

Public Document Pack

10 December 2018

Our Ref JSCC / 19/12/18
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), (Vice-Chairman),
Councillor Bernard Lovewell, Councillor Lisa Nash,
Councillor Lynda Needham and Councillor Martin Stears-
Handscomb

(Substitutes: Councillors Councillor Kate Aspinwall, Councillor Jean Green,
Councillor Sam Collins 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

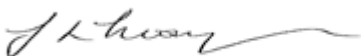
to be held in the

**COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES,
GERNON ROAD, LETCHWORTH GARDEN CITY**

On

WEDNESDAY, 19TH DECEMBER, 2018 AT 3.00 PM

Yours sincerely,



Jeanette Thompson
Service Director – Legal and Community

Agenda **Part I**

Item	Page
1. APOLOGIES FOR ABSENCE	
2. MINUTES - 26 SEPTEMBER 2018 To take as read and approve as a true record the minutes of the meeting of this Committee held on the 26 September 2018.	(Pages 1 - 6)
3. NOTIFICATION OF OTHER BUSINESS Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency. The Chairman will decide whether any item(s) raised will be considered.	
4. CHAIRMAN'S ANNOUNCEMENTS Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, 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. STAFF CONSULTATION FORUM To receive the Minutes of the meetings of the Staff Consultation Forums held on 20 September 2018, 4 October and 7 November 2018.	(Pages 7 - 24)
6. PEOPLE STRATEGY UPDATE INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER To update the Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs.	(Pages 25 - 42)
7. STRATEGIC FORUM DISCUSSION TOPIC REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER To receive a discussion paper on Online Recruitment.	(Pages 43 - 44)

8. SUGGESTED DISCUSSION TOPICS

(Pages

To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate.

45 - 46)

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 27 March 2019 (District Council Offices, 1st Floor, Room 2)

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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, 26TH SEPTEMBER, 2018 AT 3.00 PM

MINUTES

Present: *Councillors Sarah Dingley (Chairman), Bernard Lovewell, Lynda Needham, Martin Stears-Handscomb and Paul Clark*

In Attendance: *Kerry Shorrocks (Corporate Human Resources Manager), Keith Crampton, Dee Levett, Claire Morgan (Senior Communities Officer) and Amelia McInally (Committee and Member Services Officer)*

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Christina Corr and Councillor Lisa Nash. Councillor Paul Clark substituted, as Councillor Sam Collins was no longer a substitute on the Joint Staff Consultative Committee.

2 MINUTES - 27 JUNE 2018

RESOLVED: That the Minutes of the Meeting of the Joint Staff Consultative Committee held on 27 June 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 announced that Members of the public and the press may use their devices to film/photograph, or do a sound recording of the meeting, but she asked them to not use flash and to disable any beeps or other sound notifications that emitted from their devices. In addition, the Chairman had arranged for the sound at this particular meeting to be 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;
- (3) The Chairman asked that, for the benefit of any members of the public present at the meeting, Officers announce their name and their designation to the meeting when invited to speak.

5 STAFF CONSULTATION FORUM

The Corporate Human Resources Manager reported, as previously agreed, there was no Staff Consultation Forum held in August, due to a lack of expected attendance with it being school summer holiday time. The Corporate Human Resources Manager drew attention to the Minutes of the Staff Consultation Forums held on 4 July 2018 and the Draft minutes of 5 September 2018 as follows:

Minutes – 4 July 2018

NHDC Update

The Corporate Human Resources Manager explained to the Committee that the purpose of NHDC update was to highlight points of interest that may be raised by officers, keeping staff abreast of larger projects that the Council may be involved, also any major changes that may have taken place in the Senior Management Structure. She explained that the other purpose of SCF was for consultation, an opportunity to discuss changes.

The Information Communication Technology Manager had presented a paper to SCF which had outlined the proposed IT restructure.

Human Resources Service Transfer Work had been discussed at the July SCF Meeting.

Staff had requested, and been provided with a reminder of the Christmas statutory days.

Draft Minutes – 5 September 2018

NHDC Update

Senior Management Restructure, the newly appointed Service Directors were moving ahead looking at, and putting forward proposals for their individual service areas.

There had been a very good return of Regular Performance Reviews.

SCF Email Inbox

Two volunteer SCF representatives had volunteered to monitor an email inbox as an alternative staff point of contact.

Employee Queries

The matter of the cleanliness of the Multi Storey had been raised a couple of times. Decorating work was due to commence very soon.

Property Services were investigating the idea of a helpdesk method in order that staff could report any problem arising, perhaps in a similar way to how the IT helpdesk was run.

IT WAS AGREED: That the Minutes of the Staff Consultation Forums held on 4 July 2018 and the Draft Minutes of 5 September 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:

Pay

NHDC Payroll Service contract was ending in March 2020. Work was due to start, looking at alternative payroll service providers with an extremely organised implementation of that service.

In response to a Member, The Corporate Human Resources Manager confirmed that NHDC would almost certainly break away from the current payroll service provider, as it was felt that a service providing better value would be found.

Benefits

Employees Assistance Programme and Occupational Health contracts were being procured alongside Hertfordshire County Council, for which NHDC had benefitted, were also coming up for renewal. The timing was perfect, as Hertfordshire County Council was procuring a new framework, which meant alternative options would be considered through that framework and work had started on the specification of what NHDC required.

The Corporate Human Resources Manager introduced the Learning and Employee Engagement Manager who drew the Committee's attention to the following points:

Learning and Development

That this was work based on clarifying organisational values and behaviours. Linking that to a new simplified competency framework, and the RPR process was making good progress. The team were working closely with the Deputy Chief Executive, and had presented initial ideas to the Senior Management Team. Values and behaviours would be linked closely to the Corporate Plan.

The new Service Directors were being supported both in terms of their own development and the development of their new teams. In addition, a programme for the whole team would be starting soon, with the first workshop focussed on clarifying and agreeing Values and Behaviours. In particular, support was being given to the Commercial Service Director, in order to identify training and other opportunities that supported the commercialisation culture of work of his team which would then be carried out across the organisation.

Regular Performance Review

There was a 97% completion rate for Regular Performance Review that year, the highest since 2013. The Learning and Employee Engagement Team were on target to have the RPR process on the GROW Zone by April 2019. They would, alongside that, be looking to integrate more regular one to one's into the process.

Organisational Restructures

The 'Meeting the Challenge' brand was being used as a focus of training and development activity that supported change, but also considered staff wellbeing. Workshops and focussed wellbeing days, encouraging people to tap into the pool of NHDC Coaches and Mentors.

The Corporate Human Resources Manager continued by drawing the Member's attention to:

Organisational Restructures

There had been a lot of organisational restructure work going on and, as expected, with the changes at Senior Management level, the alignment to the new structure was taking place.

Absence

There were more long term absence cases reported, including a couple of staff with serious illness.

Flu Clinics were being held that week. A great number of staff had signed up for a flu vaccination, and it was hoped that this would help keep the number of winter illness down.

Appraisal Performance in July was up at 97% of Regular Performance Reviews collected. Inevitably, there would be a few appraisal completions that were submitted a little late due to people being absent. The Learning and Employee Engagement Manager stated that there would be, in future, a more flexible approach on the timescale of that particular agreement. NHDC were seeking to have Performance Reviews carried out approximately twice a year.

There had been a slight increase in turnover of staff compared to the year before, however, still very much in line with what was expected.

The Corporate Human Resources Manager drew the Committee's attention to the Absence Rates table on the report, showing over the twelve month rolling period, long term absence had been increasing. Short term absence rates had some pretty high months and it was expected there would be inflated figures over the winter months. The previous month was a very low month of short term absence, which was, however, encouraging.

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 AN EQUAL PAY REVIEW - INFORMATION NOTE

The Corporate Human Resources Manager presented the Information Note entitled Equal Pay Review 2017 – Outcomes and drew attention to the following:

Equal Pay Review was looked at on a regular basis.

