

# NORTH HERTFORDSHIRE DISTRICT COUNCIL



28 February 2020

Our Ref JSCC/11.03.20  
Contact. Committee Services  
Direct Dial. (01462) 474655  
Email. [committee.services@north-herts.gov.uk](mailto:committee.services@north-herts.gov.uk)

To: The Chair and Members of the Joint Staff Consultative Committee of North Hertfordshire District Council

District Councillors Councillor Kay Tart (Chair), Councillor Kate Aspinwall, 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: Debbie Ealand, Keith Fitzpatrick-Matthews and Dee Levett

Staff Consultation Forum Christina Corr, Lea Ellis, Ben Glover, Emma Jellis and Representatives: James Watson

## NOTICE IS HEREBY GIVEN OF A

## MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE

to be held in the

**FIRST FLOOR, ROOM 2/3, DISTRICT COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY**

On

**WEDNESDAY, 11TH MARCH, 2020 AT 10.00 AM**

Yours sincerely,

Jeanette Thompson  
Service Director – Legal and Community

**\*\*MEMBERS PLEASE ENSURE THAT YOU DOWNLOAD ALL AGENDAS AND REPORTS VIA THE MOD.GOV APPLICATION ON YOUR TABLET BEFORE ATTENDING THE MEETING\*\***

## **Agenda**

### **Part I**

<b>Item</b>		<b>Page</b>
<b>1.</b>	<b>APOLOGIES FOR ABSENCE</b>	
<b>2.</b>	<b>MINUTES - 18 DECEMBER 2019</b> To take as read and approve as a true record the minutes of the meeting of the Committee held on the 18 December 2019.	(Pages 5 - 10)
<b>3.</b>	<b>NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chair of other business which they wish to be discussed at the end of either Part I or Part II 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 Chair will decide whether any item(s) raised will be considered.	
<b>4.</b>	<b>CHAIR'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 Chair 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</b> To receive the Minutes of the Staff Consultation Forum Meeting held on 4 December 2019, 8 January 2020 and the draft Minutes of the Staff Consultation Forum Meeting held in February 2020.	(Pages 11 - 22)
<b>6.</b>	<b>PEOPLE STRATEGY UPDATE INFORMATION NOTE</b> INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER.  To receive an update on the progress made in the last quarter on the People Strategy 2015 – 2020.	(Pages 23 - 36)

7. **INFORMATION NOTE - EQUALITIES UPDATE** (Pages  
INFORMATION NOTE OF THE SENIOR HUMAN RESOURCES AND 37 - 46)  
CONTRACTS MANAGER

To provide the Committee with a further update regarding equalities at the Council in respect of Equalities Data, Gender Pay Gap and Home Locations & Distances to DCO.

8. **STRATEGIC DISCUSSION PAPER - SUCCESSION PLANNING AND** (Pages  
**CAREER DEVELOPMENT** 47 - 48)  
To receive a discussion paper on Succession Planning & Career Development.

9. **FUTURE DISCUSSION TOPICS**  
To consider the subjects for debate at future meetings of the Committee.

This page is intentionally left blank

## 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, 18TH DECEMBER,  
2019 AT 10.00 AM

### MINUTES

**Present:** *Councillors Kate Aspinwall (Chairman), Keith Hoskins and Claire Strong*

**In Attendance:** *Ian Couper (Service Director - Resources), Kerry Shorrocks (Corporate Human Resources Manager), Maggie Williams (Senior Human Resources and Contracts Manager), Dee Levett (Unison Representative), Christina Corr (Staff Consultation Forum Representative), Dylan Bailey (Democratic Services - Work Experience) and Matthew Hepburn (Committee, Member and Scrutiny Officer)*

#### 24 ELECTION OF CHAIRMAN

*Audio Recording – 2 Seconds*

As a result of Councillor Kay Tart, Chairman of the Joint Staff Consultative Committee, having sent her apologies for absence, it was required that a Chairman be elected for this Meeting.

It was proposed by Councillor Keith Hoskins, seconded by Councillor Claire Strong and;

**RESOLVED:** That Councillor Kate Aspinwall be elected Chairman of the Meeting of the Joint Staff Consultative Committee.

#### 25 APOLOGIES FOR ABSENCE

*Audio Recording – 53 Seconds*

Apologies for absence were received from Councillors Kay Tart and Terry Hone.

#### 26 MINUTES - 3 OCTOBER 2019

*Audio Recording – 1 Minute 9 Seconds*

The Unison Representative sought clarification from Item 21 on the Minutes of the Meeting held on 3 October 2019 and it was:

**RESOLVED:** That the Minutes of the Meeting of the Committee held on 3 October 2019 be approved as a true record of the proceedings and be signed by the Chairman.

#### 27 NOTIFICATION OF OTHER BUSINESS

*Audio Recording – 2 Minutes 40 Seconds*

There was no other business notified.

## 28 CHAIRMAN'S ANNOUNCEMENTS

*Audio Recording – 2 Minutes 49 Seconds*

- (1) The Chairman welcomed those present at the meeting and introduced Dylan Bailey who was in attendance at that meeting as he was at North Hertfordshire District Council on work experience.
- (2) The Chairman advised that, in accordance with Council Policy, the meeting would be audio recorded;
- (3) The Chairman drew attention to the item on the agenda front pages regarding Declarations of Interest and 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.

## 29 STAFF CONSULTATION FORUM

*Audio Recording – 3 Minutes 33 Seconds*

The Corporate Human Resources Manager advised the Committee of the matters discussed at the Staff Consultation Forum held on 2 October 2019 and 6 November 2019, as follows:

- The NHDC update;
- Property Services update;
- Employee queries;
- IT Updates;
- Document Centre Restructure

The following Members asked questions:

- Councillor Kate Aspinwall;
- Councillor Claire Strong; and
- Councillor Keith Hoskins.

Members entered into a discussion relating to an employee's query at the SCF Forum around vacancies being advertised internally only before they are advertised externally and as to whether or not this should be the case.

In response to questions raised, the Corporate Human Resources Manager and the Service Director – Resources confirmed that:

- Self-service issues linked to the current payroll system would be resolved with the introduction of the new payroll system;
- Lots of staff helped out at the Parliamentary Election in December 2019 as well as many staff being left in the office to cover those who were involved with the Election; the overall response from staff was good;
- Staff were able to clean their desk with cleaning equipment if they wished.

**IT WAS AGREED:** That the Minutes of the Staff Consultation Forum held on 2 October 2019 and the Draft Minutes of the Staff Consultation Forum held on 6 November 2019 be noted.

