

Public Document Pack

15 March 2019

Our Ref Joint Staff Consultative
 Committee
Your Ref.
Contact. Amelia McInally
Direct Dial. (01462) 474514
Email. amelia.mcinally@north-herts.gov.uk

To: Members of the Committee: Councillors Sarah Dingley, Bernard Lovewell, Lisa Nash,
Lynda Needham and Martin Stears-Handscorb

Substitutes: Councillors Kate Aspinwall, Jean Green, Sam Collins and Michael Weeks

You are invited to attend a

MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE

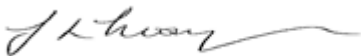
to be held in the

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

On

WEDNESDAY, 27TH MARCH, 2019 AT 3.00 PM

Yours sincerely,



Jeanette Thompson
Service Director – Legal and Community

Agenda **Part I**

Item	Page
1. APOLOGIES FOR ABSENCE	
2. MINUTES - 19 DECEMBER 2019 To take as read and approve as a true record the minutes of the meeting of this Committee held on the 19 December 2018. To follow.	
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 5 December, 9 January 2019 and 6 February 2019.	(Pages 5 - 16)
6. PEOPLE STRATEGY UPDATE - INFORMATION NOTE INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER To consider the People Strategy Update Information Note.	(Pages 17 - 32)

7. **STRATEGIC FORUM DISCUSSION TOPIC** (Pages
INFORMATION NOTE OF THE LEARNING AND EMPLOYEE 33 - 36)
ENGAGEMENT MANAGER

To receive a discussion paper on Learning and Employee Engagement Supporting Organisational Change.

8. **SUGGESTED DISCUSSION TOPICS**
To consider a comprehensive list of discussion topics from which to choose the subjects for future Committee debate.

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Staff Consultation Meeting

5 Dec 2018

Present: Ian Couper, Kerry Shorrocks, Rebecca Webb, Vic Godfrey, Emma Jellis, Ben Glover, James Watson, Claire Morgan, Christina Corr, Dee Levett, Oliver Charter, Caitlin Bruce, Hannah Sweetman. Vaughan Watson and Louise Wileman attended for Item 3

Circulation: Global

1. Apologies

Apologies were received from David Scholes, Anthony Roche and Sue Collett

2. Matters Arising from Previous Minutes

The minutes of 7th Nov were agreed as a true record.

There were no Matters Arising

3. Green Space Restructure

VW attended to update on proposed restructure to the Green Spaces Team> Due to the Council's financial position there is less capital investment in Green Spaces and there has been a Cabinet decision to reduce the number of play areas. However there is pressure from Developers of new sites that want the Council to adopt green spaces within their developments. These will be reviewed on a case by case basis to assess how they align with the green space strategy, and be refused when they don't..

The proposal is to combine the two senior manager posts into one manager; there will be one senior manager. A new apprentice will be recruited on a grade 4 – 6 career level grade. Proposal to fund ½ a post in MSU for the admin work which will be transferred.

Staff representative for the area raised concerns from the team regarding the demands on the manager and a large grade gap to team level. Unfortunately VW had already left the meeting before staff concerns were heard. The forum noted that the staff representative needs to be asked if they have anything to raise before the SD leaves the meeting.

4. NHDC Update

Stat Days allocated to 24 and 31 Dec and staff are reminded to book these off on SAP.

HTH/North Herts Museum – Settlement agreed by Cabinet and the legal side of the purchase is now proceeding.

Churchgate went to Council on 27th Nov – The scheme is highly dependant on LEP funding which will be announced in Mid Dec.

Waste Contract – Council agreed an extension of 3 months to the brown bin collections and a roll of liners for each property.

Consultation on expenses can be found <https://www.surveymonkey.co.uk/r/NHDCexpenses-allowances> Please encourage colleagues to complete

5. Pay Award

Two-year pay award was agreed last year, so the pay increase will be 2% in April. The living wage bottom loading has made it quiet tricky to calculate and the increase on lower grades will be higher than 2%. The TU has been advised and have no concerns

6. IT Update

- PSN – Annual accreditation due in Jan and pre planning is taking place. Anticipating changes to length of time between password changes, possibly from 90 days to 30 days.
- Writing a new App for CSC
- Working with HR to design new electronic forms
- New App to replace SID
- Several system updates – Northgate and Civica
- Recent speed issues due to MS update on the Dell Platform. IT are working with Dell to resolve the issue.
- FOI – 45 outstanding – 747 received since Jan 2018
Data Protection – 7 outstanding - 127 received since Jan 2018
- IT have been asked to look into the fumes coming into Careline when the Diesel Generator is started.
- Body Cams have been issued to Environmental Crime Officers.
- A hearing loop has been requested in the Council Chamber. At present there are portable hearing loops available.

