

NORTH HERTFORDSHIRE DISTRICT COUNCIL



11 September 2020

Our Ref JSCC – 23.09.2020
Contact. Committee Services
Direct Dial. (01462) 474655
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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 (Vice-Chair), Councillor Terry Hone, Councillor Keith Hoskins MBE and Councillor Claire Strong

(Substitutes: Councillors Councillor David Barnard, Councillor Paul Clark, Councillor Sam Collins, Councillor Tony Hunter, Councillor Sue Ngwala and Councillor Martin Stears-Handscomb)

UNISON Representatives: Debbie Ealand, Keith Fitzpatrick-Matthews and Dee Levett

Staff Consultation Forum Lea Ellis, Andrew Betts, Emma Jellis, Christina Corr and Representatives: Allison Fox, Matthew Hepburn and William Stafford.

NOTICE IS HEREBY GIVEN OF A

MEETING OF THE JOINT STAFF CONSULTATIVE COMMITTEE

to be held as

A VIRTUAL MEETING

On

WEDNESDAY, 23RD SEPTEMBER, 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**

Item		Page
1.	APOLOGIES FOR ABSENCE	
2.	CHAIR'S ANNOUNCEMENTS Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the 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.	
3.	NOTIFICATION OF OTHER BUSINESS 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.	
4.	STAFF CONSULTATION FORUM To receive the Minutes of the Staff Consultation Forum Meeting held in March 2020, July 2020, August 2020 and September 2020.	(Pages 3 - 16)
5.	INFORMATION NOTE - HR UPDATE INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER To update the Joint Staff Consultative Committee on the progress made in the last quarter completing HR work and projects and our work supporting the people issues and matters during the Coronavirus pandemic, lockdown and ongoing restrictions.	(Pages 17 - 28)
6.	STRATEGIC DISCUSSION PAPER - KNOWLEDGE MANAGEMENT To receive a discussion paper on Knowledge Management.	(Pages 29 - 30)
7.	FUTURE DISCUSSION TOPICS To consider the subjects for debate at future meetings of the Committee.	(Pages 31 - 32)

Staff Consultation Forum Meeting

04 March 2020



Present: Ben Glover (**BG**), Dee Levett (**DL**), Andrew Betts (**AB**), Lea Ellis (**LE**), Vic Godfrey (**VG**), Christina Corr (**CC**), Ian Couper (**IC**), Allison Fox (**AF**), Deborah Hiscock (**DH**), Emma Jellis (**EJ**), Caitlin Bruce (**CB** – **notes**)

Circulation: Global

1. **Apologies**

Anthony Roche, Kerry Shorrocks, Rebecca Webb

2. **Matters Arising**

A question around the current status of the Legal restructure given a manager was leaving.

The response was that this restructure is currently on hold for this reason.

Door handles, banisters, toilet taps etc are all supposed to be sanitised via the cleaning contract. Desks are also cleaned with the sanitiser.

DH has asked for all cleaning procedures in writing.

3. **Building services Update**

Extra cleaning boxes have gone on each floor in response to the coronavirus.

There are tubs of 200 sanitising wipes as well as a roll of **disposable** cloths in each box. These cloths are **not reusable** please do not put them back in the box and please close lids on the sanitiser tubs as they will dry out.

There will be one more sanitiser dispenser per floor (like the ones in lift lobbies), these will be by the cleaning boxes. Dispensers will also be added to the council chamber, IT room and the IT training room.

New posters will be going up reminding people to wash their hands and clean their desks.

4. IT Update

The new Information at Work is now live, there are a few small issues – Northgate are looking into this. Apologies for any inconvenience but IT are working with Northgate to resolve any issues.

Windows 10: the next phase is to start working on homeworking PCs, IT will contact those who have them shortly to upgrade then following that laptops will be upgraded.

A project has started to move the parking manager and supervisor back to the office in the Lairage car park in Hitchin, this could take a few months.

IT developers are currently working on work with waste services– there will be a secondary rate for brown bins for people on benefit. There will need to be some software written to enable people to apply.

IT helpdesk is busy at the moment due to fallout from Windows 10, calls that are not tech issues could be resolved by reading guidance on the intranet or ask colleagues for help.