## 30 PEOPLE STRATEGY UPDATE AND ANNUAL REPORT 2019

*Audio Recording – 19 Minutes 45 Seconds*

The Corporate Human Resources Manager presented the information note entitled People Strategy Update and Annual Report 2019 and advised the Committee of the following:

- An update on the progress made in the last quarter on the People Strategy 2015-2020;
- The Local Government Employers would be releasing a new Workforce Development Framework during Spring/Summer 2020;
- It was proposed that the Council would adopt the framework in order to create a workforce development plan and create the People Strategy during the Autumn/Winter 2020/21.
- Recruitment had been busy that year with a total number of vacancies advertised during the period January to November 2019 at 93;
- There were 12 Apprentices working at the Council;
- April 2019 saw the end of a two year pay deal of 2% with higher increases for the lowest paid to meet the rising rate of the National Living Wage and to work towards it increasing up to the rates expected in 2020;
- The Payroll project had placed a huge demand on the Human Resources team;
- The iTrent system was more modern and user friendly and would allow Officers and Councillors to submit expenses and view payslips via mobile devices;
- The Employee Assistant Programme was available to Officers and Councillors; recent data obtained showed reasonable use;
- A new staff recognition scheme had been introduced;
- There were more trained Mental Health First Aiders;
- The Employee Handbook would be redesigned in order to modernise it and make it easier for staff to find information;
- Work was going to be undertaken to streamline HR Policies;
- The Short-Term absence target of 3.50 for 2018/19 was exceeded by 0.60 days;
- 106 Staff took up the Flu Vaccination;
- The Annual joint funded Unison and NHDC Children's Christmas tea party took place on Friday 13 December 2019 which 20-25 children attended;
- Appendix A illustrated the Staff Turnover Rates;
- The absence rates from November 2018-October 2019 were discussed.

The following Members asked questions:

- Councillor Claire Strong; and
- Councillor Kate Aspinwall.

In response to questions raised, the Corporate Human Resources Manager provided the following:

- The absence rate in July 2019 was higher than expected at that time of year; this was looked into;
- The Flu Vaccination was not available to Councillors;
- Support was offered to Staff on Long-Term Sick;
- Pay negotiations were still ongoing. However, it would be unlikely that people will see an increase in their pay in April 2020.

**IT WAS AGREED:** That the Information Note entitled People Strategy Update and Annual Report 2019 be noted.

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

## 31 INFORMATION NOTE - EQUALITIES UPDATE

*Audio Recording – 41 Minutes 32 Seconds*

The Senior Human Resources & Contracts Manager presented the Information Note entitled Equalities Update and advised that the data within the Information Note was nearly a year old as, owing to absence, the information was not able to be brought to an earlier meeting of that Committee.

The Senior Human Resources & Contracts Manager advised as follows:

- The data was required to be published, in accordance with the Public Sector Equality Duty, in January 2020 on the Council's website;
- Further explanation was provided on the statistics on page 36 of the Information Note at Paragraph 3.1.1.1 – 3.1.1.3.
- The figures illustrated that the make up of the Council's workforce, joiners and leavers by protected characteristics remained very stable with few changes;
- There had been a significant increase in the number of long term sickness cases in 2018;
- There was an increase in leavers in 2018 to 58 which compared to 46 leavers in 2017 and 60 leavers on 2016;
- The Council's Gender Pay Gap figures for 2018 had been submitted in March 2019 and the full Gender Pay Gap Report was attached as Appendix 2 as well as being available on the Council's website;

The following Members asked questions:

- Councillor Claire Strong;
- Councillor Keith Hoskins; and
- Councillor Kate Aspinwall.

In response to questions raised, the Senior Human Resources & Contracts Manager and the Corporate Human Resources Manager advised the following:

- Actual numbers would be given as well as the percentages in order to clarify the percentage of female employees in the workforce;
- Data relating to how far employees commuted in to work and the number of employees who lived within the District could be obtained;
- HOP (Hertfordshire Opportunities Portal) into Hertfordshire was a one-stop shop for those wishing to upskill in Hertfordshire;
- An employee's Marriage Status was one of the 9 Protected Characteristics that meant it was statutory to publish data relating to this;
- An Ethnicity Pay Gap would be required to be published in the future;
- Software to ensure job adverts and interview questions contained gender neutral language was being looked into;
- There was not an issue with Equal Pay at the Council; there is an issue with The Gender Pay Gap.

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

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



## 32 STRATEGIC DISCUSSION PAPER - SALARY SACRIFICE SCHEMES

*Audio Recording – 1 Hour 33 Minutes 4 Seconds*

The Senior Human Resources Manager presented the Strategic Discussion Paper – Salary Sacrifice Schemes and advised as follows:

- A Salary sacrifice or salary exchange scheme was where an employee has agreed to exchange part of their salary in order to obtain a non-cash benefit from their employer;
- Prior to 2017, the Council offered a number of benefits under the salary sacrifice scheme;
- Childcare vouchers had now ceased but were available to employees still within the scheme;
- Halfords Cycle2work Scheme was a live benefit;
- Buying more Annual Leave was a benefit that was being looked into.

The following Members asked questions and entered into a brief discussion on the subject of buying and selling annual leave;

- Councillor Keith Hoskins;
- Councillor Claire Strong; and
- Councillor Kate Aspinwall.

In response to questions raised, the Corporate Human Resources Manager, the Unison Representatives and the Service Director – Resources advised the following:

- Selling Annual Leave was not something that would be recommended as it was important for Staff to take time out of work;
- Staff were encouraged to use their Annual Leave entitlement;
- It may not be affordable to sell back annual leave.

**IT WAS AGREED:** That the discussion paper on Salary Sacrifice Schemes be noted.

**REASON FOR DECISION:** To enable the Committee to consider the discussion paper on Salary Sacrifice Schemes.

## 33 FUTURE DISCUSSION TOPICS

*Audio Recording – 1 Hour 47 Minutes 35 Seconds*

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

- Career Development, Talent and Succession Planning.

The Next meeting of The Joint Staff Consultative Committee would be held on Wednesday 11 March 2020 at 10:00am.

The meeting closed at 11.57 am

Chairman

This page is intentionally left blank

## Staff Consultation Forum Meeting

04 December 2019



**Present:** Anthony Roche (AR), Ian Couper (IC), Ben Glover (BG), Dee Levett (DL), Allison Fox (AF), Emma Jellis (EJ), Kerry Shorrocks (KS), Debbie Hiscock (DH), Christina Corr (CC), Lea Ellis (LE) Caitlin Bruce (CB – notes), Antonella Di Maria (AD)

**Circulation:** Global

---

### 1. Apologies

James Watson, Toby Le Sage, Andrew Betts

### 2. MSU Restructure

AD explains that in the proposed restructure they plan to introduce a grade 5 post into the MSU. This is because, after some job role reviews, managers felt they needed another grade 5 post. One area that stood out was burials, where additional responsibilities have come in. The grade 5 role will be a generic job description so it can move around the MSU if it needs to. There will be no redundancies in this restructure and anyone from the MSU or council can apply as the grade 5 post will be advertised internally.

### 3. Matters Arising

None discussed

### 4. Building Services Update (DH)

Waste and recycling – The food bins do not need food waste bags.  
Please ensure recycling is being put in the correct bins.

**LE suggested that signs be made telling employees that the food waste bins do not need bags and volunteered to make one for floor 3**

### 5. NHDC Update (KS + AR)

KS gave an update on the cycle to work scheme – there will no longer be a finite window in which people can participate in the scheme, employees will also be able to use a number of providers as opposed to just Halfords, although Halfords will still be participating (there is more information on this [here](#))

**Employees must remember to book their stat days for the Christmas shutdown**

AR Gave a small update on the peer review saying that there will be an article in insight with more information on the intranet soon. There will also be drop ins held in early

January for any questions. The purpose of the review is to gain some honest feedback and learn from it.

**KS** Shared that the tri-annual evaluation for pension schemes had come back, our employer contribution is 18.6%. There will be communications regarding auto-enrolment soon as in April 2020 all those who have been opted out for over 1 year will be opted back in. Everyone who is being opted back in will receive a letter informing them of this and they will then be able to opt out again.

