

**NORTH HERTFORDSHIRE DISTRICT COUNCIL**



25 September 2019

Our Ref Joint Staff Consultative  
Committee

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

District Councillors Councillor Kay Tart (Chairman), (Vice-Chairman),  
Councillor Kate Aspinwall, (Vice-Chairman) Councillor  
Terry Hone, Councillor Keith Hoskins MBE and Councillor  
Claire Strong

(Substitutes: Councillors Councillor Paul Clark, Councillor Tony Hunter and  
Councillor Martin Stears-Handscomb)

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

Staff Consultation Forum  
Representatives: Christina Corr

You are invited to attend a

**MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE**

to be held in the

**FIRST FLOOR, ROOM 3, DISTRICT COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY**

On

**THURSDAY, 3RD OCTOBER, 2019 AT 10.00 AM**

Yours sincerely

Jeanette Thompson  
Service Director – Legal and Community

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

<b>Item</b>		<b>Page</b>
<b>1.</b>	<b>APOLOGIES FOR ABSENCE</b>	
<b>2.</b>	<b>MINUTES - 27 MARCH 2019</b> To take as read and approve as a true record the minutes of the Joint Staff Consultative Committee meeting held on the 27 March 2019.	(Pages 5 - 12)
<b>3.</b>	<b>MINUTES - 19 JUNE 2019</b> To take as read and approve as a true record the minutes of the Joint Staff Consultative Committee meeting held on 19 June 2019.	(Pages 13 - 16)
<b>4.</b>	<b>CHAIRMAN'S ANNOUNCEMENTS</b> Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wishing to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
<b>5.</b>	<b>STAFF CONSULTATION FORUM MINUTES - 5 JUNE 2019</b> To receive the Minutes of the Staff Consultation Forum meeting held on 5 June 2019.	(Pages 17 - 20)
<b>6.</b>	<b>STAFF CONSULTATION FORUM MINUTES - 3 JULY 2019</b> To receive the Minutes of the Staff Consultation Forum meeting held on 3 July 2019.	(Pages 21 - 24)
<b>7.</b>	<b>STAFF CONSULTATION FORUM MINUTES - 7 AUGUST 2019</b> To receive the Minutes of the Staff Consultation Forum meeting held on 7 August 2019.	(Pages 25 - 28)
<b>8.</b>	<b>STAFF CONSULTATION FORUM DRAFT MINUTES - 4 SEPTEMBER 2019</b> To receive the Draft Minutes of the Staff Consultation Forum meeting held on 4 September 2019.	(Pages 29 - 32)
<b>9.</b>	<b>PEOPLE STRATEGY UPDATE - INFORMATION NOTE</b> INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER  To update the Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs.	(Pages 33 - 46)
<b>10.</b>	<b>STRATEGIC DISCUSSION PAPER - EMPLOYEE MENTAL HEALTH</b> To receive a discussion paper on Employee Mental Health.	(Pages 47 - 48)
<b>11.</b>	<b>FUTURE DISCUSSION TOPICS</b> To consider the subjects for debate at future meetings of the Committee.	(Pages 49 - 50)

## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### JOINT STAFF CONSULTATIVE COMMITTEE

MEETING HELD IN THE COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES, GERON ROAD, LETCHWORTH GARDEN CITY ON WEDNESDAY, 27TH MARCH, 2019 AT 3.00 PM

#### MINUTES

**Present:** Councillors Sarah Dingley (Chairman), Bernard Lovewell, Lynda Needham and Kate Aspinwall

**In Attendance:** Kerry Shorrocks (Corporate Human Resources Manager), Helen Bylett (Learning and Employee Engagement Business Partner), Dee Levett, Christina Corr, Claire Morgan (Community Engagement Team Leader) and Amelia McNally (Committee, Member Services and Scrutiny Officer)

**Also Present:** Anthony Roche (Deputy Chief Executive)

#### 18 APOLOGIES FOR ABSENCE

*Audio Recording – Start of Item – 13 seconds*

Apologies for absence were received from Councillors Lisa Nash and Martin Stears-Handscomb.

Having given due notice, Councillor Kate Aspinwall informed that she would be substituting for Councillor Martin Stears-Handscomb.

#### 19 MINUTES - 19 DECEMBER 2019

*Audio recording – Start of Item – 24 seconds*

**RESOLVED:** That the Minutes of the Meeting of the Committee held on 19 December 2018 be approved as a true record of the proceedings and be signed by the Chairman.

#### 20 NOTIFICATION OF OTHER BUSINESS

*Audio recording – Start of Item – 1 minute*

There was no other business notified.

#### 21 CHAIRMAN'S ANNOUNCEMENTS

*Audio recording – Start of Item – 1 minute, 9 seconds*

(1) The Chairman announced that this marked a significant day, in that, it was the last ever Council Meeting that Councillor Bernard Lovewell would be attending in his 20 years of service. Many thanks were extended to Councillor Lovell for all of his hard work and mentoring.

(2) 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; and
- (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.

## **22 STAFF CONSULTATION FORUM**

*Audio Recording – Start of Item – 2 minutes, 18 seconds*

The Corporate Human Resources Manager presented the Minutes of the Staff Consultation Meeting and drew attention to the following:

### **5 December 2018**

- Last year following the Senior Management Restructure there had been a lot of organisation changes and senior manager changes.
- There had been an update on the Green Space Restructure.
- NHDC Update – Explained that major projects were reported by the Deputy Chief Executive when he was in attendance at SCF meetings.
- Two-year pay award had been agreed last year.
- There had been a very useful IT Update.

Members expressed concern over the use of initials only, which made the reading of SCF Minutes quite tricky. It was suggested that full names were used in future.

*Audio recording – Start of Item – 6 minutes, 7 seconds*

### **9 January 2019**

- NHDC Update – Statutory Christmas Days
- 3 re-structures - Legal, Policy and Policy and Community
- Update on the progress of the Organisational Values and Behaviours
- Document Centre Changes
- Revenue and Benefits Changes

In response to a Members query, The Human Resources Manager clarified who was responsible for writing the SCF Minutes, explaining that there had been several changes in minute takers due to staffing restructure.

In response to a query about how Minute 7 of the SCF minutes had been worded, The Deputy Chief Executive explained for clarification, that the minute had been specifically looking at the position of Revenues and Benefits Department only. He further stated that they had been looking at Managers roles within Revenues and Benefits, how to change the way in which that department was working, in order to cope with staff reduction, that had, coincidentally happened to be more junior, making the possibility of a reduction of a Manager role. A decision on any reduction at Manager level would be made at Council on 7 Feb 2019.

*Audio recording – Start of Item – 11 minutes, 16 seconds*

### **6 February 2019**

- Control Risk and Performance Restructure
- Suggested Plants that would be ideal to refresh the air in the offices
- NHDC Update – looking forward to the Museum being fully opened
- Pay rise reminder
- Staff Survey results had been received, which had resulted in a lot of communication with staff
- Varied Employee Queries

In response to Councillor Aspinwall's query, The Human Resources Manager stated that she did not have the exact figure with her that day, however, she estimated that the response rate of return of staff survey was around 75%.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forums held on 5 December 2018, 9 January 2019 and Minutes for 6 February 2019 be noted.

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

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

*Audio Recording – Start of Item – 13 Minutes, 38 Seconds*

The Committee received a People Strategy Update Information Note presented by the Corporate Human Resources Manager as follows:-

The Work Plan had already been declared for the coming financial year, and updates would be provided to Members at the next Meeting of the Joint Staff Consultative Committee in June 2019.