7. Employee Queries

Query that has previously been reported to PS with no response – Exterior letter box is not secure, post can be removed from the outside. **IC to raise with PS**

Reports of office chairs being dirty, how often are they cleaned? – **IC to raise with PS**

Dry air in the office, complaints of tickly throats and dry eyes, can plants be brought into the office to help with humidity? IC did not think plants would be a problem but would raise with PS to see if there are any issues – **IC to raise with PS**

Complaints of inconsistent treatment of homeworking set up fees – KS advised that the officers should contact HR so they can investigate.

4th Floors ladies toilet blocked – IC advised that these things may not be sorted until the end of the day unless it is an emergency, if not clear by the next day, please raise again with PS

Changes to procedures for evening meetings and keeping the building open being reviewed.

The forum would like to thank all staff involved in organising the staff Christmas party at Hitchin Town Hall for a fabulous evening. It is hoped these will continue.

8. Chair for next meeting

It was agreed to move the next meeting to the 9th Jan as several members are still on leave on 2nd Jan - Christina Corr to chair

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Staff Consultation Meeting

9 Jan 2019

Present: Dee Levett, Kerry Shorrocks, Claire Morgan, Hannah Sweetman, James Watson, Emma Jellis, Ben Glover, Rebecca Webb. Jeanette Thompson for item 4. Keith Crampton for item 5. Howard Crompton for item 6 and 7. Jo Dufficy for item 6 and 7.

Circulation: Global

1. Apologies

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

2. Matters Arising from Previous Minutes

The minutes of 5th Dec ember 2018 were agreed as a true record.

Matters Arising

Churchgate – LEP funding has not been granted, now looking at the next steps.

Letter Box has been made more secure

Chairs are scheduled for an annual clean but will be monitored and any problems before can be reported to PS. It was further raised “What is the scope of the cleaners?”, sometimes it appears that no vacuuming has been done. **IC to check with PS the scope and report back to SCF.**

Plants – PS has done some research into the best plants for dry air and will be sending out an information list shortly.

Evening meetings – Front Doors will be locked at 7.30 but a new doorbell will be fitted that will be linked to Caretaker’s mobile phone so he will be able to come and open the door. After 8pm there will be no caretaker available.

3. NHDC Update

Xmas Stat Days – A decision needs to be made on what Stat Days to allocate in 2019. The previous year in comparison is 2013, when we allocated Friday 27th Dec as a full day and Tuesday 24th Dec pm and Tuesday 31st Dec pm. SCF members to feedback any staff preference.

4. Community Engagement & Policy Teams Restructure

JT presented the proposal to reorganise Community Engagement and Policy into one team. The proposal to reorganise was originally proposed in conjunction with the Community Manager.

Discussions have taken place with staff. The proposal is to combine both the Communities Manager and the Senior Policy Officer post. Most middle line posts will remain mostly the same. Changes to the bottom line includes career graded Assistant Community Engagement Officers and a Community Engagement Apprentice. Full Council will need to approve deletion of the Community Manager post on 7th Feb.