#### **6. Whistleblowing email**

An email regarding a policy refresh on whistleblowing was sent to SCF for any comments. It was suggested that a simplified version of the policy be available for staff and that some information about the refresh be shared in staff briefing.

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

**DL** asked about a rumour about unpaid bank holidays for part time employees being stopped

**KS** responded that there were no discussions around this

**DL** asked about customer service centre participation in dress down Fridays

**AR** said that there were plans to get a sign in the customer service centre for dress down Fridays to let customers know what was happening and reassure them that services would still be delivered

#### **8. Date of next meeting**

**08/01/2020**

#### **9. Chair of Next Meeting**

**Dee Levett**

## Have something to say?

If you have an issue you think should be brought to the attention of the SCF, please contact any 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.

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)

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

### **Representatives (and extension):**

**Lea Ellis #4830** - Community Engagement team based on Floor 3

**Ben Glover #4248** - Planning team based on Floor 3

**Emma Jellis #4312** - MSU team based on Floor 4

**James Watson #4209** - Commercial team based on Floor 4

**Christina Corr #4325** - Senior Technical Officer R&B team based on Floor 5

**Allison Fox #4203** - Technical Support Officer based on Floor 3

**Andrew Betts #4282** - Contracts Officer (Waste Management based at Buntingford)

This page is intentionally left blank

## Staff Consultation Forum Meeting

08 January 2020



**Present:** James Watson (**JW**), Ben Glover (**BG**), Dee Levett (**DL**), Andrew Betts (**AB**), Emma Jellis (**EJ**), Kerry Shorrocks (**KS**), Lea Ellis (**LE**), Vic Godfrey (**VG**), Caitlin Bruce (**CB – notes**)

**Circulation:** Global

---

### 1. Apologies

Debbie Hiscock, Anthony Roche, Allison Fox

### 2. Matters Arising

None discussed

### 3. Building Services Update

Work on the 2<sup>nd</sup> floor has begun, this may generate some noise. There will also be some new faces coming in and out of the district council offices, please ensure you check badges of unfamiliar people entering the offices via the back door where you can.

### 4. NHDC Update (**KS + VG**)

Training on the test system for the new payroll champions will begin soon.

Rebecca Webb, who is leading the payroll project team, will be attending the next SCF meeting (05/02/2020) to discuss the payroll project and where we are with it.

A chat bot for FAQs is being added to the intranet – this will be used to help staff when the new payroll is in place hopefully answering FAQs quickly.

There will be updates on payroll in the January edition of [insight](#).

A reminder to staff to try not to leave expenses and overtime claims until the last payroll date in March.

A reminder to all staff that the Document Centre is now closed. If anyone has issues with printers please contact the IT helpdesk.

**JW** asked what was to happen to the equipment from the Document Centre

**VG** answered that equipment that is being leased would be sent back and other equipment was to be sold.

## 5. IT Update (VG)

The windows 10 rollout has begun – Phases 1 and 2 can be found on the Intranet.

Work will commence in the next few months on the new mobile phone contract, the tender is renewed every 2 years. IT will be talking to service managers and directors to ensure that those who do have mobile phone need them.

The annual PSN accreditation will begin shortly – this tests security against hacking. A reminder that most hacks happen internally so staff should be vigilant about opening attachments – do not open attachments that look suspicious or that you are not expecting.

The year end accounting process has begun.

A reminder that all the large meeting rooms now have conference call facilities.

Two CCTV cameras will be installed on the top of the District Council Offices (DCO) and will look out on to the top of the carpark – one fixed looking at the stairwell and the other pans the whole of the top floor.

## 6. Employee Queries

Is it possible that keyboard brushes are supplied?

**VG** to chase up.

What is the proper procedure for working the day after an evening count?

**KS** said that there was no formal policy in place as late night counts are rare and people volunteer to do them – arrangements of use of flexi time or working from home can be made between employees and managers to mitigate effects to service delivery.

Can there be a list of departments in the lifts?

These are already on the doors of each floor but should be raised with property services.

Will Christmas shutdown be the same this year?

That discussion has not been had yet.

Clarification on food waste liners is needed as caretaker gave some to staff member who queried coffee grounds going into food waste bins recently.

<https://www.hopinto.co.uk/> is a portal which shows apprentice vacancies in Hertfordshire, where the training providers are and current jobs of people who have that qualification.

## 7. Chair of next meeting

**Lea Ellis**



## Have something to say?

If you have an issue you think should be brought to the attention of the SCF, please contact any 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.

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)

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

### **Representatives (and extension):**

**Lea Ellis** #4830 - Community Engagement team based on Floor 3

**Ben Glover** #4248 - Planning team based on Floor 3

**Emma Jellis** #4312 - MSU team based on Floor 4

**James Watson** #4209 - Commercial team based on Floor 4

**Allison Fox** #4203 - Technical Support Officer based on Floor 3

**Christina Corr** #4325 - Senior Technical Officer R&B team based on Floor 5

**Andrew Betts** #4282 - Contracts Officer (Waste Management based at Buntingford)

This page is intentionally left blank



**Present:** Ben Glover (**BG**), Dee Levett (**DL**), Andrew Betts (**AB**), Lea Ellis (**LE**), Vic Godfrey (**VG**), Antony Roche (**AR**), Christina Corr (**CC**), Ian Couper (**IC**), Alison Fox (**AF**), Rebecca Webb (**RW**), Oliver Charter (**OC**), Jeanette Thompson (**JT**), Geraldine Goodwin (**GG**), Caitlin Bruce (**CB** – notes)

**Circulation:** Global

---

### 1. Apologies

James Watson, Emma Jellis, Kerry Shorrocks, Debbie Hiscock

### 2. Revenues and Benefits Restructure

The restructure is formed of three parts:

- One is to replace a valuation role
- The second is that the fraud investigation role in benefits is decreasing with the introduction of universal credit, so the non-domestic rate valuation role has been merged with investigation of housing benefit role. This role will be 4 days a week doing business rates, and one day a week doing fraud work. There has been a job match to this role.
- Third, a council tax valuation role will be created which has also been a job matched. One of the former senior officers will no longer have staff reporting to her but will remain a senior officer dealing with council tax evaluation work and any council tax fraud work.

The main change is in reporting lines within the team. There will be no changes in the line management structure. The consultation period for this restructure will close on 11/02/2020. There have not currently been any staff queries. There is no threat of redundancy in this restructure.

### 3. Legal Restructure

This item was presented by JT but has since been put on hold.

### 4. Matters Arising

**VG** will continue to look at getting keyboard brushes in the cleaning boxes.

**IC** confirmed that liners (including compostable liners) are **not** to be used in the food waste caddies.

### 5. Building services Update

In response to the coronavirus and flu season extra cleaning units have been put on each floor. It is asked that staff are extra vigilant when it comes to cleaning their desks, wiping them down with disinfectant spray/wipes as well as wiping the handset mouse and keyboard before and after they begin working as we all hot desk and this should

help to stop the spread of germs. It is also asked that extra care be taken to wash hands and use the hand sanitiser provided.

It was asked if the cleaners would be using disinfectant on door handles.  
IC said that he would feed this back and find out.

It was asked that staff take messages the put on to the noticeboards off when they are no longer relevant. And ensure that they clean and put away any crockery after use – including that of their guests if they have any.