Equal Pay had been very stable for a number of years, and there was overall satisfaction that there were no significant inequalities. Staff in minority groups or protected characteristics were earning the same or, in some cases, more than the comparison group, showing no disadvantages.

Results from the 2015 report, where it had been noted there had been a significant increase in the number of staff for whom there was no information on certain protected criteria. Within the current payroll system, employees were able to input their own personal information if they so wished. Staff were reminded that the facility was there, and were encouraged to use it, in order that fair treatment was implemented. In some cases, any reasonable adjustments that may be required, could also be made.

Sixty six percent of NHDC employees were women, a high number, but typical of Local Government.

A Member questioned the report content, seeking clarification on whether part time staff were earning more than their full time colleagues and were she to assume that the full time people were apprentices (youngsters) and part-time employees more mature, (from late thirties/early forties) and on a different pay structure? As this would then beg the question as to why anyone would work full time if they could earn more by working part time?

The Corporate Human Resources Manager confirmed that a large number of NHDC staff worked part-time, and were more than likely to be earning at the top of their pay scale. Newer employees joining the workforce on a full time basis, would start on a lower level of the pay scale.

Whilst shared parental leave was quite heavily publicised, the take up of men sharing maternity leave with women was still incredibly low.

The Corporate Human Resources Manager referred to 3.4 of the report confirming the stated age profile of the workforce at NHDC. Apprentices were at that time, being recruited, which would improve the demographic of younger people joining the workforce.

Members of staff over the age of 65 had increased since the last pay review, but only by small numbers. There was still a fairly attractive pension scheme in place and although a significant point of Employment Law, which had removed the default retirement age, those that could afford it, were choosing to leave as early as possible.

It was confirmed that the percentage of members of staff in the Council with a declared disability, be it temporary or otherwise, had declined to declare such. In answer to a Member's enquiry, the Corporate Human Resources Manager stated that staff were encouraged to report a disability. Further stating, discussions had taken place in her department as to how to better educate employees on the understanding of disability criteria.

The Corporate Human Resources Manager explained to the Committee that Additional Responsibility Payments had been introduced many years ago. A fair mechanism, applied equally to both men and women. She stated, there had been an increase in the number of such payments currently being made, which reflected the insurance of appropriate reward for those taking on additional responsibility in terms of both workload and additional project work.

The Corporate Human Resources Manager informed the Committee that there was a working group gender pay gap in place. In terms of the starting salaries that had been offered to prospective employees, it was noticed that, women tended more to readily accept the bottom of the pay scale, whilst men regularly requested a higher grade starting salary within the pay scale. Part of NHDC's training programme was to educate managers on how to best to inform of the negotiability of pay, in order to offer a more level playing field. Exploring through the language used, to attract gender equality and development skill on objective criteria.

IT WAS AGREED: That the Information Note entitled An Equal Pay Review be noted.

REASON FOR DECISION: To enable the Committee to consider An Equal Pay Review.

8 STRATEGIC FORUM DISCUSSION TOPIC

The Corporate Human Resources Manager presented a discussion paper entitled Family Friendly Legislation highlighting:

Carers

There was a growing group of people who had a responsibility for elderly parents or relatives on NHDC's payroll.

NHDC offered flexible working hours, job share, home-working and flexi-time to accommodate employees who had a 'caring' responsibility.

A large number of women who had young children or elderly parents to look after were employed at the Council on a part time capacity.

New parents were offered:

- Maternity
- Paternity
- Adoption
- Shared Parental Leave

Free child care places were replacing the salary sacrifice childcare voucher scheme.

Within the policy at NHDC, all members of staff had the right to flexible working hours.

The most common request came from women, who wished to reduce their working hours from full time to part-time after they had had a baby.

Special Leave

NHDC had a policy in place that allowed a member of staff, whilst not limitless, to have the right to time off in an emergency situation.

Time off for Dependants

Assistance available to a “dependant” member of staff time off in the case of an emergency

- Support Mechanisms
- Occupational Health
- Employee Assistance Programme
- Well@work Site on the Intranet – giving policies and practices. On going updates and changes were always being made to this site in order to provide up-to-date guidance, including developing Manager’s skill to spot the signs of serious personal or family health issues.

Exciting New Developments

- Grand parental leave
- Parental bereavement leave
- Carers’ leave
- Fathers’ rights

In response to a question by a Member of whether NHDC were quick to provide emergency cover, especially in small teams, The Corporate Human Resources Manager confirmed there was mechanisms in place, and a general willingness from staff to undertake extra hours.

Members discussed the paper further, during which they made observations endorsing the positive points that positive devices were in place for any member of staff to feel supported and have someone to talk to through experience of difficult times. Members were also extremely pleased that steps were being taken in Government to radically improve paternity rights.

IT WAS AGREED: That the discussion paper on Family Friendly Legislation be noted.

REASON FOR DECISION: To enable the Committee to consider the discussion paper on Family Friendly Legislation.

9 SUGGESTED DISCUSSION TOPICS

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

On-line Recruitment – How we are modernising the process for on-line applications.

IT WAS AGREED:

That the discussion topic for the meeting due to be held on December 2018 would be On-line recruitment.

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

The meeting closed at 4.03 pm

Chairman



Staff Consultation Meeting

20 Sept 2018

Present: Christine Corr (Chair), Claire Morgan, Emma Jellis, Ian Couper, Rebecca Webb, Dee Levett, Debbie Ealand (Agenda Item 1), Jeanette Thompson (Agenda Item 1), Hilary Dineen (Agenda Item 1), Dee Levett (Agenda Item 2), Ian Fullstone (Agenda Item 2) Laura Allen (Agenda Item 2)

Apologies: David Scholes, Anthony Roche, Maggie Williams, Kerry Shorrocks, Sue Collett, James Watson, Ben Glover

Circulation: Global

The meeting was called for one agenda Item only – Proposed Legal and Community Restructure, A further proposed restructure of Strategic Planning and Enterprise has been added (Agenda Item 2). Originally the first restructure had been circulated by email but it was felt by SCF members that this should be heard in a minuted forum.

1. Proposed Legal and Community Restructure

JT presented pre and proposed structure charts for Legal Services, Democratic Services and Community Safety.

The Legal structure proposes creating two Team Managers who will also be deputy monitoring officers. The post of Senior Lawyer which is currently vacant will be deleted. The Procurement Officer role which is currently in Resources will move to sit with the Contract Lawyer.

The Democratic Services structure proposes that the Committee Services team will deal with the Scrutiny function. There will be an apprentice post added that will be 50% Election and 50% Committee Services. Currently the Scrutiny Officer role is being temporarily covered 2 days a week by the Procurement Officer working additional hours. These days will be absorbed by Scrutiny & Committee Services Manager and 2 Scrutiny/Committee and Members Services Officers.

The Community Services Structure proposes to become Community Protection and include Health, Wellbeing and Safeguarding. It would involve the creation of a new line manager for the environmental crime officers, with a remit to deal with environmental crime and the former Anti-Social Behaviour Officer (Post to be deleted)

Meetings have been held with staff

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

Staff concerns about capacity were raised in the committee services team – taking on the scrutiny role with an already stretched team. Committee Services Manager currently vacant and Committee

Services Officer is currently acting up. Concerns over having to attend extra meetings, as Task and Finish Groups are currently covered by the Scrutiny Officer. JT thought that there might be a different approach to Task and Finish groups in the future which would reduce the burden. JT advised that given changes in terms of Modern.gov, less paper printing, the recruitment of the Democratic Services Manager and apprentice post from November, it is not perceived that this will affect staff workload unduly (2 days per week to be split between 3 staff). This will not take effect until the team is fully recruited, and the temporary Scrutiny Officer cover will continue until then. Democratic Services Manager and Committee Services Manager will take on covering evening meetings.

