff with serious illness. Short term absence has also increased we are in the process of changing absence information to reflect the new Service Director areas.

### 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%
31 July 2018	97%

### 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

August 2017 to July 2018 rolling year - Days Lost Per FTE By Month.

The Headcount figure at end July 2018 was 321 staff and a full time equivalent (FTE) of 279.32

	Long Term	Short Term
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
May 2018	0.37	0.29
June 2018	0.25	0.25
July 2018	0.21	0.48
<b>Total</b>	<b>2.96</b>	<b>4.23</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 Complete
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	31/12/2018 Senior management restructure complete. Subsequent service restructures underway.

				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

#### 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.	Creation of a working group to determine actions to 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
<div>Page 26</div> 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
Page 27 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. Communication of changes in scheme to All staff.	Maggie Williams	01/01/2018	01/10/2018 Complete

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	Current contract extended until March 2020. 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	31/12/2018
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.	Kerry Shorrocks/Maggie Williams	01/04/18	31/12/2018

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**JOINT STAFF CONSULTATIVE COMMITTEE  
26 SEPTEMBER 2018**

**PART 1 – PUBLIC DOCUMENT**

**TITLE OF INFORMATION NOTE: EQUAL PAY REVIEW 2017 – OUTCOMES**

**INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER**

**1. SUMMARY**

- 1.1 This is an overview of the outcomes of the recently undertaken Equal Pay Review.

**2. STEPS TO DATE**

- 2.1 This note is one provided to the Joint Staff Consultation Forum to update the Committee on the recent equal pay review.

**3. INFORMATION TO NOTE**

- 3.1 Overall the picture at the Council regarding equal pay has been very stable for a number of years, with the figures remaining largely unchanged. We are satisfied that there are no significant inequalities and many examples show those with protected characteristics are earning the same or more than the comparison group.
- 3.2 In the 2015 Report it was noted that there had been a significant increase in the number of staff for whom we have no information on certain protected criteria. Since that time there have been frequent messages issued to staff through Insight and other media reminding them that the self service option on SAP can be used to complete their equalities information in a confidential way. This has resulted in an increase in those disclosing their characteristics regarding disability and sexuality which is a positive step. However in respect of religion, the size of the group where information about this characteristic has not been disclosed has barely changed since the last Report which remains a cause for concern. Regular efforts will therefore continue to encourage the recording of protected characteristics via the HR and Payroll system.

- 3.3 A high number of female workers is a feature of Local Government and North Herts District Council is no different, with 66% of the workforce being women. Nationally over 48% of local Government female workers are part-time and these figures have changed very little for a number of years. Part-time working is an excellent means of balancing work and the responsibilities of childcare and can be regarded as flexible working. Despite the introduction of statutory shared parental leave and other family friendly measures, the trend is still for women to be the principal carers and this is the main contributor to the demand for part-time work. Looking at the average pay for part time staff at the Council, there has been a move towards part time staff earning more than their full time colleagues since the last Report with over 80% of comparisons now being in favour of part time staff. Women working full time at the Council earn more than their male counterparts in 75% of the comparisons that can be made. When looking at all female and all male Council employees almost 70% of the comparisons are in favour of women. This reinforces that whilst the workforce profile, where the majority of women, 80%, are concentrated in the grades up to Grade 9, has a significant effect on the gender pay gap figures, there are no underlying gender based equal pay issues at the Council.
- 3.4 The most striking feature with regard to the age profile of those who work at the Council remains that over 80% of staff are aged over 35, 57% of staff are aged between 35 and 54 and only 6% of staff are under 26. Despite the success of the Council's Apprentice Scheme over a number of years, this latter figure compares unfavourably with Shire districts as a whole.