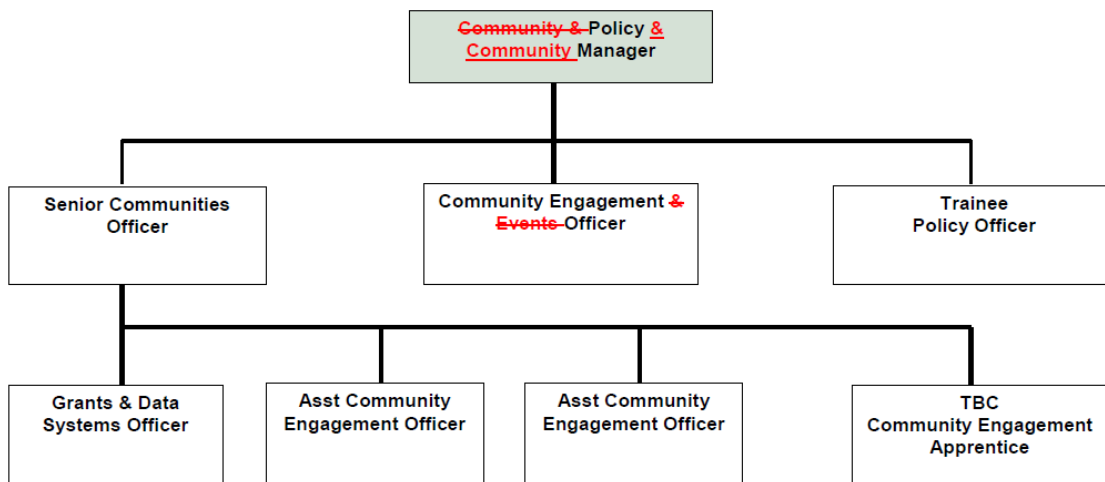
SCF raised whether Jobs will need re-evaluating, advised 2 posts have already been completed.

The team have been happy with the consultation and only minor issues with Job titles but not Job descriptions.

APPENDIX A



North Hertfordshire District Council
Proposed Structure
Legal & Community – Policy & Community Services



5. Organisational Values & Behaviours

KC attended SCF to update on the progress on the Organisational Values and Behaviours. Keith and Helen have been talking to various people around the authority and feedback has been listened to and amendments have been made. The OV & B will be taken to SMT for agreement and once complete L & E will look at how they can be communicated to staff.

6. Document Centre Restructure

Workload has been reducing with the Introduction of paperless committee meeting and the new proposed outbound mail. The document centre site has also been identified for redevelopment so the DC will need to be relocated. It is recognised that the service is still required but on a smaller scale.

It is proposed to reduce the staff number from 4 to 2. The Graphic Designer post will remain and one member of staff will remain to manage the print service. Staff/Equipment will be retained within the DCO.

Consultation closes on 25th January.

SCF were pleased that the Graphic Design post is being retained as they felt that this could be an area that could expanded in the future.

7. Revenues & Benefits Management Restructure

Major changes to Universal Credit has meant caseload has been dropping but workload has been increasing due to the new process, however funding is received on caseload only. Processing staff leaving have not been replaced but its not possible to keep cutting these and the next step is to reduce the managers. All managers have been spoken to and the decision on the reduction of a Manager will be made by Council on 7th Feb.

8. IT Update

No updates received this month.

9. Employee Queries

Security Lights on the multi storey car park are very bright when exiting the building. Is it possible to angle them slightly – **IC to raise with PS**

10. Chair for Next Meeting – Christine Corr

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Staff Consultation Meeting

6 Feb 2019

Present: Christina Corr, Dee Levett, Kerry Shorrocks, James Watson, Emma Jellis, Ben Glover, and Sue Collett, Ian Couper for Item 1 and 2.