MFDs (printers) now come under the remit of IT – if there are any issues with them log an IT helpdesk call.

5. NHDC Update

There will be a senior leadership meeting about coronavirus and various policies – communication around this will be sent out shortly.

Consultation with those directly affected by the chief executive restructure will begin next week and the week after. Consultation is due to be concluded before the full council meeting at the beginning of April.

The extra statutory day to allow a Christmas shutdown will now be permanent.

Staff on grades 1- 4, including Apprentices, that have less than 5 years' service will from the new leave year get an increase to their annual Leave from 21 to 22 days (pro rata for part time staff).

From April carry forward annual leave can be used over whole leave year as opposed to being used by the end of May.

Holiday flex scheme - the purchase of annual leave scheme will be being launched soon, with the window for applying to be in August and staff will be able to purchase up to 5 days additional leave.

The new flexi policy proposal will be sent round today (04/03/2020) this will be open for all staff to comment on until 20th March, the policy should be put in place from the 20th April subject to feedback.

6. Employee Queries

It was asked how being made to work from home would affect those who can't work from home.

This will be discussed in the coronavirus meeting next week and any decisions will be communicated to staff.

Reminder to all staff to turn their PC monitors off at the end of the day.

A question around the staff annual pay increment was raised.

This has not been agreed yet, as and when it is finalised it will be backdated to the 1st April.

A reminder to all staff that when using communal spaces in the office such as toilets and the canteen they should be mindful of those around them and those who will want to use the space after them.

As well as the above it is asked that staff be mindful when using their mobile phones in the office – please try to keep them on silent/vibrate where you can to avoid disturbing other members of staff.

DL to ask DH about getting a new toaster for the canteen with Unison funding.

A thank you to the person or people who put out the sanitary products and honesty boxes in the ladies toilets was raised.

Chair for next meeting – Alison Fox

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

Alternatively you can send any issues to the SCF inbox - 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)

Staff Consultation Forum Meeting

01 July 2020



Present: Kerry Shorrocks (KS), Dee Levett (DL), Lea Ellis (LE), Vic Godfrey (VG), Christina Corr (CC), Ian Couper (IC), Allison Fox (AF), Emma Jellis (EJ), Rebecca Webb (RW), Caitlin Bruce (CB – notes)

Circulation: Global

1. Apologies

Anthony Roche

2. Matters Arising

None discussed.

3. NHDC Update

Jo Dufficy will begin her new roll as Service Director for Customers in October.

Ian Fullstone has been appointed as the service director who will deputise for the Managing Director from 18/07/2020.

A reminder to staff to use up annual leave taking breaks in the year. See the global e mail sent on 20 May.

A modified staff survey will be conducted this year that will focus on homeworking and new ways of working that may be utilised in the future.

The gender pay gap average earning snapshots have seen a positive change in the pay gap which has significantly reduced since the first snapshot was taken in 2017, this shows a significant improvement. An insight article will follow. It was brought to the attention of the SCF that the Gender Pay Gap Group and what they do may not be widely known across the organisation. There was an agreement that members of the Gender Pay Gap Group should make staff more aware of what they do and help understanding of what it is there for.

Pay bargaining – the employers have offered a rise of 2.75% (the highest offer seen in a number of years), this has gone to a ballot with union members. It will take some time for this ballot to be processed. More information will follow as soon as more is known.

4. Building services Update

Thank you to all staff for your resilience during the pandemic.

There are some members of staff who are still using the council offices – the use of this building is under constant review. We have minimalised the number of people in the building, but it can still be used – please ensure you have used the outlook calendar to book time in the building.

The HR restructure was raised , this will consist of the deletion of the Corporate HR Manager post and the HR Services Manager will report directly to the Service Director for Resources. This will be subject to a full council meeting. There are minor structural changes.

It was raised that hand sanitiser is not available in the reception area and there is not one by the staff entrance. **IC to investigate having a hand sanitiser by the staff entrance.**

A question about the plan to get employees back in the office was raised. The response was that this would be addressed in the virtual staff briefing but as of yet the recovery team has no solid plans to have employees return to the district council offices in significant numbers any time soon.

A question was raised regarding potential financial difficulties faced by the council. The response was that although there is uncertainty in the future, at the moment there are sufficient reserves and there is no need for an emergency budget yet.