By contrast, the proportion of staff over 65 has increased since the last Report and compares favourably with both the Shire districts and local government as a whole, but still shows that compared to the percentage of the national population in this age group, (17.4%), very few NHDC employees are in work past the traditionally accepted retirement ages. Measures such as flexible working and the retirement policy have not yet been successful in increasing the numbers of workers over 65 and might be a reflection of the long standing generous nature of pensions' provision in local government which reduces the need for individuals to work past retirement age for economic reasons. The significant changes to the pension scheme in recent years do not yet appear to have had a great impact in increasing the numbers of those in this age group working in local government. This may however change in the future and the opportunity to capitalise to a greater degree from the use of this valuable and flexible resource may still occur. With respect to pay for this group, all comparisons that could be made showed salaries at the top of the range for both men and women which reflects the incremental nature of progression through the salary grade scale points based on length of service and therefore indirectly on age.

- 3.5 The ethnic background of the Council is largely unchanged from previous reviews and there are no real concerns regarding equal pay in this area. In fact, continuing the trend from the last Report, there has been positive progress in comparing average salaries of those of Asian backgrounds with all other groups, despite a slight decrease in the overall percentage of employees with this characteristic.
- 3.6 The percentage of those at the Council with a declared disability has declined slightly since the last Report which continues a previously noted trend. Whilst the number of disabled staff at the top of their grade has dropped from 79% in 2015 to 31% of all disabled staff, it is still high when compared with the percentage of non disabled staff at the top of their grade. Although the rationale for this could be the significantly longer service of disabled staff, care should be taken that the reason for this figure is not lack of opportunity for disabled staff to progress to higher grades and further work will be carried out in this area.
- 3.7 The numbers who declare themselves to be Christians at the Council remains stable and there are still very few staff that come from the other religious groups. There is little evidence of discrimination against these groups, but the small numbers can cause distortion. The gathering of more information regarding this protected characteristic would enable a more accurate picture to be obtained and underlies the proposed efforts to increase the number of staff who are willing to complete the equalities section on the SAP system.
- 3.8 The decline in the percentage of staff declaring themselves to be gay, lesbian or bisexual follows a pattern from the previous two reports. The numbers in these groups are however extremely small and the fall represents only one employee. The three comparisons which could be made might indicate a tendency to for average salaries to favour the heterosexual group. The very small numbers in the non heterosexual group might have distorted the figures, but these comparisons will be monitored to ensure discrimination is not occurring.
- 3.9 The study of allowances and starting salaries at the Council did not indicate discrimination was occurring in the way these were being applied, however there are a few points of note.
- The revision of the circumstances in which Additional Responsibility Payments can be made has led to a 100% increase in the number of such payments being made since the last Report and reflects the need for pay mechanisms to ensure appropriate reward for those taking on additional responsibility in difficult economic times for the Council. There has been a significant increase in ARP made to female staff and the proportion receiving these now better reflects the overall female/male split at NHDC.

- It is recommended that the Market Forces Supplement is revisited. Equal Pay reviews have reflected the same two members of staff have received this supplement to salary for at least the past 8 years, which questions whether in fact this payment is a permanent addition to salary, contrary to the provisions of the Policy.
- In a similar way, the provision of an IT standby allowance should be reviewed as due to the number of years over which it has been paid to the same recipients, it can no longer be regarded as a temporary allowance as was originally intended. The fact that 100% of recipients of this allowance are male, and this has been the case for many years, contributes to the negative gender pay gap at the Council and requires the application of this allowance to be investigated to ensure no discrimination is occurring.
- The tripling of the number of starting salaries which were above the bottom of the grade to 44% of all starting salaries, means that this method of raising initial remuneration is being increasingly employed to attract good quality candidates to the Council. The fact that 60% of those receiving starting salaries above the bottom of the grade were male, compared to a population at the Council which is 34% male, is in line with published evidence that women are less likely to negotiate their starting salaries than men and contributes to a negative gender pay gap. Those with other protected characteristics were also under represented in the numbers receiving a starting salary above the bottom of the grade compared with their profile across the Council.