Unison raised concerns that the process had not been followed – Unison had not been invited to the initial consultation – JT advised that she had followed advice given by HR for informal consultation. Unison raised that according to the reorganisation policy – it states that SCF and Unison should have been advised but they were not – HR representative noted the concerns.

Unison also raised concerns that once Scrutiny role post is lost it will be lost permanently.

Unison raised a concern about the disproportionate impact across the team, with an increase in numbers in the legal part of the team. JT said that this was because the team were taking on additional legal work from other Councils.

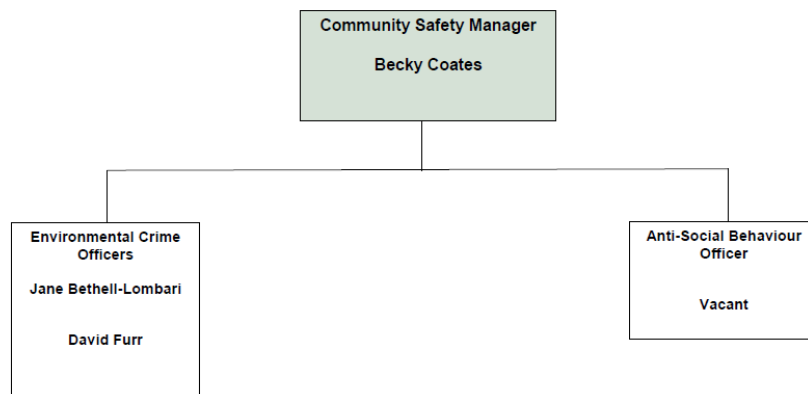
SCF member asked if there would be assistance from others from out of the team should workload be too great. JT advised that she did not see the need.

SCF also raised the issue that this proposed restructure was not delivered at the last SCF meeting as it was delivered to HR Help on the Monday evening before SCF but was circulated after SCF meeting. HR representative responded that this was a genuine error and that the additional meeting had been arranged to discuss the proposal.

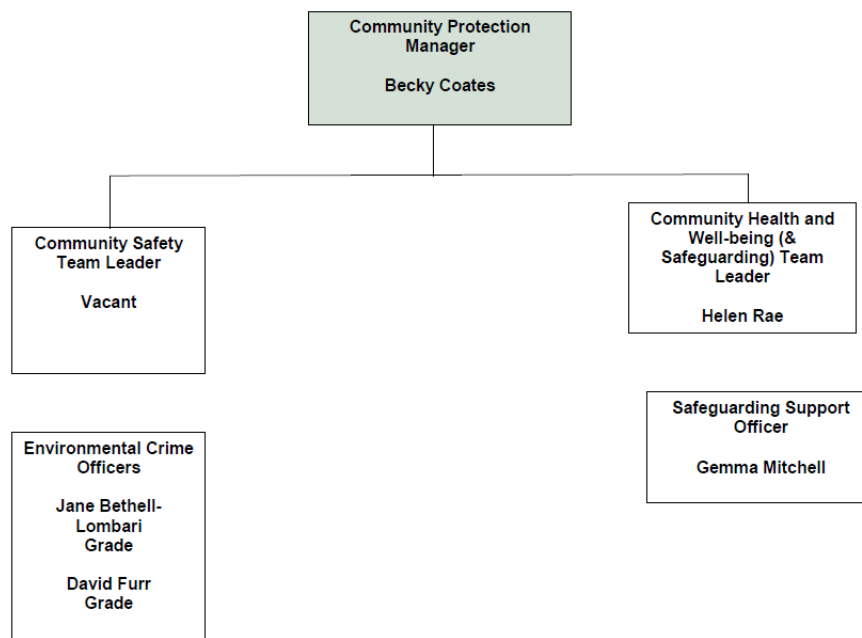
JT, HD and DE left the meeting .



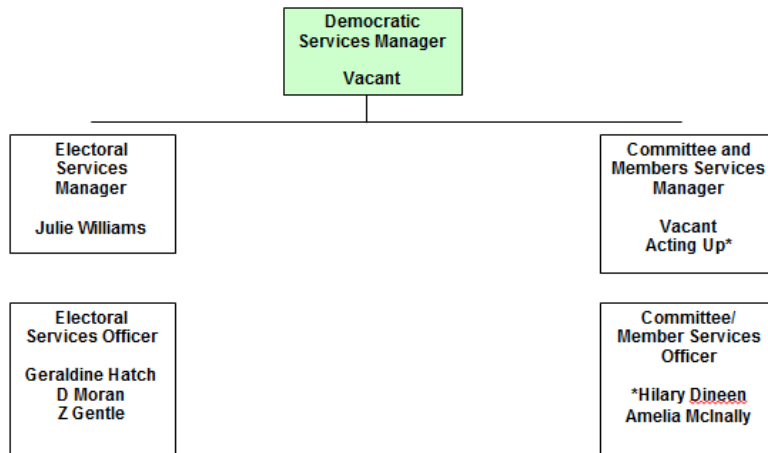
North Hertfordshire District Council
Legal & Community - Community Safety
Pre reorganisation structure APPENDIX A



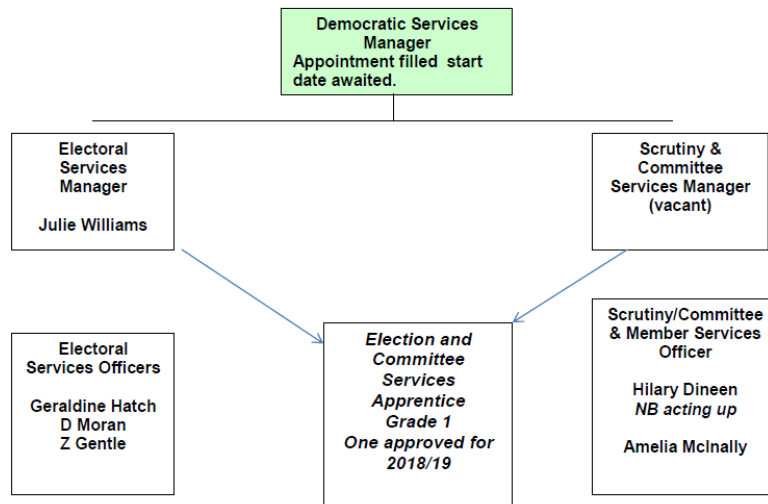
North Hertfordshire District Council
Legal & Community - Community Safety
Proposed post reorganisation structure



North Hertfordshire District Council
 Legal & Community – Democratic Services
 Pre-reorganisation APPENDIX C

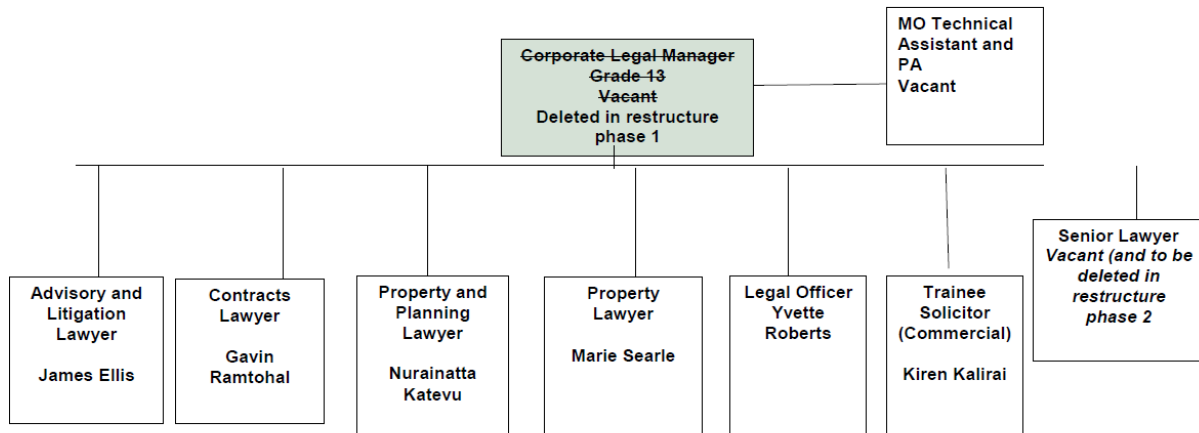


North Hertfordshire District Council
 Legal & Community – Democratic Services
 Proposed post –reorganisation APPENDIX D