5. IT Update

IT have faced several challenges since the beginning of the lockdown, now most people are able to function and carry on their roles working from home but going forward work on infrastructure will be needed.

The helpdesk has been extremely busy because of both homeworking and requests for additional equipment due to homeworking.

IT are thankful for all the compliments they have been receiving – they boost moral within the team and it is good to give credit to their hard work.

Work will begin shortly to put new monitors on certain floors of the district council offices.

There are plans to move emails on to the cloud, this will mean that employees will not need to have access to an NHDC device or Blackberry work in order to access emails. This will not have cost implications as it is already part of our Microsoft agreement and will mean we can discard Blackberry work.

The ongoing tablet refresh is being carried out to install new security software on to the tablets.

There is some work needed on PC refreshes at the council offices but this has slowed due to the fact that many of them have been allocated to homeworkers.

There have been several requests for zoom, there are a few log ins for some members of staff. A reminder that these are to be used for work purposes only.

6. Employee Queries

A question about the new Service Director for Transformations post was raised asking if more information could be given about this post.

IC replied that this was to be proposed as a part time post, for 18 months and will focus particularly on transformation in relation to customer services. This post will be advertised. More information will be addressed in the staff briefing.

It was asked how employees would know when each SCF was to be held was asked. The SCF is held on the first Wednesday of every month, this is stated on the SCF intranet page – there was a short break due to the lockdown but there is now the ability to hold the meetings over zoom and so they will continue on the first Wednesday of every month as stated.

CB will also put a reminder on the notice board when the agenda goes out to SCF members.

A query on homeworking expenses being raised during the colder months to cover heating was put forward.

Many Councils are currently not offering any type of home-working expenses despite asking employees to work from home full time, there are currently several benefits offered to NHDC employees and there is a limit to the amount that can be offered without tax implications but IC will look into it.

Chair for next meeting – Christina Corr

Have something to say?

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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)

Staff Consultation Forum Meeting

05 August 2020



Present: Kerry Shorrocks (KS), Dee Levett (DL), Lea Ellis (LE), Vic Godfrey (VG), Christina Corr (CC), Ian Couper (IC), Allison Fox (AF), Emma Jellis (EJ), Rebecca Webb (RW), Caitlin Bruce (CB – notes)

Circulation: Global

1. Apologies

Vic Godfrey, Anthony Roche, Toby Le Sage, Ben Glover

2. Matters Arising

A question was raised regarding the modified staff survey – this has gone out to all employees.

Pay bargaining – the employers have offered a rise of 2.75% (the highest offer seen in a number of years), this has gone to a ballot with union members. It will take some time for this ballot to be processed. More information will follow as soon as more is known.

Sanitisers are ready for the staff entrance and main entrance.

No update on a work from home winter fuel allowance – IC will look at this again closer to winter.

Next gender pay committee meeting 19/08 – this will be publicised.

3. Business Services Update

There was a discussion around the booking system for the building and the hour long slots. Staff are able to book 2 one hour slots. It is up to individuals to ask if they can stay for longer.

Steve's contract has come to an end meaning there will be no caretaker in the building from Wednesday to Friday. The SCF wanted it noted how thankful they are for the hard work Steve did.

A question around bigger signs for the public about the office being closed. More information could be put on the internet about the district council offices being closed. **IC to take this to the recovery group.**

4. NHDC Update

The Holiday flex scheme has now opened. This is a salary sacrifice scheme wherein employees can purchase extra holiday – more information [here](#).

Shaping our future – a project board is being set up and a member from the SCF is needed. The board will be made up from the Managing Director, a Unison representative, an SCF representative and will include gender pay gap/ equalities group and councillor input.

The project board for COVID recovery is looking at how we will move services back to business as usual and how we would cope with a second wave. A move back to the district council offices will be considered as the responses to the staff survey are looked at.

The Labour/ Liberal Democrat administration are looking at the council plan for next year, a meeting concerning this will be held in October.

A question around if provisions would be made for employees who are shielding or have family members who are shielding. The policy remains that if employees are able to work from home they can do so.

5. Employee Queries

An employee had an issue and so called the IT helpdesk and left their number, they then asked a colleague to raise a ticket for them. IT said that they were unable to call the employee because there was no number left on the ticket.