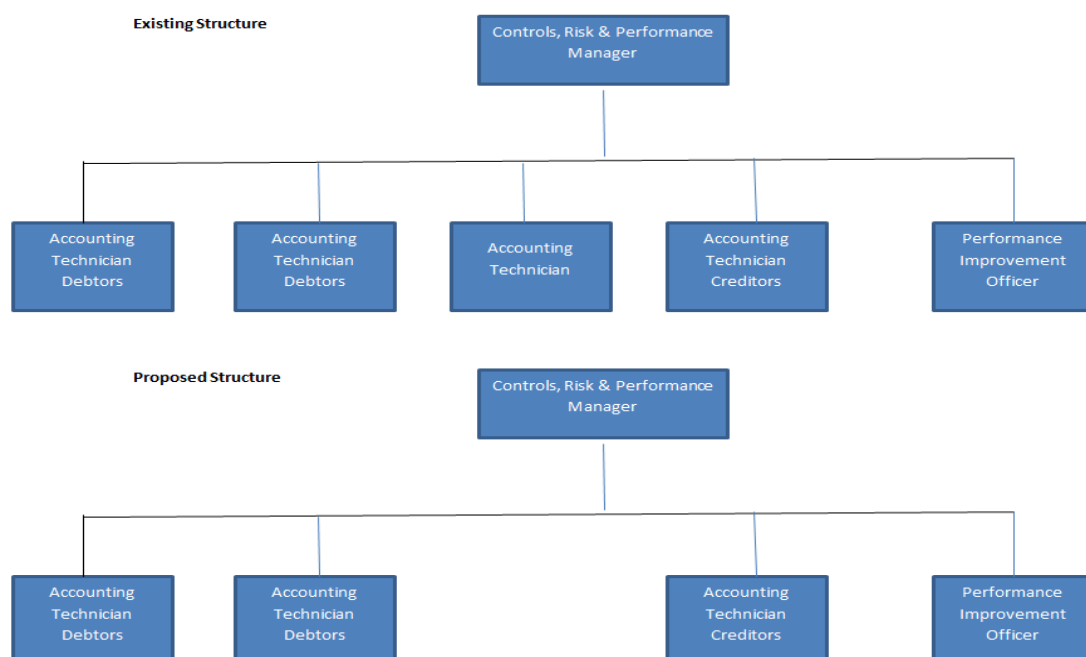
Circulation: Global

1. Apologies

Apologies were received from Claire Morgan, Hannah Sweetman, Debbie Hiscock, Anthony Roche, David Scholes, Vic Godfrey and Rebecca Webb

2. Control Risk and Performance Restructure

IC advised of a minor restructure in the Control, Risk and Performance area of Resources. Due to changes in processes and more automated systems are in place. This has led to a reduction in workload. A PT Accountancy Technician post will be made redundant and the Accountancy Technician Creditors post hours will be reduced. All staff in the team have been consulted and are content with the change. Comments have been received and taken on board.



3. Matters Arising from Previous Minutes

The minutes of 9TH January 2019 were agreed as a true record.

Matters Arising

Cleaning of the DCO - Office chairs are cleaned annually, this will be happening around now (by the end of March).

Printers are not cleaned by the cleaners, so if there are specific problems with cleanliness that can not be dealt with by the cleaning materials available, please contact PS.

In general the cleaning contract is output based, so there isn't a specific frequency for things to be cleaned.

Security lights on the multi-storey car park

The lights are angled to provide coverage across the rear car park and have quite a wide beam. Unfortunately, as a result we can't see a way to redirect them that would solve the problem raised.

Plants in the office

It is absolutely fine to have plants in the office, but unfortunately Property Services can't look after them. So it will need an individual or team to take responsibility for them. Please can you also check if anyone who is likely to be sitting nearby has any allergies. The best plants for re-humidifying dry indoor air are:

Areca Palm. - (NASA research found that the Areca palm is one of the most efficient air purifying plants and that it is an excellent humidifier.)



Spider Plant



Peace Lily



Rubber Plant



And all Fern type plants

4. NHDC Update

- 14/15 Brand Street has now been finalised and looking forward to the final fit out so it can open fully.
- Pay rise from 1st April is 2%.
- Staff Survey Results have been circulated – A Staff Survey Sub Group has been set up to look at responses and formulate actions. All suggestions from staff briefing will be taken on board. SCF suggested that once actions have been put together they should go back to staff, so that they feel more involved in the process.
- Brexit and the effects - KS recommended that Municipal Journal Magazine and Local Government Chronicle had some very interesting articles how Local Government is affected. SCF suggested that a copy of the magazines could be left in the downstairs rest area.

5. IT Update

No updates received this month.

6. Employee Queries

- Vending Machines (both Snack and Drinks) are often out of service or empty at night or over the weekend so can not be used by Careline. Is there a contact number?
- Screens on desks are difficult to adjust
- Air conditioning still blowing cold on 5th Floor
- Lots of Printer breakdowns, is there a possibility of more on each floor
- Cleaning boxes do not get refilled – Please reported to PS and they will refill.
- Housing are struggling with Desk Allocation on 1st Floor
- Screens in smaller rooms are located too high and give neck ache.
- Stairs in MSCP are very smelly – Also Careline have noticed that the door from the MSCP and DCO Car Park is always opened and lots of people hang round in there later at night.