### **Recruitment**

The Human Resource department have had a very busy time during restructure through support of moves, changes and recruitment.

### Equal Pay and Equalities

- A working group had been formed to consider actions to reduce the Council's identified gender pay gap.
- The report for 2018 would be published on 30 March 2019.
- The figures had shown that the figures had improved since 2017.
- An Action Plan had been developed.
- There was a 10% differential in the numbers of women at grades 9 and above.
- The workforce profile was 73% female – a positive opportunity to produce more of the leaders from existing staff.
- Career development of women, looking at succession planning of staff - survey of Staff to assess their career aspirations.
- Equality Data had been collected which had been published and was on NHDC's Website.

### Pay and Benefits

- The year ahead would be extremely busy as the Human Resources department had started procuring for a new payroll service; and
- Implementation of that payroll service, ensuring a smooth transfer from one provider to another.

### Pay

- The Pay Policy Statement for 2019/20 had been published on the Council's website.

**National Pay Bargaining** – There would be a bottom loaded pay increase in April 2019, however this would be the last year of such an increase.

### Benefits

There were 2 key contracts:

- (1) Employee Assistance Programme; and
- (2) Occupational Health

### Regular Performance Review

- A new cycle was in process;
- Organisational Restructures; and
- The Learning and Development team were continuing to develop activities that supported change and workshops had been designed to support staff through those changes.

### Absence

- Using the data provided from March last year enabled forecasting for the only month that was missing from the report;
- Short term absence was 0.75% over target, however November and December figures were considerably lower than perhaps expected; and
- Long Term Absence – by February there was no-one on long term sick leave.

In response to questions from Councillors Lovewell and Aspinwall, The Human Resources Manager advised as follows:

- There had been, as in the past, a significant take up for the flu vaccination program – well over one hundred staff had received.
- Whilst it was difficult to discern as to whether the flu vaccination had assisted with absence figures, it was felt it did indeed make a difference. The long term absence figures were low, and staff suffering from flu rather than a cold would be absent from work for longer.
- Pay Bargaining – National Living Wage Rate - different rates were applied to staff who were under the age of 24.
- Apprentices were not paid an apprentice rate, they were paid over £9 an hour alongside grade one employees.
- The Grow Zone System was used for Performance Reviews.
- Measuring of Absence – Best Practice Performance indicated the way in which information had always been gathered in local government, which was how NHDC compared themselves to other similar authorities.
- There was a scale of performance around local authorities in order to view how NHDC measured up.
- The data gathered was valuable when trying to improve absence rates across the organisation. Whilst, an alteration in the way that information had to be gathered, especially to define between the different services, through structural changes, it was very closely managed by HR with the added support of Business Partners.
- There was an Annual Workforce Development Survey carried out.
- The Deputy Chief Executive further stated the Best Value Performance Indicator allowed NHDC to bench-mark itself against other authorities.

## 24 STRATEGIC FORUM DISCUSSION TOPIC

*Audio Recording – Start of Item – 29 Minutes, 27 Seconds*

The Learning and Employee Engagement Business Partner introduced the paper on Learning and Employee Engagement Supporting Organisational Change. Helen Bylatt explained to the Committee that she was presenting the paper on behalf of Keith Crampton, The Learning and Employee Engagement Business Partner Manager. The Committee were informed as follows:-

Situated within the HR Department there to provide all of the Learning and Development for the Organisation.

Over the last 4 years they had introduced a number of initiatives supporting the organisation through change, which included workshops for both managers and all other staff. This was all carried out under the branding “Meeting the Challenge”, which was paramount to build resilience within NHDC.

Visible part of their team role was organising and deliver training, also took a lead on a number of other processes within the organisation.

**The Team Mission Statement:**

“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”.

Provision of assurance that staff, not only had the skills and knowledge to carry out their role, that they would also have the resilience to cope with changes around them.

There were a number of key initiatives:

- Values and Behaviours - worked very closely with The Chief and Deputy Chief Executive to engage with staff. An extremely positive response had been received.
- A new set of Values and Behaviours had been put in place.
- Leadership and Management Development - not only for the current Leadership and Management Team, but also for the Developing Leaders of the future.
- Introduction and Management Fundamentals Workshop, aimed to assist with the development of staff who were looking to progress into Line Management.
- A number of staff were already qualified in the PRINCE2 methodology, however, a new workshop, namely Practical Project Management had been introduced which assisted staff to practically apply their core skills to run a project.
- Regular Performance Review, (RPR) had replaced the Council's old appraisal scheme 3 years ago. 2019 would see RPR become a more regular process, which would embrace the new values and behaviours - A review of both performance and that of well being.
- There was an increased demand for both staff and Members to undertake essential learning. The Learning and Development team facilitated this through eLearning on the GROW Zone and Workshop training.
- Worked closely with all Service Directors to ensure all legislative requirements were covered.

In answer to questions from Cllr Kate Aspinwall The Deputy Chief Executive responded as follows:

**NHDC Values and Behaviours:**

We are's and I am's

*We are together – I am considerate*

*We are continually improving – I am adaptable*

*We are forward thinking – I am innovative*

*We are customer focused – I am constructive*

*We are listening – I am open*

*We are performance focused – I am professional*



Used through regular responsive review process. Presently reflected the organisation's culture, going forward, the aspiration to continue.

The Organisational Values – worked closely with Managers after RPR's had taken place, enabling the challenge of behaviours and allowed discussion in a very positive way.

A potential discussion would take place in order that Councillors would be asked as to what values and cultures would need to be embodied, as, thus far the organisation values had been deliberately aimed at staff. Suggest that perhaps link expectations, rather than staff culture, which would fit in with staff objectives.

Councillor Aspinwall felt that this was a great platform in which to reinvigorate the Councillor Code of Conduct – she stated that the Organisational Values needed to be reflected by all. Councillor Aspinwall congratulated The Learning and Employee Engagement Team for all of their labour intensive work that they carried out.

## 25 SUGGESTED DISCUSSION TOPICS

*Audio Recording – Start of Item – 43 minutes, 50 seconds*

Date of meeting – 19 June 2019

**IT WAS AGREED:** That the discussion topic for the next meeting of the Joint Staff Consultative Committee would be as follows:

- (i) Occupational Health

The meeting closed at 3.45pm

Chairman

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# Agenda Item 3

## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### JOINT STAFF CONSULTATIVE COMMITTEE

MEETING HELD IN THE FIRST FLOOR, ROOM 2/3, DISTRICT COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY ON WEDNESDAY, 19TH JUNE, 2019 AT  
3.00 PM

### MINUTES

**Present:** Councillors Councillor Kay Tart (Chairman), Terry Hone, Keith Hoskins and Claire Strong

**In Attendance:** Kerry Shorrocks (Corporate Human Resources Manager), Rebecca Webb (Human Resources Operations Manager), Hilary Dineen (Committee, Member and Scrutiny Manager) and Obianuju Nganwuchu (Democratic Services Apprentice)

#### 1 APOLOGIES FOR ABSENCE

*Audio recording – Start of Item – 12 seconds*

Apologies for absence were received from Councillor Kate Aspinwall.