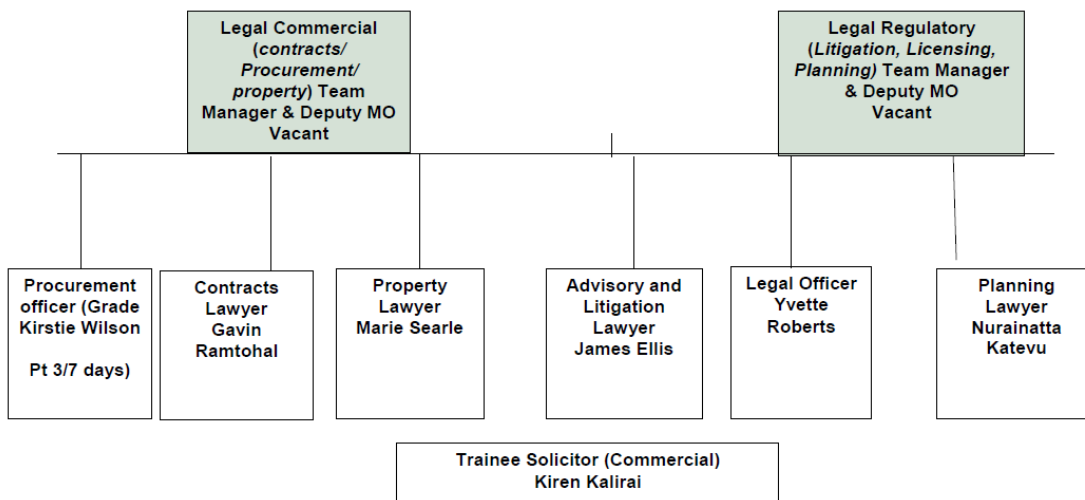




North Hertfordshire District Council
Legal and Community – Legal Services
Pre-reorganisation structure APPENDIX E



North Hertfordshire District Council
Legal and Community – Legal Services
Proposed Post reorganisation structure APPENDIX F



2. Proposed Strategic Planning & Enterprise Restructure

IF presented pre and proposed structure charts for Strategic Planning & Enterprise.

The service has previously been through a restructure in 2015 after the retirement of Andy Beavan. The two teams were merged. Workload has significantly increased and it is proposed to return to the pre 2015 structure creating two posts – Strategic Planning Manager and Strategic Infrastructure and Projects Manager. The one existing manager in place will slot into the Strategic Infrastructure and Projects Manager. The post of Principal Strategic Planning Officer will be deleted but officer will be as a minimum ring fenced to an interview for the Senior Planning Manager post. A new Transport Policy Officer post will be created funded from the Principal Transport Officer which is currently

vacant, reporting to the new post will be a Technical Transport Officer (parking) which is amended from the Technical Transport Officer.

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

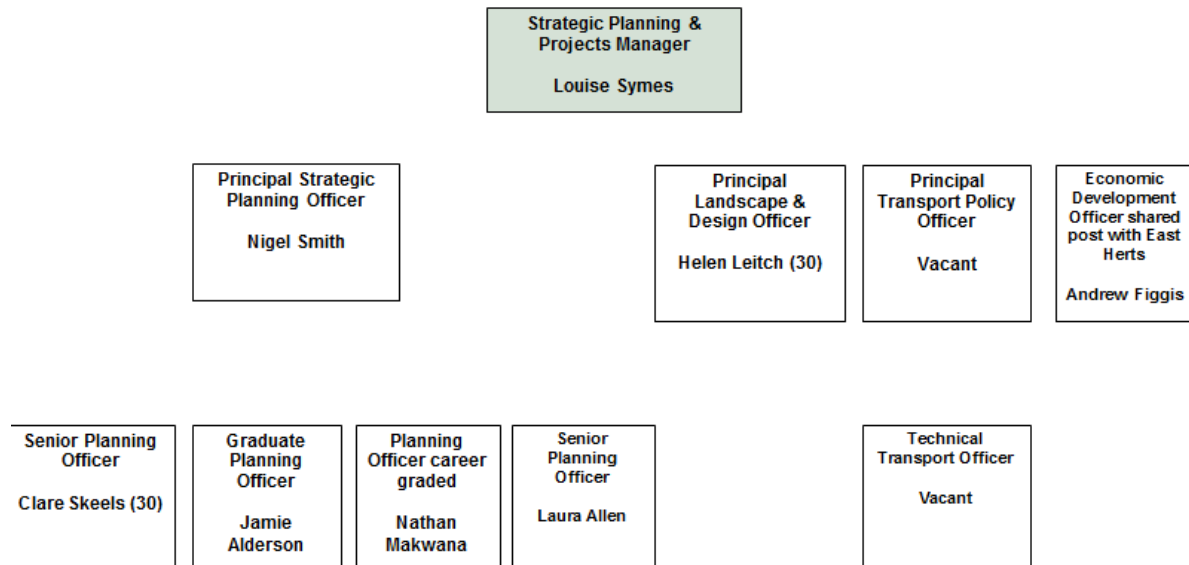
Informal consultation has taken place with affected staff, both staff members have confirmed they do not require the full 30 day consultation and it proposed to close the consultation on Monday 8 October. However all staff have been advised if they wish the full 30 days to be implemented then if they advise confidentially, it will be extended back to 30 days.

No further staff concerns have been raised.

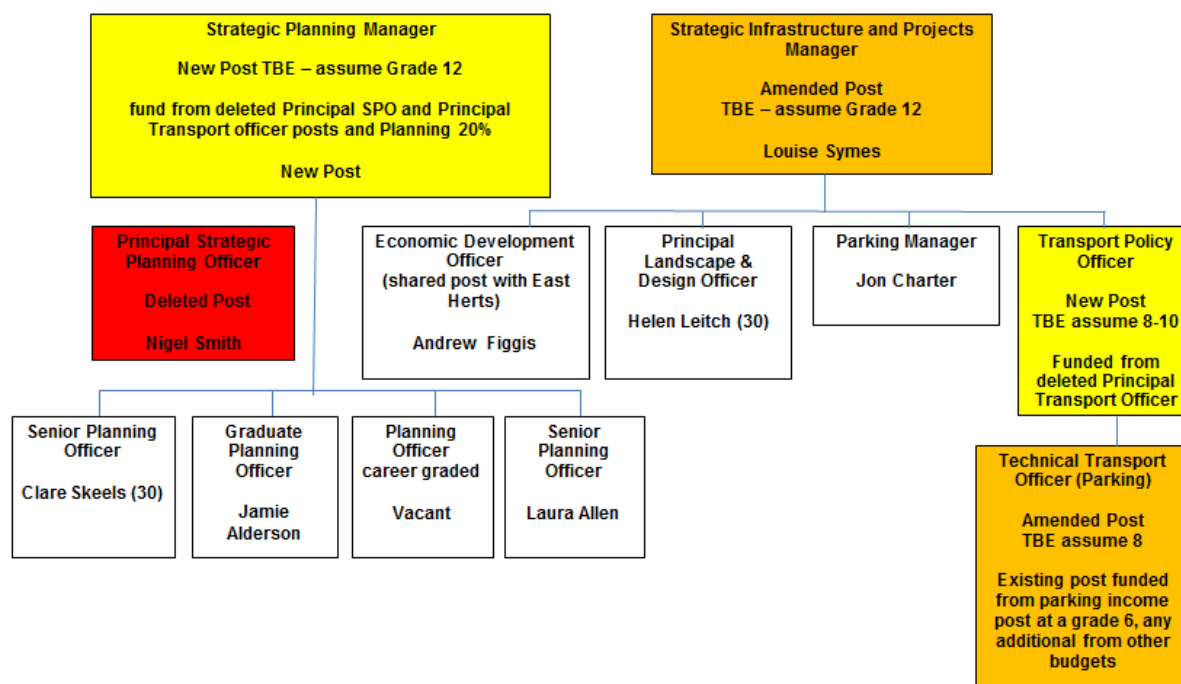
Unison had no further comments. It was suggested to invite Laura to the next SCF meeting which will be held before the consultation closure date and for it to be added to the next meeting agenda.