It was asked when there would be disinfectant wipes for the touch screens in the customer service centre.  
VG to chase this

## **6. NHDC Update**

We are currently waiting for the final report for the peer challenge. At a glance it looks as if we do a lot well but there are areas for improvement, with the results we will be setting what our ambitions are.

There will be a session on the budget in the staff briefing on 12/02.

The council's climate change strategy has now been approved.

## **7. Payroll Update**

RW demonstrated iTrent employee self service.. Training for the new system will begin in mid March and there will be regular updates on the intranet payroll pages. Once the new iTrent system is in place there will be floorwalkers from HR and the payroll champions to assist employees with the system.

Key dates to remember:

- Thursday 5 March 2020, March payroll cut off and SAP inputting closure date
- Monday 30 March 2020, Launch of iTrent employee and manager self service
- Tuesday 31 March 2020, Read only access to SAP ceases eg viewing payslips
- Wednesday 1 April 2020, Payroll cut off in iTrent for April pay day

For more information please see the intranet page or ask Mac the chatbot:

<https://intranet.north-herts.gov.uk/home/about-me/payroll-services/itrent-support/project-updates>

## **8. IT Update**

The Windows 10 update is progressing, homeworking units will be called back for the update after Buntingford units have been updated.

CCTV cameras for the carpark next to the District Council Offices are now live and the signs have gone up in the carpark.

The Information at work upgrade is in process.

The chatbot is now live and ready to answer queries.

## **9. Employee Queries**

A concern was raised about the food brought to the District Council Offices from the best before café and it was asked if the food should be donated.

LE responded that this food only comes to the District Council Offices after it has gone to food banks and various other places including the best before café.

**Chair for Next Meeting – Andrew Betts**

## **Have something to say?**

If you have an issue you think should be brought to the attention of the SCF, please contact any 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.

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)

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

### **Representatives (and extension):**

**Lea Ellis** #4830 - Community Engagement team based on Floor 3

**Ben Glover** #4248 - Planning team based on Floor 3

**Emma Jellis** #4312 - MSU team based on Floor 4

**James Watson** #4209 - Commercial team based on Floor 4

**Allison Fox** #4203 - Technical Support Officer based on Floor 3

**Christina Corr** #4325 - Senior Technical Officer R&B team based on Floor 5

**Andrew Betts** #4282 - Contracts Officer (Waste Management based at Buntingford)

This page is intentionally left blank

**JOINT STAFF CONSULTATIVE COMMITTEE  
11 MARCH 2020**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE**

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

**1. SUMMARY**

- 1.1 To update the Joint Staff Consultative Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs.

**2. STEPS TO DATE**

- 2.1 The People Strategy Information Note contains the 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 People Strategy Planning**

Work is underway to create a new People Strategy for 2020 – 2026. The LGE are currently developing a new Workforce Development Framework and there will be a version that is specific to shire districts. This should be available by the summer and its planned to adopt and use this framework. In the interim a questionnaire has been developed to surveying services on their future resourcing needs and this was discussed at a Leadership Team meeting and is to be cascaded to service managers. There are also new processes for senior managers to discuss current and future succession planning arrangements.

**3.3 Recruitment**

Recruitment has slowed during the last quarter in line the completion of restructure changes. Recruitment for certain roles has proved challenging for example Environmental Health where experienced professionals seeking new employment are scarce. We have been working closely with service managers advising on adverts on professional job boards and looking at alternative resource where possible. We are also looking to address this gap by offering an EH apprenticeship to current technical staff allowing them to develop their skills whilst studying for a professional qualification.

### 3.4 Apprentices

Following recruitment in the autumn we now have 12 Apprentices in post, of these 10 are Entry Level (salary grade 1) and 2 are Higher Level Apprentices (salary grade 3). 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. There is sufficient budget to take on two more apprentices and a discussion is planned for 3 March SMT meeting to allocate places.

The 2019 cohort of apprentices recently made a presentation to SMG on the subject of 'Developing an Inclusive Organisation to Meet Future Demands and Challenges' This is primarily a development activity for the apprentices but was extremely well received and has prompted discussion in a number of other forums.

### 3.5 Equal Pay and Equalities

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

### 3.6 Pay and Benefits

#### 3.6.1 Payroll Project

Implementation of the new payroll system, iTrent, is well underway. Alongside Liberata, our new provider, work has been carried out to design, build and test the new system, as well as export data from our current system. Throughout implementation, the project team have investigated opportunities to streamline and automate processes and changes include automation of the leavers process and better online leave management.

Training is planned during March and April with the system launching for employees on 30th March. April salaries will be paid by Liberata through iTrent.

Councillors self service will go live following the training in April. Councillors will be able to claim for expenses via iTrent for May payday. Following training, drop in sessions will be available to provide support.

Further project updates are available on the intranet and frequently asked questions are available through MaC, the chatbot.



### 3.6.2 Pay

The Pay Policy Statement (PPS) for 2020/211 went to full Council in February and is published on the Council's website. It will be updated if there are changes to structure or pay.

### 3.6.3 National Pay bargaining

The unions put in a pay claim for 10% or £10 per hour, whichever is greater. The LG Employers delayed any action on the bargaining until the general election outcome was known. They wrote to employers on 5th February to say just 2% was offered but swiftly rejected. There is another regional pay briefing on 9 March to launch the further work going into national pay bargaining.

### 3.7 Benefits

Preparation is underway for Auto re-enrolment into the Local Government Pension Scheme. This takes place every 3 years as the government want to help people save more for their retirement. The majority of staff are already in the LGPS but around 30 staff will be automatically re-enrolled in the scheme in April. These staff have the option to "opt out" or join the 50-50 scheme if they prefer to save a smaller amount each month.

3.7.1 The current contracts for the provision of an Employee Assistance Programme (EAP) and Occupational Health (OH) were renewed from April 2019. The services are provided within a HCC Framework Agreement and both EAP and OH provision went down in price slightly. The EAP service is now available to Councillors as well as employees. There have been considerable problems with the OH contract and we are currently exploring how to leave the contract and looking at alternative providers.

3.7.2 We have also introduced 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 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.

3.7.3 New contracts for the Wider Wallet discount scheme and Kiddivouchers will commence from 1 April. The NHDC Benefits Hub will also provide a platform for HolidayFlex, the Council's scheme for the purchase of additional leave.

### 3.8 Learning and Employee Engagement

The Values and Behaviours are now displayed around the organisation; they are integrated into the Regular Performance Reviews (RPR) and are well embedded into the organisations culture. The first round of Staff Recognition Awards was announced at the February staff briefing with the recipients each receiving a voucher for £25. The awards were based on exceptional performance in respect of the values and behaviours assessed by a joint Member and officer group.

The Learning and Development team are now playing a major part in assisting with the new Organisational Development work that is underway.

#### 3.8.1 Regular Performance Review

From April RPR will become the main mechanism for regular one to one discussions as well as the annual more detailed snapshot review (scheduled at any time of the year). It will continue to be a way of ensuring that the Values and Behaviour framework is used as a basis for performance management and wellbeing discussions.

#### 3.8.2 Leadership Development

The 2020 Development Programme for the Leadership Team is now close to completion. This entailed 360 feedback profiling and individual coaching sessions together with two group coaching sessions for the Senior Leadership Team. Evaluation of the programme will now be undertaken to assess the best approach for the tier of Managers reporting to Service Directors.