AF suggested that it might be good for IT to have a list of employee personal numbers to call if they are having an issue with their IT.

Chair for next meeting – Dee Levett

Have something to say?

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Staff Consultation Forum Meeting

02 September 2020



Present: Kerry Shorrocks (KS), Dee Levett (DL), Christina Corr (CC), Ian Couper (IC), Emma Jellis (EJ), Rebecca Webb (RW), Jo Keshishian (JK), Andrew Betts (AB), Caitlin Bruce (CB – notes)

Circulation: Global

1. Apologies

Vic Godfrey, Anthony Roche, Lea Ellis, Allison Fox

2. Matters Arising

Hand sanitisers are now outside the staff entrance to the district council offices.

IT response to the employee query last month regarding IT having mobile phone numbers for staff:

IT have to consider things like consent to hold that information and then who has access etc so its not quite that easy as its personal information. One thing IT may be looking at next year will be the tying together of people registering for the self password reset with a mobile number and the Text alert SMS messages which also people sign up to. Its no easy thing and its part of a wider project of a replacement of SID and integrated directory as part of outlook and then how we keep this info up to date etc. For now the best thing is always for the user to provide a contact number they wish IT to try them on at point of raising a ticket. Alternatively they can always call 474444 to log the ticket and speak to one of the IT officers or leave a message for us to go back to them.

3. Business Services Update

A reminder for staff to only use the building if they need to. Employees who have booked slots for long durations have been and will continue to be contacted to check this is necessary.

It was asked if there was any news on a return to the district council offices. - As it is safe and effective to work from home at the moment we will continue to do so for now.

It was asked if there was any update on Town Lodge. - There have been some heralds in this project, a new planning proposal will be presented soon.

4. NHDC Update

The SCF are to let IC know when a representative has been chosen for the shaping our future group – the first meeting for this group will be held on November 15th

Howard Crompton has been selected as the temporary service director for the 18-month Transformations Service Director post. He will begin this role in mid-October.

The political process for the council plan was started this month, this will set the direction for the next year.

Local government reorganisation – all options are still on the table and are to be looked at after the central government white paper is released and will depend on what this says. Hertfordshire is not a part of the first wave of reorganisation which will begin in April 2021.

The recovery group discussed the work from home allowance – this will stay at a flat rate of £16 during the winter and will be reviewed each year.

There will be some changes in the HR team in the coming month – Kerry Shorrocks will be leaving on September 30th and Jo Keshishian will be stepping into the HR Service Manager role from September while Rebecca Webb is on maternity leave. During this time Laura Bignell will be covering the HR Operations Manager role with Caitlin Bruce and Oliver Charter staying on in 12 month contracts as Assistant Business Partner (CB) and HR Systems and Projects Officer (OC). As always please direct queries to hrhelp@north-herts.gov.uk in the first instance so that your query can be directed to the appropriate member of the team.

5. Employee Queries

An update on the publicization of the District Council Offices being closed was requested. – It is being looked into if an intercom system can be put on the front entrance to inform members of the public who come to the offices that they are closed.

There is a possibility that the SCF will be looking for a new rep – please contact one of the current reps or email SCF@north-herts.gov.uk if you are interested in joining the staff consultation forum.

Chair for next meeting – Christina Corr

Have something to say?

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**JOINT STAFF CONSULTATIVE COMMITTEE
23 SEPTEMBER 2020**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF INFORMATION NOTE: HR 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 completing HR work and projects and of course our work supporting the people issues and matters during the Coronavirus pandemic, lockdown and ongoing restrictions.

2. STEPS TO DATE

- 2.1 The HR Update Information Note contains the 2020/21 HR Service Work Plan.

3. INFORMATION TO NOTE

- 3.1 Progress against the People Strategy 2015 - 2020 has been reported to all quarterly JSCC Meetings up to March 2020. 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.

In June 2020 there was a written update concentrating on work supporting the people issues and matters during the Coronavirus pandemic, lockdown and ongoing restrictions. This information note will give a further update on progress during this time.

3.2 People Strategy Planning

The coronavirus situation has naturally had a very big impact on the plans 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 was expected to be available about now and its planned to be used in the future. A questionnaire was developed to survey services on their future resourcing needs and a good number were returned.