7. Chair for Next Meeting – Claire Morgan

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JOINT STAFF CONSULTATIVE COMMITTEE

27 March 2019

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, the 2019/20 HR Service Work Plan is currently under preparation and will be included in the June update.

3. INFORMATION TO NOTE

- 3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. 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 very busy over a long period following restructures across the organisation, apprentice recruitment and normal vacancy rates. 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.

Our online recruitment system is a great help in improving the process for applicants and improved our recruitment process primarily with managers now being able to shortlist electronically.

3.3 **Apprentices**

We now have 8 apprentices working and the recruitment of more is progressing. This includes some higher level apprentice posts. We expect to have 10 apprentices working shortly.

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. Data for 2018 shows some improvement and this data will be submitted at the end of March 2018. An action plan has been developed and will be used with narrative for the submission of the 2018 figures. The key Highlight is there's a 10% differential in the numbers of women at grades 9 and above. Our workforce Profile is 73% female. It's a very positive opportunity to grow more of our leaders and professionals from this existing pool of staff.

The annual Equality Data has been prepared and published.

3.5 **Pay and Benefits**

Payroll Services

In 2014 the council contracted out its payroll service (in partnership with HCC's shared managed services contract) that contract was for 2014 to 2019. In the autumn the council extended its contract for Payroll with Serco for a further year ending 31 March 2020. Procuring and implementing a new payroll services is a very resource intensive project. It's being managed in two parts, the procurement of a new provider and the exit from the current contact and start with the new contract. This project will take up a lot of HR Resource but will also require support from other teams such as Finance and IT.

3.5.1 **Pay**

The Pay Policy Statement (PPS) for 2019/20 went to full council in February and has been published on the Council's website.

National Pay bargaining - A further bottom loaded pay increase in April 2019 is arranged, it was to bring the Local Government national pay scales up to the new national living wage rate with 2% for other grades. The employers have redesigned the national pay scales and there won't be further bottom loaded increases, these were just intended for the steep rises in line with the national living wage

The lowest paid are mainly apprentices the pay rate however is significantly higher than the Apprentice rate or the other age related minimum wage rates.

3.5.2 **Benefits**

The current contracts for the provision of an Employee Assistance Programme (EAP) and Occupational Health (OH) services to the Council expire on 31st March 2019. A review has been undertaken and the services will remain within a HCC Framework Agreement. A both EAP and OH provision are going down in price slightly.

3.6 **Learning and Employee Engagement**

The organisation has now adopted Values and Behaviours which were developed by the Chief Executive, Deputy Chief Executive and Service Directors facilitated by Learning and Employee Engagement. This was a major recommendation at the last IIP review. Wide ranging consultation took place and the comments resulted in changes incorporated into the final version.

Work is now underway to communicate the values and ensure they are embedded in the organisations culture.

3.7 **Regular Performance Review**

The 2019 cycle of the RPR process will start in 1st April. Moving the RPR to a completely online process is taking longer than planned but continues to be an objective for this year. The emphasis this year will be ensuring that the new Values and Behaviour framework is used as a basis for discussion and to encourage managers to use RPR in a more regular way replacing other one to one processes. It 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 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.

3.10 **Absence**

Absence is higher so far this year with more long term absence although those rates are falling with March at no long term sick at all. Short term absence has increased; Although we had some low absence rates in the winter months of November and December, rates went up in January and February. It's forecast we will end 0.75 days above the 3.5 days target this year.

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

Author

- 6.1 Kerry Shorrocks
Corporate Human Resources Manager
Tel: 01462 474224
Kerry.shorrocks@north-herts.gov.uk

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

March 2018 to February 2019 rolling year - Days Lost Per FTE By Month.
 The Headcount figure at end February 2019 was 328 staff and a full time equivalent (FTE) of 286.13

For the year 2018/19 at February 3.80 days short term absence has been lost against a target of 3.50 days, looking back to March 2018, 0.45 days were lost so the forecast is:- 4.25 days to be lost, 0.75 over target.