#### 3.8.3 Career Development and Succession Planning

A new programme of Personal Development Training will be introduced during 2020. The programme addresses some of the feedback received from the staff development survey and ensures that the organisation supports all staff and not only those in management roles. It also ensures that NHDC recognises and develops the talent it has, as part of the 'Shaping Our Future' organisational development strategy.

#### 3.9 Absence

The short-term absence target is 3.5 days. As at December we had lost 2.54 days per FTE marginally down on the same period last year. However long-term absence is extremely low with just 0.41 lost days per FTE lost from April to December. More details on absence rates are shown under the key performance absence data.

##### 3.9.1 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  
Kerry Shorrocks  
Corporate Human Resources Manager  
Tel: 01462 474224  
[Kerry.shorrocks@north-herts.gov.uk](mailto:Kerry.shorrocks@north-herts.gov.uk)

## **7.0 BACKGROUND PAPERS**

### **7.1 People Strategy 2015 – 2020**

## Appendix A

### Key Performance Measures

#### 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

January 2019 to December 2019 rolling year 4 days lost to ST absence. The annual target is 3.5 days.

The headcount figure at December 2019 was 3.41 and full time equivalent (FTE) was 299.4 Long term absence has remained very low at 0.51 days long term absence lost. Flu vaccinations were popular again with 106 staff taking them up that helps to reduce the number of days lost over winter months for influenza.

November and December saw quite low short term rates for the winter

	Long Term	Short Term
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
Aug 2019	0.05	0.16
Sept 2019	0.02	0.21
Oct 2019	0.00	0.49
Nov 2019	0.14	0.28
Dec 2019	0.06	0.27
Total	0.51	4.0

**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, tasks and costs identified and agreed	Maggie Williams & Kerry Shorrocks and finance officers	30/03/2019	30/09/2020
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 Complete
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 Complete
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	30/9/2020

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	30/09/2020
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 2018/19 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)	31/12/2020
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  
11 MARCH 2020**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF INFORMATION NOTE: EQUALITIES UPDATE**

**INFORMATION NOTE OF THE SENIOR HR AND CONTRACTS MANAGER**

**1. SUMMARY**

This is an update regarding equalities at the Council in respect of:

- Equalities Data
- Gender Pay Gap
- Home Locations & Distances to DCO

**2. STEPS TO DATE**

This note is provided to the Joint Staff Consultation Forum to update the Committee on the Council's current equalities profile.

**3. INFORMATION TO NOTE**

**3.1 Equalities Data 2019**

**3.1.1 Data**

The equalities data for the Council for the period 1<sup>st</sup> January 2019 – 31<sup>st</sup> December 2019 was published in full on the Council's website in January 2020 in accordance with The Public Sector Equality Duty (section 149 of the Equality Act 2010). The Equality Duty applies to public bodies and others carrying out public functions. The Equality Duty is supported by specific duties which require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives.

The data provided covers recruitment, current staff, application of HR policies, refusal of applications for learning and development, analysis of those taking and returning from maternity leave, analysis of leavers from NHDC employment and a summary of the most recent Gender Pay Gap and Equal Pay Review Reports.

The equalities profiles for employees, appointments and those who left the Council in 2019 are given below. Previous years' figures are shown in brackets. In the publication of the data, percentages have been used instead of raw numbers in order to protect confidentiality and analysis has not been undertaken where overall numbers are less than 10. Figures may not always add to 100% as not all recruits or staff provide information on every protected characteristic and due to rounding.

**3.1.1.1 Employees**

- **2019 - 69% female, 31% male**
- (2018 - 68% female, 32% male, 2017 - 66% female, 34% male, 2016 - 66% female, 34% male, 2015 - 66% female, 34% male).

- **2019 - 82% not disabled, 3% disabled**
- (2018 - 80% not disabled, 3% disabled, 2017 - 78% not disabled, 4% disabled, 2016 - 78% not disabled, 5% disabled, 2015 - 75% not disabled, 4% disabled).
- **2019 - 87% White, 8% other ethnic origin**
- (2018 - 88% White, 6% other ethnic origin, 2017 - 87% White, 7% other ethnic origin, 2016 - 88% White, 5% other ethnic origin, 2015 - 88% White, 6% other ethnic origin).
- **2019 - 79% heterosexual, 1% gay, lesbian or bisexual**
- (2018 - 76% heterosexual, 2% gay, lesbian or bisexual, 2017 - 77% heterosexual, 1% gay, lesbian or bisexual, 2016 - 76% heterosexual, 1% gay, lesbian or bisexual, 2015 - 74% heterosexual, 1% gay, lesbian or bisexual).
- **2019 - 47% Christian, 27% no religion, 4% other religions**
- (2018 - 49% Christian, 23% no religion, 5% other religions, 2017 - 54% Christian, 18% no religion, 4% other religions, 2016 - 53% Christian, 18% no religion, 5% other religions, 2015 - 53% Christian, 18% no religion, 5% other religions).
- **2019 - 3% under 21, 8% aged 21-25, 15% aged 26-34, 20% aged 35-44, 28% aged 45-54, 23% aged 55-64, 3% aged 65 and over**
- (2018 - 2% under 21, 7% aged 21-25, 13% aged 26-34, 22% aged 35-44, 31% aged 45-54, 22% aged 55-64, 3% aged 65 and over, 2017 - 2% under 21, 5% aged 21-25, 11% aged 26-34, 25% aged 35-44, 32% aged 45-54, 22% aged 55-64, 4% aged 65 and over, 2016 - 2% under 21, 6% aged 21-25, 10% aged 26-34, 24% aged 35-44, 34% aged 45-54, 22% aged 55-64, 3% aged 65 and over, 2015 - 2% under 21, 5% aged 21-25, 8% aged 26-34, 24% aged 35-44, 33% aged 45-54, 24% aged 55-64, 3% aged 65 and over).
- **2019 - 52% married, 37% single, 4% divorced, 1% civil partnership, 1% widowed**
- (2018 - 55% married, 32% single, 5% divorced, 1% civil partnership, 1% widowed, 2017 - 60% married, 27% single, 3% divorced, 1% civil partnership, 1% widowed 2016 - 59% married, 29% single, 3% divorced, 1% civil partnership, 2015 - 58% married, 27% single, 4% divorced, 1% civil partnership).
- **2019 - 70% full time, 30% part time**
- (2018 - 67% full time, 33% part time, 2017 - 65% full time, 35% part time, 2016 - 67% full time, 33% part time, 2015 - 65% full time, 35% part time).

### 3.1.1.2 Appointments

- **2019 - 72% female, 28% male**
- (2018 - 61% female, 39% male, 2017 - 50% female, 50% male, 2016 - 64% female, 36% male, 2015 - 60% female, 40% male)
- **2019 - 99% not disabled, 1% disabled**
- (2018 - 93% not disabled, 5% disabled, 2017 - 97% not disabled, 0% disabled, 2016 - 86% not disabled, 12% disabled, 2015 - 93% not disabled, 5% disabled).
- **2019 - 86% White, 8% other ethnic origin**
- (2018 - 82% White, 6% other ethnic origin, 2017 - 86% White, 7% other ethnic origin, 2016 - 88% White, 7% other ethnic origin, 2015 - 88% White, 7% other ethnic origin).