The Coronavirus situation has however changed all the normal forward planning forecasting on the economy, labour, market, pay and pensions etc. So instead of a long-term People Strategy being created at this time, it's proposed to adopt a 1 -2-year pandemic people/resources recovery plan. EELGA has been doing a lot of work to support Councils who of course have very similar people issues at this time and lots of useful material will be available to support this piece of work.

The East of England LGA area is hosting regular virtual regional meetings and sharing knowledge and experience of employee matters during the pandemic as well as carrying out a regular monthly survey that we are contributing to.

A Staff Survey has just been undertaken to help understand people's reactions to homeworking both during the lockdown and in the future. It also asked for feedback on the support provided to staff during the pandemic. Results and actions will be shared with staff.

The HR team has been undergoing some changes on the last quarter. The Corporate Human Resources Manager is leaving the Council on 2 October. Rebecca Webb is the new HR Services Manager and will take on the lead HR role and report to the Service Director Resources. However further temporary changes to the team have been put in place to cover a period of maternity leave of the HR Services Manager and Jo Keshishian will be taking on that role from the end of September.

3.3 Shaping Our Future

The Council has developed a strategy known as 'Shaping Our Future'. This is essentially an approach to Organisational Development which embraces all the activities that will help to evolve the organisation so that it is able to meet future challenges. The proposed outcomes for 'Shaping Our Future' are:

- A high quality, diverse, inclusive and resilient workforce, meeting the needs of our community;
- A healthy, creative and productive organisation;
- A vibrant culture that embodies our values and behaviours.

Whilst the Learning and Employee Engagement Manager is the specialist lead for the programme many of the activities will be central to the role of HR and require other HR expertise and input. The Service Director – Resources has overall responsibility and a Member and Officer steering group will support and ensure coordination.

A detailed video presentation was included in the last edition of insight and the Learning and Employee Engagement Manager clearly explained the programme and its purpose in some detail that was nice and clear for people to understand.

The first meeting of the steering group has been arranged for September.

3.4 The Human Resources department carried out welfare calls for all staff during April onwards to check on wellbeing during the lockdown working arrangements since whole time advertised the extended working from home period, has been to ensure people understand where they can access an excellent range of existing support and to provide additional resources and information relevant the situation.

The HR Team have been providing regular communication to staff via email (directly to staff and to Managers to cascade), Insight articles and intranet message this has included: information about building resilience, being organised, remaining in control, coaching, relaxation, managing positivity, getting and staying healthy and links to dedicated Covid-19 support eLearning module (the lockdown toolkit)

All this information has been consolidated onto a dedicated intranet page we are continually updating this resource page to provide staff with as much support as possible and signpost them to all the help that is available.

Several Learning workshops have already been arranged and run on-line as well as staff attending on-line webinars arranged by other organisations. The Management Fundamentals Workshops which were curtailed by the lockdown have been rearranged as on-line workshops to run during September. This will continue to develop and provides many opportunities as well as challenges.

3.5 Recruitment update

Recruitment has continued throughout lockdown and onwards with shortlisting being completed remotely with interviews and assessment using Zoom. The number of applications received for recent adverts has been good and we have recently appointed applicants in Democratic Services, Strategic Planning and Green Space as well as the new Legal Team Managers and the temporary Service Director – Transformation. We are currently in the process of recruiting 4 new apprentices as some of the existing apprenticeships are coming to an end.

3.6 Apprentices

Another apprentice has now completed his End Point Assessment and received a Distinction. We are fortunate that all our apprentices have been able to access their learning via remote teaching and online resources. We are continuing to provide additional support to our Apprentices during this enforced working from home time and they are meeting regularly as a group using Zoom.

3.7 Pay and Benefits

3.7.1 Payroll & Elections Payroll

The payroll system iTrent for officers and councillors has now been in place for 5 months and we have moved into the business as usual phase. Members of the HR team meet monthly with the Liberata team to review the previous payroll and discuss any operational issues or queries. The first Payroll Performance meeting has also taken place to review the KPI's for the first quarter. All KPI's have been met and good working relationships have been established with the team at Liberata.

Work on the Elections payroll has now got to the testing phase and the Elections Manager is pleased with the progress.