	Long Term	Short Term
Mar 2018	0.21	0.45
Apr 2018	0.27	0.30
May 2018	0.37	0.29
June 2018	0.25	0.25
July 2018	0.21	0.48
Aug 2018	0.43	0.16
Sept 2018	0.26	0.35
Oct 2018	0.41	0.36
Nov 2018	0.08	0.29
Dec 2018	0.09	0.20
Jan 2019	0.10	0.61
Feb 2019	0.00	0.51
Total	2.68	4.25

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 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

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Recruitment and Retention

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Talent/succession planning	Responsive & Efficient	Develop a strategy for identifying and developing potential and planning succession to meet future organisational requirements.	Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles.	HR managers to collaborate on the development and approval of a strategy building on the use of the revised competency framework.	Initial HR managers meeting to assign responsibilities and way forward in developing the strategy.	HR Team with L&EE lead	08/01/2018	31/12/2018

Providing a HR Service

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Support services going through Shared services or outsourcing/TUPE changes	Responsive & Efficient	Provide HR support for managers during restructures and TUPE negotiations.	Staff are well supported through change.	HR Business Partners to support and advise managers through periods of change management.	Consultation process successfully concluded.	Rebeca Webb/ ER Team	Ongoing	Ongoing
Policy Reviews	Responsive & Efficient	Follow a planned and regular review schedule for existing policies, introduce new policies as required and respond to changes in legislation and good practice.	Clear, fair and consistent policies which cover all required aspects of the employment relationship.	Regular policy reviews and monitoring of developments.	All policies regularly reviewed as required and new policies introduced to meet any deadlines imposed.	HR Team	Ongoing	Ongoing
Update of Statements of Particulars	Responsive & Efficient	Update statements of particulars	Statements of particulars to reflect current model standard practice	Benchmark current local authority practice. Review and update standard templates	New standard templates agreed. New SOPs issued.	HR Managers	01/06/18	30/12/2018
Gender pay gap reporting	Responsive & Efficient	Ensure statutory requirements are met.	Provision of accurate information in relation to reporting requirements.	Determination of who is in scope of requirements. Compile a report to cover relevant workers. Ensure any required revisions to SAP are undertaken.	Correct workers and report run on required date. Submission of data by required date and in the required manner.	Maggie Williams/Kate Hogan	01/07/18	30/3/2019

Gender pay gap action plan	Responsive & Efficient	Analysis of gender pay gap and action plan derived	Gender pay gap narrows.	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
Page 28 Absence Management	Responsive & Efficient	Support managers to effectively manage staff absence. Aim to reduce organisational cost of absences and ensure NHDC provides an efficient service for our customers and stakeholders.	Reduction in sickness absence, effective service delivery to customers and stakeholders	HR Business Partners to review absences and advise and support managers to deal with absence effectively and consistently across the organisation.	Continue to reduce short term absence figures.	Rebecca Webb/ER team	Ongoing	Ongoing

Pay and Rewards

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Annual Pay Policy Statement	Responsive & Efficient	Prepare the annual pay policy statement incorporating all recent changes in regulations and guidance.	Publication to comply with Section 40 of the Localism Act & the Local Government Transparency Code 2014 and proposed changes arising from the Enterprise Bill.	Use of Guidance, drafting report to Council, Council approval, final amendments and publication.	Approval at Full Council and Publication.	Kerry Shorrocks	08/01/18	01/04/18 Complete
Finalising new Pay Scales and Market Rates Review	Responsive & Efficient	Pay scales to be reviewed in comparison to other public sector employers.	NHDC pay scales are representative of local employment market and staff are paid appropriately.	Review pay scales in line with local, regional and national pay information available from e-paycheck and market sources. Present findings to Corporate Board/Councillors and determine a way forward.	Engage an external consultant to support review once data from E-paycheck. Monitor progress and outcome of national pay scales review.	Kerry Shorrocks	01/04/18	31/12/2018
Review implications of childcare voucher scheme resulting from introduction of government tax free childcare scheme	Responsive & Efficient	Review existing options for childcare voucher scheme	Staff continue to have access to tax efficient childcare provision.	Implementation changes in childcare voucher scheme following introduction of government tax free childcare scheme	Implementation of cut off date for childcare vouchers. 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

27 March 2019

PUBLIC DOCUMENT

TITLE OF INFORMATION NOTE: DISCUSSION TOPIC – LEARNING AND EMPLOYEE ENGAGEMENT SUPPORTING ORGANISATIONAL CHANGE INFORMATION NOTE OF THE LEARNING AND EMPLOYEE ENGAGEMENT MANAGER

1. SUMMARY

- 1.1 To update the Joint Staff Consultative Committee on the work of the Learning and Employee Engagement Team to support organisational change through development activities and employee engagement.