- **2019 - 91% heterosexual, 9% gay, lesbian, bisexual or transsexual**
- (2018 - 89% heterosexual, 3% gay, lesbian, bisexual or transsexual, 2017 - 84% heterosexual, 3% gay, lesbian or bisexual, 2016 - 90% heterosexual, 2% gay, lesbian or bisexual, 2015 - 82% heterosexual, 5% gay, lesbian or bisexual).
- **2019 - 42% Christian, 4% other religions, no religion 47%**
- (2018 - 37% Christian, 5% other religions, 2017 - 41% Christian, 3% other religions, 2016 - 45% Christian, 4% other religions, 2015 - 47% Christian, 22% other religions).
- **2019 - 10% under 21, 20% aged 21-25, 17% aged 26-34, 19% aged 35-44, 21% aged 45-54, 12% aged 55-64, 1% aged 65 and over**
- (2018 - 8% under 21, 14% aged 21-25, 25% aged 26-34, 20% aged 35-44, 22% aged 45-54, 8% aged 55-64, 0% aged 65 and over, 2017 - 5% under 21, 14% aged 21-25, 27% aged 26-34, 24% aged 35-44, 30% aged 45-54, 0% aged 55-64, 0% aged 65 and over, 2016 - 10% under 21, 21% aged 21-25, 21% aged 26-34, 17% aged 35-44, 24% aged 45-54, 5% aged 55-64, 2% aged 65 and over, 2015 - 20% aged 16-20, 28% aged 21-30, 34% aged 31-40, 7% aged 41-50, 10% aged 51-60).

### 3.1.1.3 Leavers

- **2019 - 64% female, 36% male**
- (2018 - 66% female, 34% male, 2017 - 59% female, 41% male, 2016 - 62% female, 38% male, 2015 - 64% female, 36% male).
- **2019 - 82% not disabled, 4% disabled**
- (2018 - 84% not disabled, 7% disabled, 2017 - 85% not disabled, 7% disabled, 2016 - 82% not disabled, 8% disabled, 2015 - 73% not disabled, 3% disabled).
- **2019 - 86% White, 6% other ethnic origin**
- (2018 - 79% White, 10% other ethnic origin, 2017 - 83% White, 15% other ethnic origin, 2016 - 87% White, 7% other ethnic origin, 2015 - 80% White, 7% other ethnic origin).
- **2019 - 90% heterosexual, 2% gay, lesbian or bisexual**
- (2018 - 85% heterosexual, 3% gay, lesbian or bisexual, 2017 - 80% heterosexual, 4% gay, lesbian or bisexual, 2016 - 85% heterosexual, 3% gay, lesbian or bisexual, 2015 - 68% heterosexual, 8% gay, lesbian or bisexual).
- **2019 - 46% Christian, 34% no religion, 2% other religions**
- (2018 - 53% Christian, 28% no religion, 7% other religions, 2017 - 37% Christian, 35% no religion, 10% other religions, 2016 - 48% Christian, 28% no religion, 4% other religions, 2015 - 51% Christian, 19% no religion, 2% other religions).
- **2019 - 8% under 21, 12% aged 21-25, 14% aged 26-34, 16% aged 35-44, 16% aged 45-54, 26% aged 55-64, 8% aged 65 and over**
- (2018 - 7% under 21, 12% aged 21-25, 16% aged 26-34, 22% aged 35-44, 14% aged 45-54, 19% aged 55-64, 10% aged 65 and over, 2017 - 11% under 21, 7% aged 21-25, 17% aged 26-34, 20% aged 35-44, 28% aged 45-54, 13% aged 55-64, 4% aged 65 and over, 2016 - 2% under 21, 13% aged 21-25, 8% aged 26-34, 25% aged 35-44, 17% aged 45-54, 23% aged 55-64, 12% aged 65 and over, 2015 - 11% under 21, 16% aged 21-25, 14% aged 26-34, 19% aged 35-44, 14% aged 45-54, 23% aged 55-64, 4% aged 65 and over).

- **2019 - 48% married, 42% single, 6% divorced**
- (2018 - 33% married, 29% single, 2% divorced, 2017 - 33% married, 54% single, 7% divorced, 2016 - 52% married, 33% single, 7% divorced, 2015 - 36% married, 41% single, 1% divorced, 1% widowed).
- **2019 - 66% resigned, 18% retired, 2% came to the end of a fixed term contract, 12% redundancy and 2% were dismissed**
- (2018 - 57% resigned, 14% retired, 12% came to the end of a fixed term contract, 7% redundancy, 3% were dismissed and 2% died in service, 2017 - 61% resigned, 22% came to the end of a fixed term contract, 7% retired, 2% early severance, 2% died in service and 7% were dismissed, 2016 - 52% resigned, 13% came to the end of a fixed term contract, 7% were made redundant, 12% retired, 5% transferred under the TUPE regulations and 5% were dismissed, 2015 - 53% resigned, 31% came to the end of a fixed term contract, 7% were made redundant, 3% transferred under the TUPE regulations, 3% retired and 1% died in service.

### 3.1.2 **Analysis**

These figures show that the make up of the Council's workforce, appointments, and leavers by protected characteristic remains very stable with few changes. There are however some points to note.

#### **Gender**

- Looking at the figures for December 2017, December 2018 and December 2019 there continues to be an increase in females in the workforce:  
**2019** – 378 staff – 260 (69%) – female, 118 (31%) - male  
**2018** – 352 staff - 240 (68%) – female, 112 (32%) - male  
**2017** – 330 staff – 218 (66%) – female, 112 (34%) - male
- Comparing the calendar year 2019 with the calendar years 2018 and 2017, there is a continued significant increase in female appointments to the Council of 11% between 2017 and 2018 and the same increase again between 2018 and 2019:  
**2019** – 81 Appointments – 58 (72%) female – 23 (28%) male  
**2018** – 66 Appointments – 40 (61%) female – 26 (39%) male  
**2017** – 26 Appointments - 13 (50%) female - 13 (50%) male
- The number of female leavers from the Council dropped slightly from 66% to 64% of all leavers in the calendar year 2019. Almost two-thirds of those leaving the Council for all reasons are female which is broadly in line with the current staff profile. 67%, (22 employees) of those who resigned from the Council, were female. Analysis of the other reasons for leaving by protected characteristic was not undertaken as the numbers in each group were less than 10.  
**2019** - 50 Leavers – 32 (64%) – female, 18 (36%) male  
**2018** - 58 Leavers – 38 (66%) – female, 20 (34%) male  
**2017** - 46 Leavers – 27 (59%) – female, 19 (41%) male

#### **Disability**

- The number of the Council's staff who class themselves as disabled has remained the same at 3% (10 employees) stabilising the downward trend of the previous 3 years.
- As in 2018, very few of those who joined the Council in 2019 (1 person) declared themselves to have a disability.



- The number of those leaving the Council who declared themselves to be disabled fell from 7% in 2017 and 2018 to 4% in 2019 but as this represents only 2 employees in 2019 this figure must be treated with caution.