#### 2 MINUTES - 27 MARCH 2019

*Audio recording – Start of Item – 22 seconds*

The Committee, Member and Scrutiny Manager advised that the Minutes of the meeting held on 27 March 2019 were not available. These Minutes would be presented to the next meeting of the Committee

**IT WAS AGREED:** That the Minutes of the Meeting of the Committee held on 27 March 2019 be presented to the next meeting of this Committee.

#### 3 NOTIFICATION OF OTHER BUSINESS

*Audio recording – Start of Item – 43 seconds*

There was no other business notified.

#### 4 CHAIRMAN'S ANNOUNCEMENTS

*Audio recording – Start of Item – 52 seconds*

- (1) The Chairman welcomed all officers and Members to the meeting;
- (2) The Chairman thanked those who were no longer Members of this Committee, Councillors Sarah Dingley, Bernard Lovewell, Lisa Nash, Lynda Needham and Martin Stears-Handscorn;
- (3) The Chairman welcomed Councillors Kate Aspinwall, Terry Hone, Keith Hoskins MBE and Claire Strong who were new to the Committee.

- (4) The Chairman advised that. In accordance with Council policy, this meeting was being audio recorded. Members of the public and the press may use their devices to film/photograph, or do a sound recording of the meeting. Please do not use flash and disable any sound notifications that may emit from your device.
- (5) Members were reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and 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, wishing 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 MINUTES - 6 MARCH 2019

*Audio recording – Start of Item – 3 minutes 5 seconds*

The Corporate Human Resources Manager presented the Minutes of the Staff Consultation Forum meeting held on 6 March 2019.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forum held on 6 March 2019 be noted.

## 6 STAFF CONSULTATION FORUM MINUTES - 3 APRIL 2019

*Audio recording – Start of Item – 6 minutes 28 seconds*

The Corporate Human Resources Manager presented the Minutes of the Staff Consultation Forum meeting held on 3 April 2019.

The following Members asked questions:

- Councillor Kay Tart;
- Councillor Terry Hone:

In response to the questions the Corporate Human Resources Manager advised that following the organisational restructure teams were no longer seated in the most appropriate place and that office moves would take place during July and August 2019.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forum held on 3 April 2019 be noted.

## 7 STAFF CONSULTATION FORUM MINUTES - 1 MAY 2019

*Audio recording – Start of Item – 11 minutes 11 seconds*

The Corporate Human Resources Manager presented the Minutes of the Staff Consultation Forum meeting held on 1 May 2019.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forum held on 1 May 2019 be noted.

## 8 PEOPLE STRATEGY UPDATE - INFORMATION NOTE

*Audio recording – Start of Item – 13 minutes 38 seconds*

The Corporate Human Resources Manager presented the information note entitled People Strategy Update and drew attention to paragraphs regarding:

- Recruitment;
- Apprentices’
- Equal Pay and Equalities;
- Payroll Services;
- Benefits
- Learning and Employee Engagement;
- Regular Performance Review;
- Leadership Development;
- Career Development and Succession Planning;
- Absence.

The following Members asked questions and entered into the debate:

- Councillor Claire Strong;
- Councillor Terry Hone;
- Councillor Kay Tart;
- Councillor Keith Hoskins;
- Christina Corr, Staff Consultation Forum.

In response to questions the Corporate Human Resources Manager advised that absence was monitored closely for patterns and trends and that apprentices joined the Council on temporary contracts and had the opportunity to apply for permanent jobs when nearing the end of their contract.

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

- (1) That the information note entitled People Strategy Update be noted;
- (2) That the Corporate Human Resources Manager be requested to ensure that Councillor payslips are online for any future payroll system.

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

## 9 LOCAL GOVERNMENT PAY - INFORMATION NOTE

*Audio recording – Start of Item – 48 minutes 16 seconds*

The Corporate Human Resources Manager presented the information note entitled Local Government Pay.

The following Members asked questions or took part in the debate:

- Councillor Terry Hone;
- Councillor Claire Strong;
- Christina Corr, Staff Consultation Forum.

In response to questions the Corporate Human Resources Manager confirmed that pay increases for staff over the last 10 years had been low, ranging from zero to 2 percent per annum and at the same time pension contributions and National Insurance contributions had risen.

Pay scales, ranges and differentials were last reviewed by Hay in 2009

**IT WAS AGREED:** That the information note entitled Local Government Pay be noted.

**REASON FOR DECISION:** To enable the Committee to consider the information note entitled Local Government Pay.

## 10 STRATEGIC DISCUSSION PAPER - OCCUPATIONAL HEALTH

*Audio recording – Start of Item – 1 hour 0 minutes 34 seconds*

The Corporate Human Resources Manager introduced the discussion paper entitled Occupational Health.

The following Members asked questions and entered into the debate:

- Christina Corr, Staff Consultation Forum;
- Dee Levett, Unison;
- Councillor Claire Strong;
- Councillor Terry Hone:

**IT WAS AGREED:** That the discussion paper on Occupational Health be noted.

**REASON FOR DECISION:** To enable the Committee to consider the discussion paper on Occupational Health.

## 11 SUGGESTED STRATEGIC DISCUSSION TOPICS

*Audio recording Start of Item – 1 hour 21 minutes 37 seconds*

**IT WAS AGREED:** That the following subjects be discussed at future meetings:

- (i) 25 September 2019 - Employee Mental Health;
- (ii) 18 December 2019 - Gender Pay Gap.

## 12 DATE AND TIME OF FUTURE MEETINGS

The Chairman led a discussion on the timing of future meetings. After some discussion:

**IT WAS AGREED:** That future meetings of the Joint Staff Consultative Committee would start at 10 am.

The meeting closed at 4.26 pm

Chairman

## Staff Consultation Forum Meeting

05 June 2019



**Present:** Rebecca Web (**RW**), Christina Corr (**CC**), Debbie Hiscock (**DH**), Emma Jellis (**EJ**), Kerry Shorrocks (**KS**), Ben Glover (**BG**), Andrew Mills (**AM**), James Watson (**JW**), Claire Morgan (**CM**), Ian Couper (**IC**), Debbie Hiscock (**DH**), Dee Levitt (**DL**), Caitlin Bruce (**CB - notes**)

**Circulation:** Global

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### 1. Apologies

No apologies were received

### 2. Matters Arising

**Meetings will now be held at 2:30 pm on the first Wednesday of each month.**

Lift in the DCO (District Council Office). A part was replaced but has not fixed the problem. There are specialists scheduled to come out.

5<sup>th</sup> floor gent's toilets now sorted.

Still looking for JSCC (Joint Staff Consultation Committee) member from SCF (Staff Consultation Forum)

CM standing down from SCF due to new commitments

### 3. Building Services Update

Entrance and exit for DCO multi story car park – The motor the entrance side has failed, a company came out and gave a quote but this was very high so we are now waiting for another quote.

Office moves will begin 12/06/19.

### 4. NHDC Update

Unison has put in a “bold” pay claim, for £10 per hour or 10%. Pay claims are usually quite ambitious. Background research will be done on pay by employers. Usually feedback from councils is that a big pay increase isn't plausible due to budget cuts. **SCF will be updated with news as KS gets it.**

The evaluation period for the new payroll system has now closed and there are 3 potential bids, we don't currently know what the costs as need to do the quality evaluation first.

New doctors service – this enables staff to contact a GP remotely; the information has been sent out globally and is available on the intranet.

New councillors are finding their feet and trying to work out what they are able to do within the corporate plan and budget.