IF and LA left the meeting, SCF had no further comments.

North Hertfordshire District Council
Appendix A – Strategic Planning and Enterprise Existing Structure



North Hertfordshire District Council
Appendix B – Strategic Planning and Enterprise Proposed Structure September 2018



3. General Comments

SCF were content that the correct process had now been followed, and that there had been a chance to have an open discussion.

It was noted SCF appreciate that the need for emergency meetings maybe required in order for the Stage 2 restructure to progress but must be kept to minimum and taken to monthly meeting where possible.

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Staff Consultation Meeting

4 Oct 2018

Present: Christine Corr (Chair), Anthony Roche, Ian Couper, Vic Godfrey, Kerry Shorrocks, Claire Morgan, Emma Jellis, James Watson, Rebecca Webb,

Circulation: Global

1. Apologies

Apologies were received from David Scholes, Maggie Williams, Sue Collett, Ben Glover and Dee Levett

2. Matters Arising from Previous Minutes

The minutes of 5th and 20th Sept were agreed as a true record.

Matters Arising 5th September

Following on from AR comments regarding restructure. CC asked if all staff affected by the restructure have been contacted. AR explained that the SD's are looking at their areas and will be following the HR procedure.

SCF email has been set up and Ben and James have been set up to monitor. No emails received so far. AR asked if it would be possible to do an item for insight to remind staff of the role of SCF and to promote the contact email and floor representative's. A suggestion to put a notice on the noticeboard on each floor as a reminder of membership and who to contact. AR also asked if we could find out how many views the SCF intranet page is getting – VG said he would look in to it. Following the meeting VG advised the statistics

April: 219

May: 182

June: 205

July: 85

August: 18

September: 238

Matters Arising 20th September

HR have discussed improving the process, following on from concerns that SCF are not getting all the information, HR will email Unison/SCF as soon as they are made aware of restructure proposal. . SD's will also be contacted prior to SCF meeting to call for restructure agenda items.

3. NHDC Update

HTH project is looking more positive,. HTHL/HTHF will be holding an EGM on 30th October to consider the final offer.

A reminder that there was a pay deal agreed for 2 years, therefore no discussions this year and 2% will be paid in April 2019 salaries.

4. Restructure Updates

Following on from Strategic Planning and Enterprise Restructure, there have been no concerns raised.

KS advised of changes to the HR structure. The service transfer work has now been completed. HR Help was trialled in the CSC but will be continued to be monitored by HR. A new HR Services Manager post is being created which will be 30 Hrs. There have been some minor changes to hours. There are no budgetary changes.

5. IT Update

Vic attended to give an IT Update.

- PC Refresh taking place – Older assets will be replaced, moving to Windows 10 later this year
- PAT testing of home equipment – emails being sent out
- Review of Wide Area Networks – to see if there are any savings to be made
- A new App is being developed in-house for the CSC to help Customers with self serve which forms part of the channel shift programme
- Web Map Layers software is being procured which will give information in 1 place on the NHDC web site. This is part of channel shift programme.
- Working with Welwyn/Hertsmere councils to support NLPG on commercial projects generating income.
- Tablet technology requests have increased from both Cllr's and Officers to support paperless meetings.
- AV project almost complete – User notes and drop in sessions are planned.
- Trial of speaker phones for conference calls in larger meetings – Ordering 2 spiders at first.

6. Employee Queries

- Summer months – can blinds be left down over night. - **IC to raise with Property Services**
- Fire Drill – some staff struggling to walk to fire assembly point as they are further away – **IC to speak to LD**
- Paint coming off walls in meeting rooms due to chairs etc. being pushed up against the walls – **IC to raise with Property Services to see if paint can be re touched.**
- ID Badges are outdated, can these be updated – AR advised that this would be the best time as staff are changing services etc. **IC to raise with Property Services**
- Meeting through lunches – More meetings are being arranged through lunch breaks – Individuals should raise this with their managers if it is a reoccurring issue.
- Air con – still issues of blowing cold air. No response received from Property Services when raised. - **IC to raise with Property Services**
- Fire Alarm – Can the noise level be turned down in the stairwell when exiting the building? - **IC to raise with Property Services**

- Milk is being requested from individual milk clubs for meetings – Please make sure if you have a meeting; before you offer refreshments you have the facilities. Tea/Coffee is available on the first floor near the Council Chamber.
- Consideration to be given to other staff on the floor. Please be mindful of conversations held near other people's desk. Also if you use a meeting room, please make sure it is clean after you leave, taking all cups and glasses etc.
- No signage to 1st floor to show where meeting rooms/Council Chamber is. – **IC to raise with Property Services**

6. Chair for next meeting

James Watson

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Staff Consultation Meeting

7 Nov 2018

Present: Ian Couper, Kerry Shorrocks, Rebecca Webb, Vic Godfrey, Emma Jellis, Ben Glover, James Watson, Claire Morgan and Debbie Ealand. IF for Item 3.

Circulation: Global

1. Apologies

Apologies were received from David Scholes, Anthony Roche, Sue Collett, Debbie Hiscock, Dee Levett and Christina Corr.

2. Matters Arising from Previous Minutes

The minutes of 4th Oct were agreed as a true record.

Matters Arising

- Leaving the blinds down over the summer months will be raised with the cleaners nearer the warmer months.
- Fire Drill – Staff struggling to walk to the assembly points – LD is looking at a solution.
- Paint Coming off the walls in meeting rooms – PS arranging to have buffers fitted to prevent damage.
- Updated ID badges - this is a time consuming job but PS will explore a way to update in batches over a period of time.
- Drafts blowing from the air con units. PS will be trialling some plastic air deflectors soon. Unfortunately if these do not work, there is very little else that can be done, as the cool air that comes out to keep the room at a constant temperature will come down eventually. It may mean swapping desks with other colleagues who prefer a cooler desk.
- Fire Alarm level in stairwells – PS are looking into this but will have to make sure that we are compliant with the required levels in all areas.
- Signage to 1st Floors rooms is being organised.