### **Ethnic Origin**

- Although the actual numbers of staff classifying themselves as White at the end of 2019 continued to increase from the previous 2 years, the percentage they formed of the overall workforce decreased slightly to 87% at 31 December 2019 from 88% at the end of 2018. Both the numbers and percentage of Other Ethnic Origins in the NHDC workforce rose between the end of 2018 and the end of 2019:  
**2019** – 378 staff – 327 (87%) – White, 29 (8%) – Other Ethnic Origin  
**2018** – 352 staff - 310 (88%) – White, 21 (6%) – Other Ethnic Origin  
**2017** – 330 staff – 287 (87%) – White, 24 (7%) – Other Ethnic Origin
- The percentage of appointments from those who classify themselves as of an Ethnic Origin other than White has remained very stable over the past 5 years and closely mirrors the percentage of employees from these groups.
- The percentage of those from non White leaving the Council fell by 4% in 2019 compared to 2018, from 10% to 6%.

### **Sexual Orientation**

- Whilst there has been very little change in the sexual orientation of staff and leavers during 2019, there was a significant increase, 6%, in the number of new appointments from the gay, lesbian and bisexual group. From the 81 appointments made, 7 were from this group. In 2018 66 appointments were made, 3 of which classed themselves as gay, lesbian or bisexual.

### **Religion**

- The significant downward trend of those whose religion is Christian continues for employees.
- The percentage of those with no religion working for the Council and leaving the Council has grown in 2019.
- There has been a decrease in the percentage of those of other religions joining, working for and leaving the Council compared to 2018 figures.

### **Age**

- For appointments made during 2019, there was a 6% increase in those in the 21 – 25 age group and a 8% decrease in the group aged 26 – 34 years. There was also a significant increase, 4%, in those appointed in the 55 – 64 age group.
- The age group 45-54 remains the largest group of employees as it has been for the last 4 years and accounts for significantly more than a quarter, (28%), of all staff. The proportion of all staff in this age group has been steadily decreasing however since 2016 when it was 34% of employees.
- In 2019 34% of those leaving the Council were over age 55, a 6% increase over 2018, which itself was an increase of 12% over 2017. There was also a 6% reduction in those leaving the Council in the 35 – 44 age group.

### **Marital Status**

- For the third year in a row (2017 – 2019) 2019 saw a decrease in married employees and an increase in single employees.
- There has been a significant increase to the percentages of those leaving the Council who have given their marital status as married, single and divorced.
- Marital status of those joining the Council is not requested during recruitment

### **Full time/Part time**

- 70% of those working for the Council at the end of 2019 did so on a full time basis, an increase of 3% on the workforce profile of 2018.
- For the third year in a row, the percentage of the full time workforce who are female has grown – 2019 – 60%, 2018 – 57%, 2017 - 53%.
- In 2019 the percentage of both the full time and part time workforce who declared a disability remained unchanged from 2018.

### **Long Term Sick**

- There has been a significant decrease in the number of long term sickness cases in 2019 which goes against the trend of the previous 3 years, (2019 – 24 cases, 2018 - 49 cases, 2017 – 26 cases, 2016 – 19 cases).
- Although the overall number of long term sickness cases decreased in 2019, the percentage of females taking long term sick leave continued to increase – 83% in 2019, 75% in 2018 and 54% in 2017.

### **Attendance Procedure**

- Having dropped in 2018 to 10 cases, the number of staff under this procedure in 2019 rose to 13, the same number as in both 2017 and 2016.
- In 2018 the percentage of those under this procedure who were women reduced by 5%, but in 2019 this percentage rose back to 85% as in 2017. This is a very significant increase on the figure in 2016 when only 46% of cases were female employees.
- 100% of staff under this procedure in 2019 were White, repeating the 2018 0% of cases from Other Ethnic groups.

### **Leavers**

- There was an decrease in leavers in 2019 to 50. This compares to 58 in 2018, 46 leavers in 2017 and 60 leavers in 2016.
- The number of staff going on maternity leave in 2019 rose to 9 from 2 in both 2018 and 2017. The number of those who returned from maternity leave was 4 compared to 2 in 2018 and 4 in 2017.
- The picture for reasons for leaving the Council is mixed with the numbers leaving due to resignation, retirement and redundancy increasing, the percentage of those being dismissed remained unchanged and those leaving by reason of end of contract decreasing.
- With regard to resignations, the number of those leaving the Council for this reason rose from 30 (52% of all leavers) in 2018 to 34 (66% of all leavers) in 2019.

## **3.2 Gender Pay Gap**

### **3.2.1. Background**

Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 employers with 250 or more employees are required to publish statutory gender pay gap calculations every year. Accordingly, NHDC are required to calculate and publish the following gender pay data:

- Gender pay gap (mean and median averages)
- Gender bonus gap (mean and median averages)\*
- Proportion of men and women receiving bonuses\*
- Proportion of men and women in each quartile of the Council's pay structure

\*The Council does not operate any bonus schemes but the definition of bonus under the Regulations on gender pay gap reporting includes long service awards and for this reason the Council has had to produce bonus figures for publication for 2017, 2018 and 2019.

### **3.2.2 Data**

The data must be a snapshot of salary data on 31 March each year and the bonus pay gap must be calculated from all bonus payments made in the 12 months up to and including the snapshot date of 31 March. This data must be published on the NHDC website and a government website by 30 March each year.

NHDC gender pay reporting figures have been calculated by our outsourced pay service provider, Serco, using the standard methodologies outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The gender pay gap and equal pay are not the same and do not have the same purpose. The Equality and Human Rights Commission defines the difference as follows:

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

The broad purpose of the equal pay provisions of the Equality Act 2010 is to require equality of treatment in employment as between men and women in respect of pay and other contractual terms. The stated aim of the gender pay gap reporting legislation is to introduce greater levels of pay transparency.

Salaries at NHDC are determined through a grading system which evaluates the job and not the post holder. It makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, we are confident that NHDC is paying the same salary to roles of equal value and that its gender pay gap may be as a result of the roles which men and women undertake within the Council and the salaries and allowances that these roles attract.

### 3.2.3 Results

The tables below contain a comparison of the NHDC Gender Pay Gap figures for the years 2017, 2018 and 2019. The highlighted figures must be reported on the Gov.uk website. The figures for 2017 and 2018 have already been reported and those for 2019 will be uploaded by 30 March 2020.

**Table 1 Gender Pay Gap 2017 – 2019 – Hourly Pay**

	Mean Hourly Rate			Median Hourly Rate		
	2017	2018	2019	2017	2018	2019
Female	£13.94	£14.19	£14.47	£12.05	£12.48	£13.01
Male	£18.57	£18.43	£19.13	£18.17	£16.85	£18.33
Gender Pay Gap	25%	23%	24%	34%	26%	29%

**Table 2 Gender Bonus Gap 2017 – 2019**

	Mean Bonus rate			Median Bonus rate		
	2017	2018	2019	2017	2018	2019
Female	£73.52	£50.00	£50.00	£50.00	£50.00	£50.00
Male	£66.67	£50.00	£50.00	£50.00	£50.00	£50.00
Gender Bonus Gap	-10.27%	0%	0%	0%	0%	0%

**Table 3 Quartile Pay Bands 2017 - 2019**

	Males			Females		
	2017	2018	2019	2017	2018	2019
Lower Quartile	22.78%	30.86%	28.40%	77.22%	69.14%	71.60%
Lower Middle Quartile	16.25%	17.07%	15.85%	83.75%	82.93%	84.46%
Upper Middle Quartile	41.78%	37.80%	27.16%	58.23%	62.20%	72.84%
Upper Quartile	58.23%	59.76%	58.54%	41.77%	40.24%	41.46%

### 3.2.3 Analysis

The full Gender Pay Gap Report is available on the NHDC website.