The waste contract has had a change of routes, the days of collection have stayed the same but the routes the dustcarts go round has changed so rubbish collection may happen at different times. Residents have been sent communications about this.

Acoustics at Hitchin Town hall will be done by the end of June; the floor will be done over the summer most likely in August time.

## 5. IT Update

**It was raised that Vic Godfrey might want to name a substitute to deliver the IT update and answer queries in his absence.**

## 6. Employee Queries

Question asked about cleaning (windows, building etc.), answer in previous minutes: "We have a new cleaning contractor (from the 1st April) the previous contractor was going to be cleaning the external windows before the end of the contract but they weren't able to in time. We will probably give the new contractor a few weeks before we start implementing the ad hoc schedule where every quarter it will list what they need to do"

Query raised about smoking breaks – "Is there a limit on how many can be had and how long they can be?"

**KS** – This is reviewed when the policy is looked at, we try not to be too prescriptive, people are allowed breaks when they go to make tea or coffee and no time limit is given to them. It is expected that it will be a reasonable amount of time. If someone was taking unreasonable amounts of time then it is a managerial issue and we would expect it to be picked up.

It was raised that some of the induction process forms on the intranet are incredibly out of date, as well as this there are several anomalies on the e-learning on the grow zone – **This will be reviewed by HR.**

Query about badges being updated was asked

**IC** – There is a plan to update these after the office move has been sorted.

Issue regarding the cleaning supply boxes being low was raised – advised to contact property services; employee said they had done so with no response. **IC to follow-up lack of response.**

Issue raised about possible brushes for cleaning keyboards – **IC/DH will approach IT regarding this.**

Query about SID (Staff Information Directory) being out of date – it is up to individuals to contact the CSC to change information.



It was asked when the statutory days would be.

**KS** – There is still no decision, as soon as there is members of SCF will be made aware

An issue was raised with the online application service for external and internal candidates. This issue was brought to the attention of IT following the meeting and it was suggested the potential applicant may have been using an older or non- standard browser however an eye will be kept out for any similar issues.

Question asked about flexitime being used differently on homeworking days and office working days.

**KS** – Employees should be working during business hours, the policy is designed to try and make sure people are available for the core part of business.

## **7. Chair of Next Meeting**

**James Watson**

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## Staff Consultation Forum Meeting

03 July 2019



**Present:** Christina Corr (**CC**), Emma Jellis (**EJ**), Kerry Shorrocks (**KS**), Ben Glover (**BG**), Andrew Mills (**AM**), Thomas Ayres (**TA**), James Watson (**JW**), Lea Ellis (**LE**), Ian Couper (**IC**), Vic Godfrey (**VG**) Oliver Charter (**OC - notes**)

**Circulation:** Global

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### 1. Apologies

Dee Levitt, Caitlin Bruce, Anthony Roche, Rebecca Webb, Hannah Sweetman

### 2. Matters Arising

**Meetings will now be held at 2:30 pm on the first Wednesday of each month.**

No further news on the pay claim

### 3. Building Services Update

The office moves that have taken place have gone well. There are more moves to come and there will be more updates soon.

IC will be looking into the cleaning boxes and if they become empty please let property services know.

VG looking into having cleaning brushes for the keyboards on every floor.

### 4. Greenspace Restructure

AM explained that there is a need for a restructure within the Greenspace team following three employees retiring at the same time, which was unexpected. Roles have also evolved within the team since the last restructure. The restructure will replace three roles and create a new 'Greenspace Manager'. The new role will look at, and supervise, the day to day running/operation of the team leaving AM to be able to have more time to take a strategic look at the service delivery from the Greenspace team. TA confirmed to SCF that the Greenspace team are happy with the proposal and feel it is a positive move.

### 5. NHDC Update

KS gave update on the procurement of the new payroll provider. There have been demonstrations from 3 companies; all with modern systems accessible from the mobile devices. There is some clarification needed around price but a decision on who will be awarded the contract should be made in the near future.

There has also been a Career Development survey sent to all NHDC employees. This has been created following the Gender Pay Gap action group's discussion and the staff survey. A good response has already been received but KS asked if SCF members could spread the word around to staff encouraging them to complete it.

NHDC are going to offer another Bikes for Work scheme this year. Previously this has been done with Halfords but other frameworks will be looked into. There is potential it could be a local business supporting the scheme.

CC raised concerns that it needs to be made clear it is a Salary Sacrifice Scheme.

NHDC council offices are going to close down over Christmas. There will be an early finish on the 24<sup>th</sup> December and DCO will open again on 2<sup>nd</sup> January. There will be further updates and information in the near future.

IC explained that the new administration is looking at a new Corporate Plan which will be different to previous years.

IC is also looking at the Medium Term financial strategy for NHDC which highlights the uncertainty around funding as well as the need for savings over the next few years.

HTH museum is now open to the public.

There is also a possibility the 2<sup>nd</sup> floor will be let out to a business, but this is in the very early stages.

## **6. IT Update**

IT is working on a Windows 10 upgrade. VG advises staff that haven't already got Windows 10 to upgrade to the software by January 20<sup>th</sup> 2020, as older operating software won't be supported.

The Govmail project is making progress and will be rolled out corporately within 6-8 months.

There is also further development to 'e-billing' taking place.

Across NHDC there will also be PC, monitor and tablet refreshment programme.

Subject Access requests are increasing by the week and they are requesting more detailed questions.

The new administration have asked if the layout of the Council Chamber could be changed so IT is assisting with this move. There will also be additional speakers in the Chamber.

Careline have asked IT to help with the DR at unit 3 to help with publicity and commercialisation of Careline.

A new SID app has been created and is being tested.

VG explained that if staff contact the Helpdesk around broken keyboards IT will look at replacing them.

IT working on Cyber audits.

## **7. Employee Queries**

Q. Is there a date set for when the Document Centre move over to DCO?

A. This will be towards the end of the year as there is still some movement of technology to be accommodated for.

Q. Will there be 3 more desks on 4<sup>th</sup> Floor?

A. IT equipment is ready, we are just waiting on desks from property services.

An employee query was raised around whether the staff briefings days could be rotated to try and accommodate all staff working patterns. This will be looked into.

There are two desks on floor 3 awaiting computers. IT is waiting for some electrical work to be completed and will then look at putting the equipment in. IC to get an update from Debbie Hiscock on the electrical work.

The women's toilets on the 2<sup>nd</sup> floor do not flush properly, and this has been raised with property services. IC will get an update from Debbie Hiscock.

There is a need for other SCF elected members to attend JSCC through a potential rota. Details to be confirmed in next meeting.

VG to look into some of the screens being moved in meeting rooms.

## **8. Chair of next meeting**

**Ben Glover**

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## Staff Consultation Forum Meeting

07 August 2019



**Present:** Dee Levitt (**DL**), Hannah Sweetman (**HS**), Mark Fleming (**MF**), Steven Cobb (**SC**), Debbie Hiscock (**DH**), Toby Le Sage (**TLS**), Anthony Roche (**AR**), Emma Jellis (**EJ**), Kerry Shorrocks (**KS**), Ben Glover (**BG** - **Chair**), James Watson (**JW**), Lea Ellis (**LE**), Ian Couper (**IC**), Caitlin Bruce (**CB** - **notes**)

**Circulation:** Global

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### 1. Apologies

Christina Corr, Vic Godfrey, Rebecca Webb

### 2. Matters Arising

None discussed

### 3. Commercial Restructure

**MF** explained that there is currently a full time commercial support officer and a vacant full time commercial support officer. After discussions with the team it has become clear that there is enough capacity within the team without having to recruit more staff as Steve Crowley's PA also works as a part time commercial support officer. The plan is to move this employee to the full time role which is currently vacant. **MF** said that the team felt there would be enough capacity with 2 full time support officers to deal with workload meaning the remaining budget could be used to fund a part-time PA post and a part-time Estates support officer post. No questions were asked or issues raised.