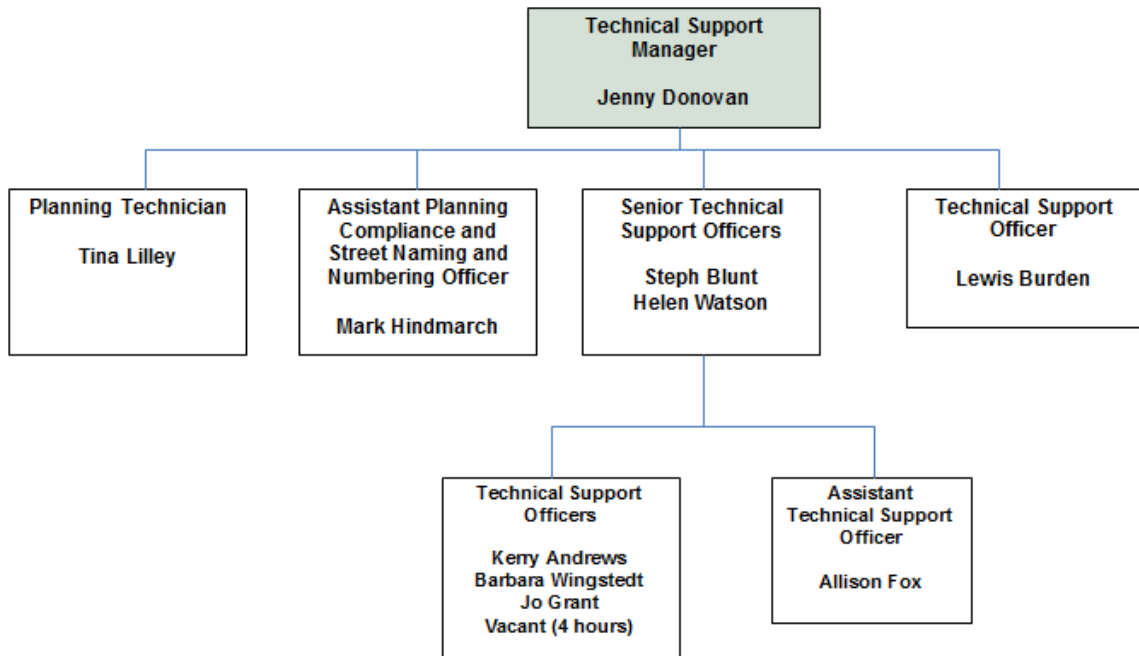
3. Regulatory Structure Changes

IF attended to go through proposed changes to the Technical Support Team and Development Control Team. All staff affected have been advised. The consultation period is now open.

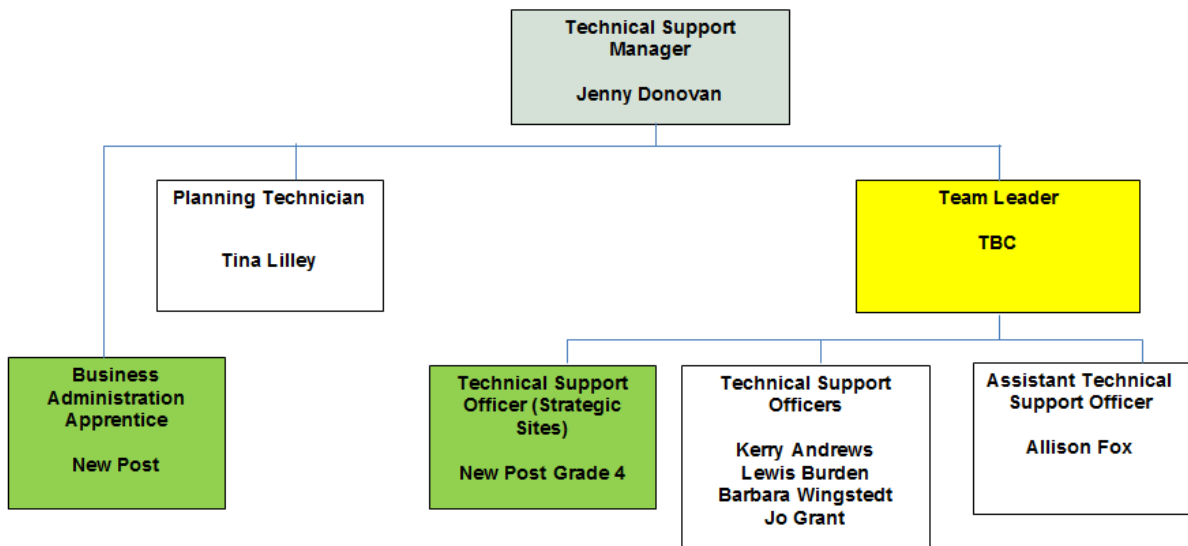
IF explained that the new structure takes into account the workload and changes for the next 3 – 5 years. Central Government allowed LG to increase planning fees provided they would be spent on the service which is what is planned.

Below shows the current and proposed structure for both areas:

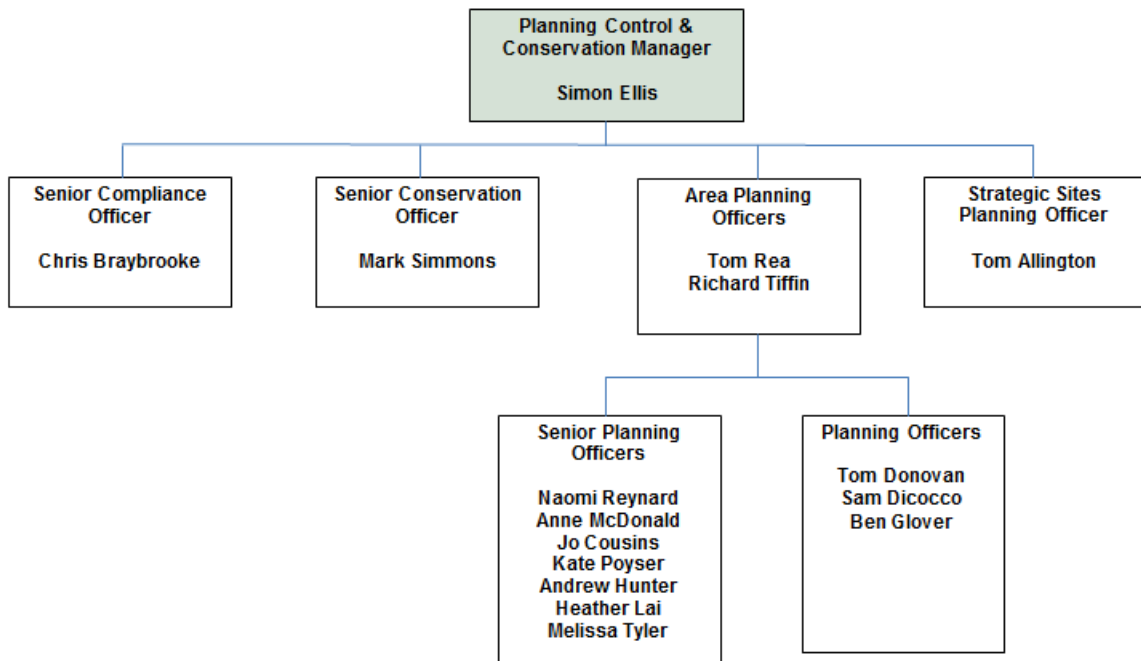
**North Hertfordshire District Council
Regulatory – Technical Support Existing Structure September 2018**



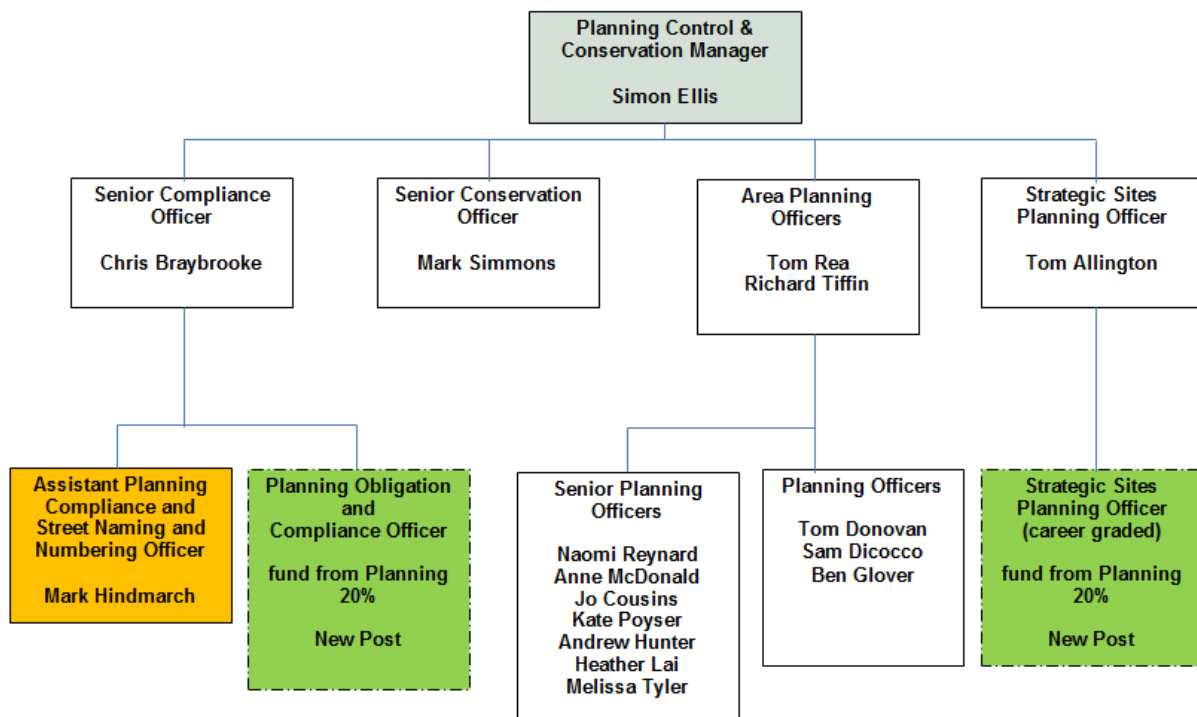
**North Hertfordshire District Council
Regulatory – Technical Support Proposed Structure October 2018**