3.10 As a final point to make in respect of carrying out an equal pay review, it is important to remember that not every member of staff wants senior, professional or managerial roles. There is a wide range of motivations in attending work including financial, social and personal aspects. Having said this, at North Herts District Council we are committed to developing all our staff and we have an excellent track record of supporting staff through mentoring, coaching and training in professional and managerial qualifications which we intend to maintain.

#### **4. NEXT STEPS**

- 4.1 The Equal Pay Review 2017 Report will be published as appropriate.
- 4.2 Messages will continue to be included in Insight and on the Message Board on a regular basis to encourage employees to complete their personal data using the employee self service function of the SAP payroll system. A report will then be commissioned during next year to identify whether significant gaps in data still exist and further action taken as required.
- 4.3 Work will be undertaken in conjunction with the group developing the Gender Pay Gap Action Plan to determine that the proposed steps will not only address the negative gender pay gap at the Council, but also any concerns regarding equal pay.

#### **5. APPENDICES**

- 5.1 Appendix 1 – Local Government Demographics

#### **6. CONTACT OFFICERS**

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#### **7. BACKGROUND PAPERS**

- 7.1 None.

## Appendix 1

### Local Government Demographics

According to figures produced by the Local Government Association from the Local Government Earnings Survey 2014/2015 which is the most recent report available, the following are the current demographics for local government:

- **Gender**

Around three quarters of the total local government workforce in England and Wales are female, but in the shire districts just over half the workforce are female. This has not changed since the previous two Equal Pay Reviews in 2015 and 2012.

- **Working Time**

Just over 45% of local government staff are full time, which is in line with the last Equal Pay Review in 2015 (down from just under 46% in the 2011/2012 survey and over 47% in the 2009/2010 survey). Male full time staff represent 17.5% of the workforce, which has not changed since the last review in 2015 (just under 18% in the 2011/2012 Survey and 18.5% in the one before this). Female full time staff continue to make up just under 28% of the workforce as they did at the time of the two last Reviews, down from 28.7% in 2009/2010. Male part time staff constitute 6.5% of the workforce (6.6% in the last two Reports in 2015 and 2011/2012, 6.4% in 2009/2010) and female part time staff 48.1% (48% in 2015, 47.8% in 2011/2012 and 46% in 2009/2010).

The corresponding figures for the shire districts are 64.3% full time staff, 37.9% male full time staff, 26.4% female full time staff, 8.9% male part time staff and 26.6% female part time staff. These figures have barely changed since the last Review when they were 64%, 37.7%, 26.1%, 9.6% and 26.6% respectively, but do show a drop in male part time staff.

- **Age**

The percentage of employees under the age of 22 across the workforce is just over 2%, in line with the last Review (2.3% in 2011/2012). Those aged over 65 comprise 3% of the total workforce, up from 2.7% last time and 2.3% in the Review prior to that. This compares with a national population in 2014 where 17.7% were over the age of 65. In the shire districts the number under age 22 is higher at 4.2% whilst those over age 65 is the same at 3%. In the shire districts the number of staff under the age 35 is 23.1% of the workforce, down from 25.4% in 2015. This compares to just under 20% across the whole workforce, a figure which has not changed since the last Review. As in 2015 the highest number of staff are in the 45 to 54 age group both across the whole workforce and in the shire districts at 33.9% (34% in 2015) and 31.1% (30% in 2015) respectively. 80.4% (80.1% in 2015) of the workforce are over the age of 35 and in the shire districts this figure is 76.9% (up from 74.5% in 2015).



- **Ethnicity**

10.9% of the local government workforce are Black, Asian and Minority Ethnicity. The figure rises to 38% in the London Boroughs but is 3.4% in the shire districts. The figures for the total local government workforce and the London Boroughs show an increase since the last Review of almost 2% and 1% respectively, and a small increase of 0.3% for the shire districts.