### 4. Licencing Restructure

**SC** said that the restructure had been approved by SMT in the following format: **SC** remaining as Licencing Manager, both the licencing officer and senior licencing officer will now have the same job description and person specification and career graded post. The existing person specifications were merged to create the new one which goes from grades 5 – 8. **SC** explained that there would be no risk of loss of position or redundancy and this would formalise the opportunity to progress through the team for all members of the team and the assistant licencing officer will have the job description and person specification giving them the opportunity to progress as well, however, the assistant licencing officer post has been capped initially at a grade 6. This does not mean this post will be capped there forever because hopefully this restructure will give us the opportunity to generate additional income through commercial activity, hopefully this additional income will allow us to introduce the full career grading for the assistant licencing officer post at some point in the future.

**DL** asked if the two current licencing officers are above a grade 5

**SC** confirmed that they are

## 5. Building Services Update

**DH** confirmed that the toilets on floor 2, which were raised as being blocked in the last minutes, had not been reported since **and asked that people report issues as and when they happen.**

**DH** raised an issue with the 3<sup>rd</sup> floor gent's toilets, waste had to be removed from underneath the sinks and the soil pipe – several drawing pins and Stanley knife blades were found.

**A general reminder: rubbish should not be flushed down the toilets – this includes hand towels as it will cause a blockage**

**DL** suggested bins be put in the toilets

**KS** suggested reminders about not flushing rubbish be put in the toilets

**DH** accommodation review – floor 1 has now been done with electoral and committee services having moved. Now waiting for 2 new desks to be delivered, one for floor 4 and one for floor 3, once the IT has been put on these desks the move will be finished

There is no date for the document centre move as of yet

**DH** reminder that **posters can be put up on notice boards but should be taken down when expired**; there is a new noticeboard in the canteen for ideas which will replace the suggestion box

## 6. NHDC Update

**KS** expects more information on the pay claim to be available in September time

We are currently in a standstill period with the payroll having looked at different suppliers, we have now made an offer and are now going through procurement protocols

SAP has been updated for the Christmas closure; **staff will need to book 3 statutory days instead of 2**

**KS** thanked everyone for the great response we have had to the career development survey

**AR** asked if there was any news from Serco regarding the system being fixed

**KS** replied that there was no new update at present but IT teams are working on it.

## 7. IT Update

Freedom of information and data protection requests are on the increase and IT are finding that the requests that they are having are becoming more detailed and longwinded to answer but will still need to be answered. There have been a few late returns from service areas. **If members of staff do have freedom of information request and they are struggling for time let IT know because they can get an extension if needed.**



IT are looking to replace the older style monitors with new 24 inch monitors, if anyone would like to see how these look go to IT as they have them there. They are the same price now as the smaller screens were when they were purchased.

In the next 2 to 3 months IT are looking in to have some drop in sessions to have a look at Windows 10. One of the changes with the new system will be when you get an attachment instead of just opening it you will have to save it before you can open it (the attachment will be scanned for viruses before it is opened)

**Change your passwords on a regular basis – do not write them down or stick them underneath the desk**

The top 20 people with the largest mailbox sizes will be looked at, they need to be kept under 1GB. Sort your mailbox by size then get rid of the largest first. You can also save mail to your service area's G drive

**KS** raised that the G drive's were also beginning to get quite full

**TLS** said that this would be looked in to and service areas would be worked with to get the sizes down

Testing cleaning brushes for keyboards in IT before introducing them to staff

The redesign on the chamber desks will start on the 02/09

An audit on GDPR has started, **if members of staff have not done the online GDPR training this needs to be done**

**AR** asked if the top 20 largest mailboxes would include counsellors

**TLS** replied yes as the 1GB was a global setting

## **8. Employee Queries**

**LE** was asked to raise the idea of each team taking some time in the staff briefing to explain what it is they do or possible role shadowing – this should help us all understand as a whole what we are working toward

**LE** was also asked to suggest that at some point all employees attend a council meeting to see what goes on

**EJ** Raised a comment about parking for Careline staff at night, when there are meetings it is difficult to park – Councillor's park in the disabled spaces and block employee cars

The key themes of the career development survey were to be reviewed and discussed, key themes would be identified and responses to them would be looked in to before it is brought back to the staff briefing for an interactive session

**JW** asked where yoga would take place now the 2<sup>nd</sup> floor cannot be used

It is likely that this will be done in rooms 2 and 3 on the ground floor

## **9. Chair of next meeting**

**Dee Levitt**

## Have something to say?

If you have an issue you think should be brought to the attention of the SCF, please contact an SCF representative via phone, email or in person. They will raise your issue at the next meeting. You will not be identified unless you want to be.

Alternatively you can send any issues to the SCF inbox - [SCF@north-herts.gov.uk](mailto:SCF@north-herts.gov.uk)

Issues relating to property e.g. broken lift, non-flushing toilets, etc. must always be reported to Property Services in the first instance: [propertyservices@north-herts.gov.uk](mailto:propertyservices@north-herts.gov.uk)

Representatives and extension:

**Lea Ellis** #4830 - Community Engagement Team Floor 3

**Hannah Sweetman** #4231 - Licensing Floor 5

**Ben Glover** #4248 - Planning Floor 3

**Emma Jellis** #4312 - MSU Floor 4

**James Watson** #4209 - Commercial Team Floor 4

**Christina Corr** #4325 - Senior Technical Officer Floor 5

## Staff Consultation Forum Meeting

04 September 2019



**Present:** Hannah Sweetman (**HS**), Christina Corr, Debbie Hiscock (**DH**), Toby Le Sage (**TLS**), Anthony Roche (**AR**), Emma Jellis (**EJ**), Kerry Shorrocks (**KS**), Ben Glover (**BG**), Lea Ellis (**LE – Chair**), Caitlin Bruce (**CB - notes**)

**Circulation:** Global

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### 1. Apologies

Dee Levitt, Ian Coupler, Rebecca Webb

### 2. Matters Arising

**If issues regarding rubbish being put down the toilets arises again a message will go out on the message board**

**DH** 2 desks have been delivered, one was put on floor 3. We need to accommodate a height adjustable desk on floor 4; there will be a slight delay with that one in place because IT will need to re-cable everything.

There is still no date set for the document centre move.