**North Hertfordshire District Council
Regulatory – Development Control Existing Structure September 2018**



**North Hertfordshire District Council
Regulatory – Development Control – Proposed Structure October 2018**



4. NHDC Update

- HTH/Museum project moving to final stages – Formal approval for the Agreement will go to an extraordinary meeting of Cabinet on 20th November.
- Churchgate proposals will be going to Council on 22nd November.

- Commencement of consultation for expenses and allowances went to SMT. The review of the expenses and allowances are to ensure fair and consistent approach to reflect Council policies and adhere to HMRC rules, minimise burden on P11D form. **Car Mileage Claims** - Proposal is to reduce frequent car mileage to 35p per mile over a three year period. The Low user car mileage will remain at 45p per mile. **Subsistence Allowance** - In line with HMRC the subsistence allowance will be reducing, but this will be a taxable amount. **Incidental Claims** - Plans to delete the claim for newspapers as this is now out of date. **Long Service Awards** - These will increase. Slight changes will be made to buffet provided for 25 Years. IC asked if KS could make the Unions aware of the changes. The changes will be raised at the staff briefing on the 20th Nov and through a survey. Consultation will end mid December 2018 and report back to SMT mid Jan 2019

5. Overtime Audit

KS advised that an Overtime Audit had taken place. It was recognised that staff may need to do overtime when the service needed it. All SD have been emailed the report. It has identified some weaknesses including erroneous rate claims and managers authorising incorrect claims.

Overtime for part time workers, hours are at the flat rate until 37 reached, for Grades 1 – 6 – time and half after 37 hours and Grade 7 and above, flat rate only. HR proposes to send a letter to all staff Grade 7 and above to remind them of the overtime rates. Rates are set out in the Employee Handbook, page 13 that can be found on the intranet.

6. IT Update

Helpdesk is very busy at the moment if you could be patient.

PSN – Annual accreditation due in Jan and pre planning is taking place. This will start next week by a company who ethically hacks into our systems.

IT is busy with new apps, they are currently writing a new app for Members to report items directly to the appropriate officer.

New Apps available to staff on Android include –

- Password Manager – This allows you to unlock your password if you ever get blocked. Good for officers who work outside the hours of 9-5.
- WFH – No need for a secure key dongle to generate your passcode, this can be done via app.
- IT Helpdesk App is also available if you are not able to log in to your PC.

If you would like to get any of these apps get in touch via the IT Helpdesk and they will help set up.

Some older monitors will be replaced soon – This will happen overnight so no impact to users.

IT currently generate approximately £30,000 p.a. income doing work for other councils. This is set to increase as they take on more work from Hertsmere.

Currently IT's Information Compliance team are working on 2 large appeals.

There will be some corporate system upgrades scheduled over the next few weeks. These will take place out of office hours.

AV Technology is now up and running in Council Chamber. 2 roaming microphones are also available.

Cyber security patch has been installed and it has slowed our systems down over the last couple of weeks. IT is investigating why this has happened.

7. Employee Queries

At the last few SCF meetings there had been mention of redecoration of Multi-Storey Car Park, when is this scheduled? - IC advised that there has been a delay to redecoration as some electric works have needed to be carried out, the decoration will follow once complete.

SCF Membership – KS has received a request from staff on first floor to nominate a rep from that floor. Currently they are represented by James who is not located on the same floor. After discussion it was concluded that James was happy for a new representative for the 1st floor to start, and he will become a joint rep on 4th floor with Emma. It was discussed whether there needs to be a couple of reps from each floor but for the time being it would just be 7 Staff representatives.

8. Chair for next meeting

Ben Glover

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**JOINT STAFF CONSULTATIVE COMMITTEE
19 December 2018**

PUBLIC DOCUMENT

**TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE AND ANNUAL REPORT
2018**

INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER

1. SUMMARY

- 1.1 To update the Joint Staff Consultative Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs and to provide a round up of the work of the HR Department and JSCC over the 12 months January 2018 to December 2018.

2. STEPS TO DATE

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

3. INFORMATION TO NOTE

- 3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. Attached at Appendix B is the HR work plan that forms part of the 2018 Service Delivery Plan. 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 extremely busy over the last year the main changes flowed from the Senior Management restructure completed in June followed by changes in all of the 6 Service Director areas. This has required a huge amount of HR time and the HR department itself has been changed during this period. The People Strategy set out expectations that turnover would begin to rise with the very low unemployment rates and this is proving to be the case with turnover up from 9.74% in 2017 to 12.97% in 2018. Our rate is consistent with other shire districts. The new improved shortlisting process is now in use and far more valued and efficient than the old manual method.

The recruitment of Apprentices has been an important part of the recruitment activities this year and we currently have Apprentices in Housing, Customer Service Centre, Environmental Health, Planning and HR, with more recruitment underway for 4 more places including IT, Democratic Services and the Customer Service Centre, three of these apprentices will be doing Higher Apprenticeships. Housing Apprentices are funded from housing grants.

- 3.3 Apprentice Levy, From April 2017 NHDC has been required to pay 0.5% of the total pay bill into an Apprenticeship Fund which then can be used to fund apprenticeship training and to meet public service targets on the recruitment of Apprentices. We are now using our online account pay for the Apprenticeships using our Levy. We are still following the progress of the Hertfordshire Apprentice Alliance (HAA) and the work going on through the East of England Local Government Association (EELGA) on collaborative working and best practice. We are continuing our successful current scheme, hoping to use apprentice training more widely for development of current staff and pleased to have started some Higher Apprenticeships for career development purposes.

3.4 Equal Pay and Inclusion

The Equalities Data for 2017 (required to comply with the Public Sector Equality Duty of the Equality Act 2010) was sent for publication in time for the 31st January 2018 deadline.

An Equal pay review was carried out in summer 2018; 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. An information note with a full update was provided at the September JSCC.

Mandatory gender pay gap reporting was introduced in the public sector from the end of March 2017. The first data was snapshot of salary data on 31 March 2017 and it will be the same date of 31st March each year thereafter. In the Equalities update to JSCC in March 2018 a full account of the outcome was provided.

The gender pay gap and equal pay are not the same and do not have the same purpose, and as stated above there are no equal pay issues. The Equality and Human Rights Commission defines the difference as follows:

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

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

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

The first data highlights for the second year of reporting show a few positive signs of improvement :-

- Mean hourly rate 2% less in favour of men than in 2017
- Median hourly rate 8% less in favour of men than in 2017
- Decrease in the % of females in the lower quartile (down 8%) and lower middle quartile (down 1%) compared to 2017
- Increase in the % of females in the upper middle quartile (up 10%) and upper quartile (up 18%) compared to 2017

3.5 Pay

For most staff a 2 year agreement was reached in the summer giving 2% to most staff. There were larger increases for the lowest paid to meet the national living wage rates. The LG Employers announced the pay offer alongside a review of the national pay scales. The April 2019 will also give 2% to most staff and larger increases for the lowest paid.