2. STEPS TO DATE

- 2.1 A number of initiatives have been introduced over the last 4 years aimed at supporting organisational change through targeted Learning and Employee Engagement. This has included workshops to support people through change and workshops for Managers to equip them to support and lead people through change. All Learning and Development activity carries the branding 'Meeting the Challenge' and are directly linked back to supporting the change that is constantly needed in a Local Authority.

3. INFORMATION TO NOTE

- 3.1 Change in Local Government
During the last 30 years, the organisations probably made more changes in how they operate than during any other time. In that same period, many businesses did not or could not make the level of change that was necessary to stay in business. In fact whole industries have disappeared.

In recent years Local Government has seen a massive number of changes, many of which have been mandated by Central Government necessitating policy and operational changes usually with reduced budgets. Members too have endorsed many changes which reflect the evolving interests of the local community.

The affects of competition and scrutiny have been responsible for fundamental and sweeping changes within Local Government. This has also created circumstances where the energy of teams is focussed on cost as well as providing the service .Future changes in Government with new expectations and goals will in turn have an impact.

These changes, because they are fundamental, create new horizons in:

- Focus
- Culture
- Resourcing
- Management style
- Competitiveness
- Working practice
- Customer demands

3.2 The Role of the Learning and Development Team

Whilst the most visible aspect of the Learning and Employee Engagement Team (within HR) is arranging and managing training and coaching it also takes a leading role in facilitating the development of the organisation to face changes.

The mission of the team is:

‘To support the organisation, its employees and elected members, in achieving their learning and development goals in order that the organisation meets its strategic and operational objectives.

In doing this we will strive to proactively engage, be flexible, responsive and innovative in our approach. We will recognise the need to communicate and provide opportunities for people in different ways to reflect their particular needs.’

3.3 Values and Behaviours

The team have been instrumental in the development of a clear set of organisational values and corresponding behaviours aimed at providing a foundation for the way the organisation operates in line with its strategic plan.

These are based on values expressed as ‘We are’ and behaviours expressed as ‘I am’.

3.4 Leadership and management Development

Leadership and Management training is regularly arranged to equip managers to guide the organisation and individual teams through change. This has included managing change workshops, ILM management training and an innovative new programme ‘Management Fundamentals’ aimed at providing new and aspiring Managers with the fundamental skills required.

3.5 Supporting Personal Development

Individuals are supported through training and coaching to develop and this will ensure we have the skills in the organisation for the future. We also support those affected by change in areas such as career planning and interview skills.

3.7 Project management training

The process of change is generally guided by projects and therefore an understanding of project management and having the skills needed are crucial for many of our staff. Whilst we have a number of people qualified in the PRINCE2 methodology a new workshop has been introduced called Practical Project Management. As the name implies this training gives people the core skills to run a project and to scale the approach based on the size and complexity of the project.

3.8 Developing the Regular Performance Review (RPR) Process

RPR replaced the Councils appraisal scheme some 3 years ago and is intended to encourage a more regular review of both performance and wellbeing. The development of RPR has been an important part of the team's role. 2019 will see RPR becoming a more regular process and replacing other 1 to 1s. It will also embrace the new values and behaviours.

3.9 Essential Learning

Change has also increased the demand for staff and members to undertake essential learning. The Learning and Development team facilitate this both through eLearning on the GROW zone and workshop training e.g. Customer Service Excellence. This is constantly reviewed and updated and where essential learning is not completed staff and members are reminded and non completion is reported.

Learning and Employee Engagement work closely with the Safeguarding Support Officer to ensure essential safeguarding training is undertaken to the appropriate level. Learning and Employee Engagement manage the budgets for this.

4.0 NEXT STEPS

- 4.1 The work of the Learning and Employee Engagement Team in supporting organisational change forms an important part of the Councils People Strategy and will be regularly reported to JSCC.

5.0 APPENDICES – No appendices

6.0 CONTACT OFFICERS

Author

- 6.1 Keith Crampton
Learning and Employee Engagement Manager
Tel: 01462 474435
Keith.Crampton@north-herts.gov.uk

7.0 BACKGROUND PAPERS

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