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## Strategic HR Forum – Discussion paper JSCC September 2018 – Family Friendly Legislation

Most people in one form or another need to balance domestic responsibilities with work.

### **Carers**

Responsible for

- A child under 18.
- An older child with a disability
- A partner, relative or someone who lives at the same address as the employee.
- Caring for terminally ill
- Caring responsibility for elderly parents or relatives.

### **Flexible Working**

- part time,
- job share,
- home-working,
- flexi-time,
- flexible retirement

### **For working Mums and Dads**

- Maternity,
- Paternity
- Adoption
- Shared parental leave
- Free childcare places are now replacing the salary sacrifice childcare voucher scheme.

### **For all staff**

We have a policy that allows an employee the right to request flexible working, this can be a request for a temporary or permanent change to working arrangements. The most common form of request we get is for reducing hours from full to part time most frequently after maternity leave.

We also have a range of other policies to deal with more short term emergencies.

### **Special Leave Policy**

With the benefit of annual leave and flexi-leave the requirement for special leave should be limited, however it enables individuals to apply for leave in some emergency situations for example a period of up to 6 months of unpaid leave for nursing a dependant or relative. We recently avoided the resignation of a valued member of staff who was prepared to resign to support an elderly parent recover from a major operation. Instead a period of unpaid leave was given and the employee has since returned to work.

### **Time off for Dependants Policy**

A Dependant is a wife, husband, partner, child, parent or someone who lives in the same household as the employee, but is not a boarder, lodger or tenant. It is a policy that allows emergency time off for any person who reasonably relies on the employee for assistance in an emergency, or to make arrangements for the provision of care. This policy is designed for short term periods of unpaid leave.

### **Home-working Policy**

If the job is suitable for adhoc or partial home working we can support temporary situations with home-working. We recently had a case where we allowed a member of staff to increase their level of home-working to spend more time with a terminally ill parent. This was greatly appreciated by the member staff and allowed the Council to continue to benefit from the individual's skills and experience. Home-working allows many employees to effectively balance long term caring responsibilities with working.

As well as flexible working policies we also have a range of additional support mechanisms for employees, this includes:-

**Occupational Health** - Staff can be referred if their caring responsibilities are affecting their own health and wellbeing and line managers are advised on any reasonable adjustments that may support the employee.

**Employee Assistance Programme** - This is an external confidential advisory service contracted by NHDC. The current provider is PPC and they offer a range of advice e.g. financial, health, bereavement, and can also provide counselling where deemed appropriate.

**Well@work Site on Intranet** – This web page provides information on health and fitness initiatives, as well as guidance for employees and managers dealing with serious personal or family health issues e.g. cancer.

### **Other Considerations**

#### **How does family friendly supporting staff caring benefit NHDC?**

The Council invests heavily in training staff to meet the requirements of their role. Through supporting continued working it retains skills and knowledge, which would otherwise be lost if the carer felt the only option would be to resign. It also increases loyalty and commitment to the organisation.

### **Future Developments of Family Friendly Legislation**

#### **Grandparental Leave**

The extension of shared parental leave provisions to grandparents is under consideration by the government.

#### **Parental bereavement leave**

A bill giving most parents of children who die before their 18th birthdays to at least two weeks' paid bereavement leave is currently making its way through Parliament.














#### **Carers' leave**

The Conservative party manifesto for the 2017 general election contained a proposal to give workers a statutory right to take a year's unpaid leave and the right to return to work afterwards for the purpose of caring for a relative.

#### **Fathers' rights**

The Women and Equalities Committee of the House of Commons has recommended a fairly radical improvement of paternity rights as they do not believe existing law reflects social changes that are occurring in this area of UK life. The proposals include paternity becoming a protected characteristic in the same way as pregnancy and maternity, statutory paternity pay being increased to the higher level of SMP, the right to 12 weeks paid paternity leave and paid time off to attend ante-natal care appointments

## Strategic HR Forum – Suggested Discussion Topics 2018

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

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