The new notice board is up and being used in the canteen

**LE to speak to Helen Bylett and Keith Crampton about promoting 'working in a political environment training' and the opportunity for staff members to go to a council meeting**

**EJ to let careline know to bring it up if there is an issue with parking during council meetings so it can be resolved**

**AR to ask Heritage Foundation who is best to talk to about social events for possible joint lunchtime yoga**

### 3. Building Services Update

**DH** The stairwells in the multi-storey car park outside the district council offices are due to be repainted (13/09/19 – 16/09/19)

**AR** There have been concerns from some members of staff on the 5<sup>th</sup> floor about the number of antisocial behaviour incidents in the car park. Ian Couper will put together a procedure note so members of staff will know how to deal with situations when they do arise, this will potentially be coordinated through property services we can keep track of the number of incidents

**DH The Macmillan coffee morning will be held down in the canteen and will be taken forward by the Communications team – this will take place on the 27/09/19**

**DH** We are switching from coffee sachets to jars in order to be more sustainable, the wooden coffee stirrers and tea bags will also now be recyclable

#### **4. NHDC Update**

**KS Annual flu jabs for staff are coming up again – there will be surgeries at the Council on the 14<sup>th</sup> and 24<sup>th</sup> of October**

**KS** The regional pay briefing is on 16/09/19 so at the next SCF after that (02/09) I will feed back what the employers have to say about the UNISON pay claim

**KS** We are now through the procurement phase of the payroll project and have put an announcement on the message board to say our new partner will be Liberata and the system they will be using will be iTrent. We have a good list of payroll champions so we are looking at potentially getting ahead with some of the training

**KS** Problems with SAP are ongoing, we continue to chase up the SAP team as their problem is at their end and I have been assured that they are doing a “deep dive” to look at the system issues. In the interim there are workarounds that are communicated to staff and managers

**AR** The Chancellor has now announced the spending review so we will need to look into the detail to see exactly what that means for our budget next year

**AR** There will potentially be another general election in mid October or thereafter and as usual we will need staff to assist with this

#### **5. IT Update**

Freedom of information and data protection requests are on the increase and IT are finding that the requests that they are having are becoming more detailed and complex to answer. There have been a few late returns from service areas. **If members of staff do have freedom of information requests and they are struggling for time they should let IT know because they can attempt to sort out an extension if needed.**

**TL** IT have had a request to modify Unit 3 for Careline disaster recovery office. We have a warehouse on the other side of Letchworth where we have some paper storage an office upstairs and Careline have a disaster recovery office downstairs so if there is a network or power failure at the district council offices they can continue to work at Unit 3. The request has now been completed

**TS** The monitor swap (swapping out smaller PC monitors for larger ones) will be completed in a few weeks

**LE** What will happen to the old ones?

**TS** They will be reused for homeworkers or will be kept in storage in Unit 3. **TS** There are 2 new graduates looking at artificial intelligence and robotics in IT, this covers things like reading forms and finding key pieces of information

#### **6. Staff and Member safety at Committee/Council meetings email (see contents from email at end of minutes)\***

**CC** Members of the public who are visitors need to be accompanied by a member of staff

**AR** It might be possible for the door to the chamber to be locked unless there is a meeting; all other doors in the District Council Offices are locked and visitors should not be entering through the back door

**HS to go back to individual who raised concern as they will need to raise it to the Democratic Services team**

## **7. Employee Queries**

**BG** When did flexi-leave for service directors begin and when will the policy be changed because it currently states it is for grade 12 downwards?

**AR** Historically this was capped at grade 12 however this was queried and now is available for members of staff above grade 12 if they choose to use it.

**KS** There has recently been an audit of the flexi time policy so there will be a message which goes out to staff about this. In terms of policy changes we will remove the reference to the grade bar

**HS** Are there any further updates on the issues with SAP?

**KS** We are chasing SAP currently as the issues are at their end and they are trying to work out what it is that's causing it.

**CC** Is there any update on the cycle to work salary sacrifice?

**KS** HR are working on that now and are looking at options to joining different frameworks. There will be further information on this in the October issue of insight.

**CC** Would it be possible for social event emails (non work related emails) to be sent during a specific window or not at all, if the information is going on the intranet and does it need to be sent in a global email as well?

**HS** Would it be possible to have an opt-in option? That way those who want these email sent to them will still get them but those who don't want

**AR to contact Sarah Jenkinson regarding an opt-in for social emails**

## **8. Chair of next meeting**

**Christina Corr**

# **Have something to say?**

If you have an issue you think should be brought to the attention of the SCF, please contact an SCF representative via phone, email or in person. They will raise your issue at the next meeting. You will not be identified unless you want to be.

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**JOINT STAFF CONSULTATIVE COMMITTEE  
3 OCTOBER 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 2019/20 HR Service Work Plan.

**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 is still very busy with restructure changes continuing. 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. Work goes on to continually improve the recruitment process both for the applicant experience and for achieving a good outcome.

**3.3 Apprentices**

We have had some recent apprentice turnover. We now have 7 Apprentices in post, of these 5 are Entry Level (salary grade 1) and 2 are Higher Level Apprentices (salary grade 3). We do get the situation at times of leavers / job changers creating unexpected apprentice vacancies. Apprentice posts for CSC / Communications, Community Protection & Licensing and Events Assistant Town Hall are under recruitment now with a Housing Apprentice starting recruitment shortly.

Most of the placements are now 18 months aligned with the length of the Apprenticeship training. The two doing a Higher Apprenticeship have 24 month contracts. Allocating places and recruitment commences ahead of the apprentice end dates to ensure constant use of the budget and the Apprentice Levy.

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

There is a separate Information Note on the September JSCC agenda to provide a more detailed update on Equalities Data and the Gender Pay Gap.

### **3.5 Pay and Benefits**

#### **3.5.1 Payroll Services**

We have now concluded the tender and procurement work in our search for a new provider and are now starting the implementation phase. This will be a very resource intensive project and work is now starting up with the new provider Liberata UK who will be providing the service through the ITrent system. Alongside this, work is underway with Serco to exit from the current contract and start with the new contract. This project will take up a significant amount of time and resources from HR but will also require support from other teams such as Finance, Legal Services and IT.

The new payroll service for staff and Councillors will commence from April 2020.

#### **3.5.2 Pay**

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

#### **3.5.3 National Pay bargaining**

The unions have put in a pay claim for pay deal of 10% or £10 per hour, whichever is greater. The LG Employers have arranged regional pay briefings and the one for this region was on 16th September. They seek employer views on affordability and set out the work the employers have carried out in preparing to respond to the unions claim.

### **3.6 Benefits**

The current contracts for the provision of an Employee Assistance Programme (EAP) and Occupational Health (OH) have been renewed, the services remain within a HCC Framework Agreement and both EAP and OH provision have gone down in price slightly. The EAP service is now available to Councillors as well as employees.

We have just launched a new GP consultation service for all NHDC employees and confidential health related advice and guidance is readily available. For staff to arrange a GP telephone consultation, or a GP online consultation (webcam) the numbers are now available on the intranet

The service also includes a private prescription service and a medical information service, where they will be able to access health, disease, lifestyle and travel information.



### **3.7 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. The Values and Behaviours are now displayed around the organisation, they are integrated into the Regular Performance Reviews (RPR) and work continues to embed them into the organisations culture.

#### **3.7.1 Regular Performance Review**

The 2019 cycle of the RPR process started on 1st April. The emphasis this year will be on ensuring that the new Values and Behaviour framework is used as a basis for discussion. We also intend to encourage managers to use RPR in a more regular way replacing other one to one processes. We are working on moving the RPR process on-line via the GROW zone.

#### **3.7.2 Leadership Development**

The Development Programme for the Leadership Team is now well underway with initial 360 feedbacks profiling and coaching sessions now complete.

#### **3.7.3 Career Development and Succession Planning**

The career development survey has now been carried out with 177 staff responding. The results of the survey have been published to staff and an action plan is being developed. This involves follow up with individuals by the Learning and Employee Engagement Team to help, support and advise individuals on their career development. The Action Plan created by the survey and developed by the Gender Pay Gap group will assist with both short term and longer term initiatives to support career development.