The figures for the Council's 2019 gender pay gap are included in the tables above and the Report is in the final stages of preparation. It will be uploaded to the Council's website by the end of March 2020. Key points to note are:

- All quartiles showed an increase in the proportion of females from 2018, but this was largest in the upper middle quartile where the increase was over 10.6% which is a very positive sign.
- The gross hourly pay rate including all allowances and enhancements and less salary sacrifice payments in this quartile ranges from £13.55 - £18.86 per hour.
- The average differences in the pay packets of women compared to men at the Council are £4.66 per hour (mean) and £5.32 per hour (median).
- The narrowing of the mean and median gender pay gap in 2018 was not sustained in 2019.

- The Action plan to go with the report has been updated. The major developments are:
  - The career development survey has been completed and the outline results circulated to all staff. 177 employees (approx. 47% staff) responded. Following this survey, career development discussions have occurred and individual plans have been created for those who want to progress. Further work with the Management Support Unit (MSU) as a pilot is planned as this department has a significant number of women working in administrative and clerical roles.
  - Tools for ensuring the use of gender-neutral language in recruitment advertisements, job descriptions, person specifications and interview questions and for deeper analysis of the Council's gender pay gap, and in time the ethnic pay gap, data have been introduced. The Council has commenced using the Gapsquare software to identify where there are particular pay disparities so actions can be developed to address these.
  - The Council's Recruitment and Selection workshop has been reviewed to include additional content relevant to addressing the Gender Pay Gap. The training is focused on clear and objective selection criteria and contains an enhanced session covering unconscious bias. This element allows recruiters to discuss the impact of culture, conditioning and language.
  - Recruitment selection methods are being reviewed to move away from the emphasis on an interview and instead use a broader range of selection activities to allow more opportunity for those shortlisted to demonstrate their attributes.
  - Eliminating unconscious bias training is being rolled out across the organisation.
  - Specific training workshops are being developed on job design (job descriptions and person specifications).
  - Work on the introduction of a Staff Network with focus on having an inclusive remit, but within which there is a study of specific narrower issues e.g. women, minority ethnic staff numbers, younger staff, and generally staff getting to know other work areas etc.

### 3.3 Home Locations & Travel to Work Distances

Following a request at the last meeting, analysis has been undertaken of the home locations of staff and the distances from these to the Council Offices in Letchworth.

#### 3.2.1 Home Locations

In January 2020 there were 379 staff, 180, or 47%, of which live in North Herts. In terms of a gender split, 133 employees, or 74%, of female staff and 47, or 26%, of male staff live in the District.

#### 3.2.2 Distances from Home Locations to DCO

The table below shows some data regarding the distance from DCO to the home locations of NHDC staff.

Distance from DCO	Total Staff		Female		Male	
	No	%	No	%	No	%
Less than 5 miles	214	57	149	70	65	30
Less than 10 miles	268	71	182	68	86	32
Less than 20 miles	344	91	233	68	111	32
Less than 30 miles	359	95	245	68	114	32
More than 30 miles	20	5	15	75	5	25

5 employees, (1.3% of staff), live more than 100 miles from DCO. 4 of these 5 staff, (80%), are female and the employee who lives furthest from DCO, (214 miles), is also female.

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

- 4.1 There will be a further update on equalities prepared for the June 2020 JSCC.

#### **5. APPENDICES**

- 5.1 None

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

- 6.1 Maggie Williams – Senior HR & Contracts Manager 01462 474506

[Maggie.williams@north-herts.gov.uk](mailto:Maggie.williams@north-herts.gov.uk)

- 6.2 Kerry Shorrocks – Corporate Human Resources Manager 01462 474224

[Kerry.shorrocks@north-herts.gov.uk](mailto:Kerry.shorrocks@north-herts.gov.uk)

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

- 7.1 Equalities data for the Council for the period 1<sup>st</sup> January 2019 – 31<sup>st</sup> January 2019 published in January 2020 in accordance with The Public Sector Equality Duty (section 149 of the Equality Act 2010). Available on the Councils Website.

- 7.2 The Council's Gender Pay Gap Report 2018 published in March 2019 in accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Available on the Councils Website.

<p style="text-align: center;"><b>STRATEGIC DISCUSSION PAPER</b> <b>March 2020</b> <b>Career Development, Talent and Succession Planning</b></p>
--

## **Introduction**

The Council is currently undertaking a range of initiatives, both structured and organic, which contribute towards our organisational development. Career Development and Talent & Succession planning form a major part of this.

This can be challenging due to the need to ensure we remain objective, fair and avoiding bias in the way we recruit and select.

## **What steps are we taking?**

### **Regular Performance Reviews**

Regular performance review discussions are an integral way for employees and managers to discuss all aspects of career and personal development. The 2019 Career Development survey showed 73% of those in grades 7-9 middle managers, felt that their manager regularly discusses Career Development. We need to ensure that all members of staff get the opportunity to have that discussion, to make this easier during 2020, the form has been amended to highlight that discussion.

### **A range of development opportunities**

We have a core list of essential learning on our Learning Management System, that Managers must complete in line with NHDC policies, if existing or potential Managers would like further development outside of this, then we would work with them to facilitate the best learning solution. For example, signposting people towards professional qualifications or bespoke solutions (such as ILM or Solace), in-house management fundamentals programme (for prospective or new managers). Our ethos is to encourage people to take responsibility for their own personal and career development and support them in that process.

### **Coaching and Mentoring**

We use Coaching and Mentoring as an additional tool to support personal and career development, this is often directly related to people equipping themselves with the knowledge and skills for future roles. Recent examples of this have included developing a more strategic perspective and political sensitivity. Mentoring is used both to support new managers and throughout the organisation to ensure we share existing knowledge and experience.

### **Personal Development Programme**

We have several personal development eLearning modules available in addition to this, we will also be running a series of workshops over the coming year:

- Developing personal awareness and confidence
- Career planning
- Personal organisation and time management

### **Service Area Succession Planning**

To ensure that we have managers and leaders with appropriate skills for the future, we have various succession planning arrangements. Many of these are specific to your service area, such as acting up arrangements, opportunities to work on projects, shadowing etc. secondment opportunities sponsoring work related qualifications.

Service Directors will be discussing succession planning on a regular basis at their Directorate Team meetings. Equally the Leadership Team, meetings will regularly discuss the succession for the most senior roles in the Council.

### **Career Development Survey 2019**

During 2019 the whole of the workforce was invited to take part in a career development survey. There was an excellent response rate and some of the findings are listed below.

In carrying out this survey we emphasised that we appreciate some staff are satisfied staying in their current role and the Career Development survey was not intended to make people believe they are being pressured to seek career development, although we are committed to ensure that we encourage all staff to continue to develop, both personally and within their current role. Interestingly the proportion of men and women that are satisfied staying in their current role was equal at 45%. The percentage of people satisfied staying in their current job role increases with age:

- 18-24: 25%
- 25-34: 30%
- 35-44: 36%
- 45-54: 52%
- 55-64: 58%
- 65+: 100%

Those working full time felt that sponsoring work-related qualifications was the most important measure to develop their career, whilst for part-time staff; the most important measure was positively considering secondment opportunities.

Those that wanted to develop their career were encouraged to leave their contact details for the L&D team to follow up. A good number of staff did do that and all of them received a follow up discussion.