The Pay Policy Statement (PPS) for 2018/19 is 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 pay scales for staff are also available on the intranet.

The existing 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. Work is underway on the exit arrangements for the contract with Serco and consideration is being given to a range of procurement options for the new service from April 2020. The elections payroll service which had previously formed the subject of a separate contract will be included with the main NHDC payroll and HR service contract under the provisions to become effective in 2020..

3.6 Benefits

The current contracts for the provision of EAP and OH services to the Council expire on 31st 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 have procured a Framework Agreement for the provision of both OH and EAP services and NHDC are named in this. This allows the Council to draw down from this Framework but does not commit NHDC to using the services on offer. The specification under the Framework for these services is being closely scrutinised to determine if it meets NHDC's needs.

Salary Sacrifice Car Scheme

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

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

As a consequence of the changes in the scheme announced by the Chancellor, it was agreed to carry out a survey of staff to obtain their views with respect to this benefit. Very few members of staff who replied are in the scheme (3) which is what we expected; the expense of the scheme was a strong factor with commentators thinking the scheme was expensive or not a good deal. There was a contract review carried out in the autumn and since there was no more interest in the scheme, the Senior Manager Team agreed it should be closed and as stated above current agreements will be honoured.

3.7 Learning and Development

Following the Investors in People interim review of the Council, The Learning and Employee Engagement team have worked with the Deputy Chief Executive and the Service Directors to clarify the organisational values and behaviours these have been introduced to staff and they are being given the opportunity to comment and ask questions.

3.8 Regular Performance Review

The current round of Regular Performance Reviews is now in the interim review stage, whilst these are not collated by HR, we are encouraging Managers to complete them and contact us if they need support. 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.

There is also currently work going on with the 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 workshop. and will start in the new year.

More generally on leadership a very successful management fundamental course was run and was well attended by aspiring female managers, a few senior managers have also completed the aspiring public leaders training, including the HR Services Manager.

3.9 Organisational Restructures

The HR team have been supporting a large number of service restructures following the senior management restructure in addition to the usual absence management and employee relations case work.

The HR team itself has been restructured during autumn 2018, at no additional cost and we have welcomed to the team two Apprentices that will be coached and developed by the HR team towards a CIPD apprenticeship.

The Learning and Development team are continuing to offer activities that support organisational change under the heading of 'Meeting the Challenge'. This has included Practical project Management and Political Awareness workshops..

3.10 Policies

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

- Rates of Pay
- Employee Handbook
- Trade Union Facilities and Recognition Supplement

3.11 Absence

The Short Term absence has been running at a slightly higher rate than in 2017. Long-term absence rates are much higher than in recent years with more serious illnesses after a number of years where we had the good fortune of very low rates. The HR team have been working closely with managers to support a number of long-term absence cases including serious cancer cases.

3.12 Flu Vaccinations

The 2018 Seasonal Flu vaccination programme was as popular as in previous years with sessions offered at the Council offices. Those that could not make it to the sessions could opt for the vaccination voucher which can be redeemed at any local Superdrug pharmacy. The cost of the vaccination is £7.00 per person and is paid for by NHDC. This has a number of benefits; for individuals with long term health conditions and those who have caring responsibilities for young or elderly relatives. The Council may also benefit from less flu related illness.

3.13 2018 Audits

During 2018 the following audits involving HR took place:-

- Payroll 2017-2018, January 2018 (annual audit) Substantial Overall Assurance
- Overtime October 2018 - Satisfactory Overall Assurance
- Apprentice Levy November 2018 Satisfactory Overall Assurance

Audit planning meetings are underway to plan the 19/20 audits.

3.14 2018 Strategic HR Discussions

In March we discussed the new Apprenticeship Scheme, the Apprentice Levy, public sector targets and Higher Apprenticeships. In June the impact of coaching on individuals and organisations was reviewed and September's topic was to look at current family friendly legislation and its impact and to consider future proposals in this important area. The Discussion paper for December covers the modernisation of the recruitment process and the implementation of an on line recruitment system.

Children's Christmas Party

Finally to end 2018, the annual joint funded Unison and NHDC Children's Christmas tea party arranged by HR Unison and other officers including our own Father Christmas. This is always a really lovely event. The party for 2018 will be held on 14th December at the Brotherhood Hall.

3.15 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

September 2017 to October 2018 rolling year - Days Lost Per FTE By Month.
 The Headcount figure at end September 2018 was 327
 and the Full Time Equivalent (FTE) figure was 281.53

	Long Term	Short Term
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
Jun 2018	0.25	0.25
Jul 2018	0.21	0.48
Aug 2018	0.43	0.16
Oct 2018	0.41	0.36
Total	3.72	4.84

The Short Term absence has been running at a slightly higher rate than last year. Long-term absence rates are much higher than in recent years with more serious illnesses after a number of years where we had the good fortune of very low rates. Flu vaccinations were again offered with a good take up and hopefully that will cut down the winter days lost to flu.

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 Page 36	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 or 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	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	1/12/2017	30/9/2018 Complete
Absence Management	Responsive & Efficient	Support managers to effectively manage staff absence. Aim to reduce organisational cost of absences and ensure NHDC provides an efficient service for our customers and stakeholders.	Reduction in sickness absence, effective service delivery to customers and stakeholders	HR Business Partners to review absences and advise and support managers to deal with absence effectively and consistently across the organisation.	Continue to reduce short term absence figures.	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 10 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	31/3/2019
Renewal of Payroll contract for 2019 and 2020	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 2020 onwards.	Kerry Shorrocks and the HR team	01/11/2017	31/3/2021
Re-procurement of EAP service	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 service	Responsive & Efficient	New OH contract 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	1/4/2021
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	31/3/2019
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

How we are modernising the process for online applications

Good recruitment means finding the right people for the right jobs at the right time. Online recruitment is the process of hiring employees using electronic methods such as IT systems and the internet.

Online recruitment benefits:

- Automation – An online recruitment system automates many administration processes
- Candidate interactions and expectations – Candidates expect recruitment online and immediate information which is available on the employers website. Candidates can pause an application and amend it before submitting. Candidates have confirmation of receipt of their application
- Speed – Recruiting managers are able to access candidate applications by logging onto a system rather than waiting for paperwork. The click of a button confirms shortlisted or successful candidates, rather than form completion. Faster processes should mean key vacancies are filled in a timely manner.
- Supporting flexible working – Recruiting managers are able to access applications from wherever they are working.

Current position

In 2014, an online recruitment system for applicants was introduced by HR and IT. This allowed candidates to apply for a job using an IT system which links to the NHDC website. Online applications are expected by candidates in the current employment market and using the NHDC website allows the Council to provide information to potential candidates about what is on offer to employees. Candidates are able to submit their application securely and receive immediate confirmation that it has been received.

Online shortlisting for managers began in 2016. This resulted in a reduction of administration because applications are no longer printed and automated various parts of the process including confirmation that the post was ready for shortlisting. After the online shortlisting process was established, it was further streamlined. This involved the recruiting manager choosing the most heavily weighted criteria from the person specification to shortlist applicants rather than using all criteria, therefore reducing time spent shortlisting.

All vacancies are advertised using the intranet (internal) and/or the internet (external). The website continues to obtain a good level of visitors. Advertising on the NHDC website is free and use of other social media sites assists in reaching wider audiences whilst keeping advertising costs to a minimum.

Future developments














Future developments for online recruitment will include further automation within the system to further streamline processes.

A review of the NHDC employer brand as presented to candidates on the website to ensure NHDC vacancies attract the best candidates.

Consideration to optimising internet searches to ensure NHDC vacancies are visible, ensuring we continue to attract a good pool of candidates.

Continued monitoring to ensure that the systems remain effective and non-discriminatory.

Strategic HR Forum – Suggested Discussion Topics 2019

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

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