### **3.8 Absence**

The 2018/2019 final absence rates were long term 2.41 and short term 4.10 with a total of 6.51 days per FTE. The short term absence target is 3.5 days so we finished 0.60 over target. The rate of 6.51 is 2% less than the Shire District Local Government average as reported by the Local Government Workforce Survey. More details on absence rates are shown under the key performance absence data.

### **3.9 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 2019/20

#### **6.0 CONTACT OFFICERS**

##### **Author**

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#### **7.0 BACKGROUND PAPERS**

- 7.1 People Strategy 2015 – 2020

## Appendix A

### 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%
31 July 2019	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%
2018/19	12.8%

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

## Absence Rates

August 2018 to July 2019 rolling year - Days Lost Per FTE By Month. 5.46

The Headcount figure at end July 2019 was 344 staff and a full time equivalent (FTE) of 300.84

For the full calendar year 2018/19, 4.10 per FTE days short term absence was lost against a target of 3.50 days, 0.60 over target.

Long term absence fell considerably in the latter part of the year and has remained very low 2.41 days long term absence was lost. So far this year the low rates have continued.

Work is underway arranging Flu vaccinations, that should reduce the number of days lost over winter months for influenza.

For the 4 months April to July compared to the same 4 months of last year Short Term absence is marginally down by 0.22 days per FTE, Long Term absence however is down by 0.97 almost 1 day per FTE.

	Long Term	Short Term
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
Mar 2019	0.01	0.37
Apr 2019	0.02	0.23
May 2019	0.04	0.20
June 2019	0.07	0.26
July 2019	0.00	0.41
<b>Total</b>	<b>1.51</b>	<b>3.95</b>

**Appendix B**  
**2019/2020 HR Service Work plan**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Organisational Development</b>								
Support organisational structure changes to meet Council budgets	Responsive & Efficient	Provide HR support for service ongoing restructure work	Staff are well supported through change.	Communications, consultation including informal, group, TU/SCF and individual. Paperwork, administration advice and support for any redundancy including appeals Outplacement activities and any recruitment	SD restructure plans approved SD communicates rationale with staff. Consultation opens, consultation closes, feedback is provided on the final outcome and the changes are implemented.	Kerry Shorrocks and HR team	01/04/2019	31/03/2020
Continually promote 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	01/04/2019	31/03/2020
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 new organisational values.	Programmes and workshops run throughout the year both strategically and in response to specific requests.	Keith Crampton	01/04/2019	31/03/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Organisational Development</b>								
New Values and Behaviour Embed Values and Behaviours framework performance by 1st April 2020	Responsive & Efficient	Following facilitation of the development of Values and Behaviour framework they now need to be embedded in and form a major part of organisational culture.	Values used for RPR, talent/succession planning, recruitment and performance management	Visible and referred to in all processes and communications	making a significant impact on organisational development and change	Keith Crampton and Helen Bylett	01/04/2019	31/03/2020
Final year liP recommendations and managing out scheme	Responsive & Efficient	Arrange and manage the liP interim review	Act on final recommendations which will take the organisation to the end of accreditation period in June 2020	Undertake final interim review in June 2019	Going Forward use new Values and Behaviours to provide a suitable framework to develop the organisation	Keith Crampton	01/04/2019	30/06/2020
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.	Continue to develop the use of the system with more generic training content and possible capacity for hosting RPR process	Wider use of GROW Zone as portal for individuals to manage all learning and development and to record RPRs	Helen Bylett	01/04//2019	30/06/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Organisational Development</b>								
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.	Keith Crampton & Helen Bylett	08/04/2019	01/04/2020
Gender Pay gap and general talent/succession planning for staff	Responsive & Efficient	Survey staff on career aspirations to develop a strategy for planning succession to meet individual needs and future organisational requirements.	Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles.	Survey of staff and supporting personal development plans and learning solutions.	Survey Development analyse survey results , report to senior managers and HR provide support advice and learning solutions.	Communications Team, HR Team with L&EE lead	01/05/2019	31/03/2020
Preparation for renewal of People Strategy for 2020 to 2025	Responsive & Efficient	Research for creation of an efficient strategy to meet the needs of the council's workforce and people resources which gives the Council value for money. Deliver on findings.	Long Term Strategic Direction for People Management	Meet with relevant stakeholders, Research and planning Draft the Strategy Communicate Launch	Launch of the new People Strategy	Kerry Shorrocks	31/10/2019	31/03/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Pay &amp; Reward</b>								
New Payroll Contract Procurement of Payroll Contract	Responsive & Efficient	Prepare detailed specification and go out to tender	New payroll provider is found to start implementation for 2020 payroll	Prepared Tender Tender out Evaluation of Tenders Payroll demonstrations Tender evaluations and Selection	Prepared Tender Tender out Evaluation of Tenders Payroll demonstrations Tender evaluations and Selection	HR Services Manager and HR Team	01/04/2019	Complete
Payroll Exit Plan	Responsive & Efficient	Value efficient and fit for purpose payroll service	Serco Exit to run alongside implementation with new provider	Manage an organised exit from Serco contract in line with the call off contract including transition Costs assessments from both sides of transfer.	Exit plans agreed with key dates and costs identified and agreed	Maggie Williams & Kerry Shorrocks and finance officers	30/03/2019	31/03/2020
Payroll Implementation project to new payroll for 1 April 2020	Responsive & Efficient	Value efficient and fit for purpose payroll service	New provider /NHDC and Serco work leading to implementation	Project plan developed to cover each step leading up to migrating pay data from old to new provider	Parallel pay runs carried out and tested	Rebecca Webb & HR Managers IT Procurement finance	30/06/2019	01/04/2020
Training and Guidance for use of new payroll systems and embed new contract for payroll service from 2020	Responsive & Efficient	Provision of accurate information in relation to reporting requirements.	Training and guidance for all self service users	Self Service training on the system for all staff and councillors and self help guides created.	Training design Guidance created Communications	HR Managers and Business Partners	01/01/2020	30/6/2020



Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Pay &amp; Reward</b>								
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	30/12/2019	01/03/2020
Follow and implement any changes to Exit payments and recovery and changes to LGPS and Early Severance Policy	Responsive & Efficient	Regulations implemented	Contribute feedback to Govt Consultation Follow progress of Govt Consultation	Report outcome and options and communications and any policy changes/development	Close of Consultation Outcome of Consultation	Kerry Shorrocks	01/04/2019	31/3/2020
Equalise Shared Parental Leave provision	Responsive & Efficient	New Policy in place	Provision of NHDC shared parental leave payments to male employees to pay the same as NHDC Maternity Pay	Shared Parental Leave Policy updated	Policy redrafting Communications and new policy in place	Rebecca Webb	01/04/2019	31/08/2019
Explore modernising the approach to both long Service awards and retirement recognition	Responsive & Efficient	Look at what is in place currently and be	Fit for purpose reward schemes for retirement and Long service	Benchmarking others Pulse survey of staff considering alternatives	Policies updated and communications	Maggie Williams	01/04/2019	31/3/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Recruitment &amp; Retention</b>								
Brexit and impacts on employment Law	Responsive & Efficient	Legislation emanating from the EU has been the leading source of UK employee legislation over the last 15 to 20 years	HR must be abreast of the changes arising from Brexit and implement correct employment law to protect the council.	Following employment law changes, reading CIPD ACAS and seminars	Employment law changes HR Policy amendments	HR Managers	01/04/2019	31/03/2020
Managing an effective Apprentices Scheme	Responsive & Efficient	Manage a scheme targets, 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.	Regular reports to SMT to ensure efficient use of budgets and Apprentices appointed to areas that have a need and can support and develop Apprentices	Further use of Higher apprentices phased in.	Kerry Shorrocks/ Helen Bylett	18/04/2019	31/3/2020
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
Gender pay gap reporting	Responsive & Efficient	Ensure statutory requirements are met.	Provision of accurate information in relation to reporting requirements.	Prepare a business case to consider purchasing software that allows better analysis of data to drill down and identify where the issues are occurring.	Report run on required date. Submission of data by required date and in the required manner. Detailed analysis of figures using new tool if purchased.	Maggie Williams	01/05/2019	30/3/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Recruitment &amp; Retention</b>								
Gender Pay Gap Delivery of action plan	Responsive & Efficient	Creation and delivery Provision of an GPG action plan	Reducing Gender Pay Gap year on year.	Working Group established Action plan created Action Plan agreed Items delivered over the 2108/19 period Actions include regularising shared NHDC parental leave payment with that of maternity leave. A Career Development survey of staff and Unconscious bias training	New SPL Policy in place. CD survey results and action planning from that.	Kerry Shorrocks, Keith Crampton Other managers and volunteers	01/04/2019	31/3/2020
<b>Providing an HR Service</b>								
Continued move to paperless HR	Responsive & Efficient	Work with IT and other relevant departments to automate processes and move away from use of hard copies to cut down on scanning and filing etc.	Service more suited to remote working and to cut down on manual document storing and HR scanning work	Implement changes to administration and process handling of HR work	Each new electronic system implemented	HR Managers	08/04/2019	31/03/2020
Review of format and content of all HR Policies	Responsive & Efficient	Ensure all policies are fair, necessary and consistent and are formatted with a customer facing focus.	Completion of policy transition and easier navigation for end users	HR Policies are gradually moved to new style consistent with other Council policies	Each policy in the new format	HR Managers and BP's	01/11/2018 (two year project)	31/3/2020
Increased HR automation of processes and continued move to paperless HR	Responsive & Efficient	Building on work already completed further streamlining and automation of HR processes	Service more suited to remote working and to cut down on manual document storing and HR scanning work	Implement changes to e-administration and process handling of HR work.	Each new systems and new process implemented	HR Managers	01/04/2019	31/3/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
<b>Recruitment &amp; Retention</b>								
Savings and potential Income generation from HR services	Responsive & Efficient	Deliver savings and generate income from acting on ideas and opportunities.	Deliver savings and or generate income	Act on staff suggestions and initiatives.	Each saving / income made	Kerry Shorrocks and HR Managers	01/04/2019	31/3/2020
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	01/06/18	31/3/2020

JOINT STAFF CONSULTATIVE COMMITTEE  
3 OCTOBER 2019  
STRATEGIC DISCUSSION PAPER  
MENTAL HEALTH & WELLBEING

There is a wealth of support for staff for all kinds of health related problems including mental health and wellbeing alongside all the work done by our active communities colleagues and a newly formed group of staff working on social events.

Our well@work web page provides information on many health and fitness initiatives, as well as guidance for employees and managers dealing with serious personal or family health issues e.g. cancer.

The well@work page links to the other invaluable tools such as Occupational Health who can advise managers or staff on any health and work issue and carry out relevant risk assessments and offer OH appointments.

The other big contributor is the Councils Employee Assistance Programme. This is an external confidential advisory service. The current provider is Workplace Wellness. The Workplace Wellness advice service is a free to staff, confidential service which offers all Council employees and Councillors can now access this service, expert guidance, invaluable information, specialist counselling and support any time, day or night, either over the telephone or online. Where appropriate, Workplace Wellness can also provide employees, Councillors, with up to 6 sessions of face to face counselling.

This advice service will help people prepare for, and cope successfully with, life's events and challenges and the things that cause individuals and families to become distracted, anxious, or feel out of control. Workplace Wellness can help when people feel they don't know where to turn or who to go to for the right information, their service includes:

- Consumer rights and legal information – benefits, housing problems, tax credits, disability, neighbour disputes
- Debt Management and Budgeting –creditors, financial health check
- Emotional Support – poor work/life balance, illness, crisis, anxiety, loss, self-confidence, workplace pressure
- Family Relationships - communication, marriage, co-habitation, coping with teenagers
- Health & Wellbeing - problems sleeping, fitness, weight management, alcohol, nutrition
- Work and Career issues – change, team dynamics, work overload, conflict

The Council offers people excellent flexible working opportunities such as part time, flexi time and home-working which can support temporary situations for example we can allow people increase their level of home-working to spend more time with their terminally ill relatives. Staff can be referred to OH if their caring responsibilities are affecting their own health, and line managers are advised on any reasonable adjustments that may support the employee

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

- We have promoted National Stress Awareness Day through an open learning session where various resources were available on a drop in basis. Over 40 members of Staff attended. We regularly do similar events all year round.
- The programme of training now groups activities under headings and specifically identifies those related to well being. Posters were recently used to promote a busy programme of activities in the Autumn
- The Active Communities Team have promoted workplace challenges aimed at promoting participation in physical activity, launched the step jockey programme at DCO and used the newly established Wellbeing noticeboards to promote various wellbeing issues including health walks, smoking cessation and mental health issues throughout the offices. The team has maintained better snack boxes providing staff with alternative options to the rest room vending machine.
- Mental health first aid courses were delivered to all senior managers and other interested staff and there are plans to repeat this training.

We are also considering a specific piece of work around financial wellbeing, financial worries are known to be major cause of stress for millions of adults. Money and mental health are often linked. Poor mental health can make managing money harder and worrying about money can make mental health worse.

Our well@work page links to Workplace Wellness and their online support takes people through to lots of links to advice about managing personal finances.

<https://www.mind.org.uk/information-support/tips-for-everyday-living/money-and-mental-health/money-and-mental-health/?o=6851#.XWIIbVh8Cic>

There has recently been an excellent publication called the Employers Guide to Financial Wellbeing which we are planning to use for our work on financial wellbeing.

## Strategic HR Forum – Suggested Discussion Topics 2019/20

<b>Employment Law</b>
 <b>Trade Union Act 2016</b> What are the changes and what do they mean?
 <b>EU and Brexit</b> How do EU treaties, directives, regulations and European case law currently affect UK employment law and what could the future look like?
 <b>Gender Pay Gap</b> What is our year two gender pay gap progress and what does it mean for the Council?
<b>Learning and Development</b>
 <b>Essential Learning</b> Essential Learning – Responding to growing demands (March 2019)
 <b>Organisational Change</b> How Learning and Development to support organisational change (March 2019)
 <b>How are we using our Apprentice Levy</b> What is the levy, how is it used and what are we using it for?
<b>Employee Relations</b>
 <b>Salary Sacrifice Schemes</b> What are they, what have we got on offer and what's their future?
 <b>Occupational Health</b> The role of Occupational Health at NHDC (June 2019)
 <b>Mental Health and Wellbeing</b> The role of employer supporting employees with mental health problems.
 <b>Employee Assistance Programme</b> What it is, what does it do and is it of value?
 <b>Managing Long Term Absence</b> Describing the role of HR , Manager and the employee during an absence for a serious illness

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