3.7.2 Pay

The Pay Policy Statement (PPS) for 2020/2021 went to full Council in February and is published on the Council's website. It will be updated following the recent senior managers changes and pay increases (see national pay bargaining below) and to note the latest news on the Exit Payment cap progress.

3.7.3 National Pay bargaining

For 2020/21 The Employers made a final offer of: -

A 2.75% pay increase;

A one-day increase on the Green Book minimum level of annual leave;

Joint work on mental health.

UNISON's national joint council (NJC) committee agreed to launch a full consultation of UNISON members on the final pay offer as the best pay offer achievable by negotiation. However, the consultation did not go with a recommendation that their members should accept or reject the pay offer. We finally heard on 24 August that the LG Employers final offer was agreed, and HR shifted our efforts directly to making sure that the increase and arrears to April 2020 would be paid to staff in their September salaries.

Exit Payment cap

The regulations were expected to come in force from October 2016. The proposals included placing a cap on exit payments of £95,000. An update received in November 2016 stated there had been some slippage in the timetable and following this another consultation opened on 10 April 2019 and closed on 3 July 2019. The Council contributed to the consultation through EELGA. For a very long while there was no further response until announcements in the last couple of months that the government intend to proceed with the Exit Payment cap, it will require an amendment to the Local Government Pension Scheme. JSCC will be kept update of its progress.

3.8 Benefits and Reward

- 3.8.1 At the start of the new Occupational Health (OH) contract there were some problems with the administration and speed of service and a delay in transferring to a new on-line system. More recently service has improved, and we finally saw the transfer to the new portal in June. User training was given via Zoom. As with the old Portal, this allows us to upload OH referrals and access reports / updates as soon as they are available.

The new system is intuitive to use, and well monitored. In addition, due to the pandemic working practices, the OH appointments are been held via telephone and we are getting them booked and advice back very quickly.

The HR team have been researching suppliers for the annual Flu vaccination for staff programme. This year we will be supplied with E-vouchers by our OH provider, and these can be used in Boots branches. A Global email was sent out in mid-August to establish potential uptake. We are expecting a larger than usual uptake this year due to concerns around the Coronavirus pandemic.

- 3.8.2 The GP consultation service for all NHDC employees and the availability of confidential health related advice and guidance provided by this benefit proved valuable during the period of lockdown when physical access to medical support was severely limited. Staff can arrange a GP telephone consultation, or a GP online consultation (webcam) and details of how to do this are available on the intranet. The service also includes a private prescription service and a medical information service, giving access to health, disease, lifestyle and travel information. The renewal documentation has been received for this annual contract and the price (£2 per employee) remains unchanged from last year. Usage figures for the service shows a reasonable uptake of it so we have decided to renew it for this coming year.

- 3.8.3 The Council's Wider Wallet discount portal gives staff access to a range of discounts and benefits at better-than-public rates and includes the list of discounts available to NHDC staff at businesses and shops local to DCO. Wider Wallet is also the platform for the Council's newest staff benefit – HolidayFlex. This scheme works through a salary sacrifice, or more accurately, salary exchange arrangement, where employees swap or give up part of their gross pay in return for additional annual leave. A pilot scheme had an application window in August and the first deductions will be taken from October salary, followed by 5 more monthly instalments, enabling the cost to be spread over the remainder of the leave year.

Employees can apply to buy up to one working week additional annual leave per year (i.e. 37 hours for full time staff and the relevant contracted hours equivalent to one working week for part time staff). All additional annual leave requests are subject to approval by line managers and payroll, with the normal process for booking annual leave on ESS being used for booking the additional holiday purchased. Normal rules regarding carry over of unused annual leave, including additional purchased leave apply.

In terms of the cost of the additional leave, 1 hour's additional annual leave is approximately equivalent to an individual's hourly rate e.g. the hourly rate for Grade 3 Scale Point 36 is £11.07, so if 37 hours additional leave is purchased, this will cost £409.59. As the deductions are taken from gross salary, there is a saving which will depend on the number of additional days purchased and the amount of tax and National Insurance normally paid.

There has been a low level of uptake for this for application window will 3 applications. This is to be expected given the number of holidays that have been cancelled and restrictions on travel abroad. A review of the pilot scheme will take place this autumn to determine whether a full scheme with two application windows (February 2021 and August 2021) will be introduced for the 2021/2022 holiday year.

- 3.8.4 The Bikes for Work Scheme which was re-introduced to the Council in November 2019 has seen a good level of interest with 6 employees joining the scheme so far. This is already more than the total of applications under the previous 3 schemes run by the Council. Further applications are expected in the coming months as central government continues to encourage the use of bikes as an alternative to public transport for travelling to work and to promote the benefits of exercise as a means of building resilience to illnesses such as cancer, heart disease and COVID-19.

3.9 Absence

- 3.9.1 The short-term absence target is 3.5 days. Table 1 below shows the absence performance for the whole year 2019/20 and following a manual adjustment due to an early March payroll cut off to change providers. Short term absence has essentially met the target but for 0.06 days lost. This was the best performance for some years.
- 3.9.2 Absence for the four months April 2020 to July 2020 is shown in Table 2. We can see that long-term absence is higher than it was a year ago by 0.62 days. Short term absence is down compared to the same 4 months in 2019/20 by 0.3 days per FTE. At the time of preparing this report we have not lost any day's sick absence due to Coronavirus.

Table 1

DAYS LOST LONG (b) cumulative 2019-20	DAYS LOST SHORT (a) cumulative 2019-20
0.02	0.23
0.06	0.43
0.13	0.69
0.13	1.11
0.18	1.27
0.20	1.49
0.20	1.98
0.35	2.27
0.41	2.54
0.46	2.89
0.55	3.26
0.68	3.56

DAYS LOST LONG (b) cumulative April to July 2020	DAYS LOST SHORT (a) cumulative April to July 2020
0.10	0.09
0.20	0.25
0.34	0.54
0.75	0.79

3.10 Leavers and Turnover

Year (1 April – 31 March)	%
2013/14	10.07%
2014/15	12.58%
2015/16	15.14%
2016/17	9.74%
2017/18	12.97%
2018/19	12.8%
2019/20	10.7%

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

- 3.10.1 Turnover rates for 2019/20 were down in the two years before. Since 1st April we have also seen a lower number of leavers than last year, reflecting the current economic downturn and more limited employment opportunities available. We have seen a higher level of interest in internal moves with staff moving either within their existing service area or across the organisation to take up new positions.

4.0 **NEXT STEPS**

- 4.1 Progress against the HR Service plan, work on Covid 19 recovery and creating a new People Strategy or combining it with the work on Shaping our Future will be reported to all quarterly JSCC Meetings and an annual report presented to the December meetings.

5.0 **APPENDICES**

- 5.1 Appendix A – HR Service Work Plan for 2020/2021

6.0 **CONTACT OFFICERS**

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7.0 **BACKGROUND PAPERS**

- 7.1 People Strategy 2015 – 2020

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Action	Corporate Objective	Target/Aim/Outcome	Planned Start Date	Due Date	Assigned to	Other services required
2020/21						
Review of format and content of all HR Policies	Support the delivery of all Council Objectives	Ensure all policies are fair, necessary and consistent and are formatted with a customer facing focus.	01/11/2018	31/03/2021	HR Managers	Users of policies
Increased HR automation of processes	Support the delivery of all Council Objectives	Implement changes to e-administration and process handling of HR work.	01/04/2019	30/06/2020	HR Managers	Customer Services, IT
Preparation for renewal of People Strategy for 2020 to 2026	Support the delivery of all Council Objectives	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.	31/10/2019	30/09/2020	Kerry Shorrocks	Service Directors for workforce planning input
1-2 year pandemic People/Resources recovery plan.	Support the delivery of all Council Objectives	Due to the impact of Corona Virus creating a new people Strategy will be delayed instead Finance and HR will work together on a 1-2 year pandemic People/Resources recovery plan	July 2020	September 2020	Kerry Shorrocks Rebecca Webb and Ian Couper	Finance
Equalities Reporting	Support the delivery of all	Provision of accurate information in relation	01/04/2020	30/03/2021	Maggie Williams	HR

	Council Objectives	to reporting requirements.				
Benefits Review	Support the delivery of all Council Objectives	Understanding of value to employees of current benefits package to determine future direction and possible provision of new benefits.	01/06/2020	30/03/2021	Maggie Williams	HR
Brexit and impacts on employment Law	Enable an enterprising and co-operative economy	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.	01/04/2020	31/03/2021	HR Team	Legal
Gender Pay Gap (GPG) reporting and delivery of action plan	Enable an enterprising and co-operative economy	Provision of accurate information in relation to reporting requirements. Deliver on action plan e.g. leadership development, succession planning.	01/04/2020	30/03/2021	Maggie Williams, Kerry Shorrocks, Keith Crampton	
Bereavement Leave	Support the delivery of all Council Objectives	Establish appropriate bereavement leave provisions with statutory requirements forming a baseline. Communicate new provisions	01/04/2020	31/03/2021	Kerry Shorrocks, Maggie Williams	

Appendix 1 HR 2020/2021 Service Work Plan

Complete the revised DBS Policy and also explore options of leaving our umbrella body status due to declining number of DBS Checks.	Support the delivery of all Council Objectives	Complete the policy review and also create an info note business case that explains the decline in numbers of DBS checks and explores alternatives to being an umbrella body	01/04/2020	30/03/2021	Kerry Shorrocks Jo Keshishian	
Create an overarching Organisational Development Programme -'Shaping our future'	Support the delivery of all Council Objectives	Build on existing work and pull together all relevant strands to develop an organisational culture and capability to meet the future needs of the Council	01/04/2020	30/03/2021	Ian Couper Keith Crampton	
Mental Health Financial Wellbeing	Support the delivery of all Council Objectives	Building on the work already done on Mental health a particular emphasis will go on helping people manage their finances. It's well known that money worries are the greatest contributor to overall stress	01/04/2020	30/03/2021	Kerry Shorrocks Helen Bylett Jo Keshishian	

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Strategic Discussion Topic JSCC September 2020

Knowledge Management – A Summary

What is Knowledge Management?

Principally this is the understanding that is embedded in the experience and wisdom of individuals that leads to informed decisions, advice and actions.

This can be lost from the organisation when people leave if it is not captured and shared within the team.

Where does the responsibility for Knowledge Management lie?

Fundamentally it's managers that need to ensure there's specific Knowledge Management work carried out before a person leaves the organisation. This will require commitment from the individual leaving to ensure their knowledge of the job it is captured in advance to share with those taking over.

It is particularly important for professional roles that have unique tasks that require experience and wisdom to complete them efficiently.

Key considerations for managing knowledge effectively

Promoting the concept and providing guidance or coaching about Knowledge Management to gain a commitment to managing knowledge. Creating a description of knowledge-sharing practice and building Knowledge Management into existing processes and systems.

Some ways to encourage Knowledge Management

























Promote and provide training and coaching in Knowledge Management. Build Knowledge Management into existing learning and development activities and include it as part of the leavers process.

Retaining Staff with knowledge

Another benefit offered by the Council is flexible retirement. This is where someone reduces their hours and or grade leading into full retirement in the future which allows the job they leave to be advertised and this is likely be ideal for succession planning. This retains the individual to impart knowledge to their successor.

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JSCC Strategic Discussion Topics Suggested Items 2020-22

Continuous Development
 Essential Learning
 Coaching
 Career Development/Succession Planning
 Knowledge management – Sept 2020
 Managing a remote workforce
Reward
 Salary Sacrifice Schemes, what we have and what's their popularity.
Health and Well Being
 The role of Occupational Health
 Wellbeing for carers, supporting employees with caring responsibilities
 The value of an Employee Assistance Programme Service
 Long Term Absence Management
 Outplacement Support
 The challenges and rewards of long term home-working
 What's the employer's role in keeping staff healthy?
 Continuing to provide support for staff during these uncertain times
Change Management
 Bi-annual update on Shaping our Future
 Shared Support Services

Employee Relations
 Employment Tribunal
 Employment law update
 What can we expect in terms of employment law changes in the next 12 months and beyond?
Resourcing
 Social Media for recruitment
 Recruitment - How we are modernising the recruitment process
 Apprentices – past and future
Equalities
 Future Streams of mandatory pay cap reporting
20's Diversity, changing workplace accommodation and practices to embrace all equality streams.

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