

<b>JOINT STAFF CONSULTATIVE COMMITTEE</b> <b>13 DECEMBER 2017</b>
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<b>*PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b>  <b>6</b>
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**TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE AND ANNUAL REPORT 2017**

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

**1. SUMMARY**

- 1.1 To update the Joint Staff Consultative Committee on the progress made in the last quarter on the People Strategy 2015 – 2020 which covers the Workforce Development needs and to provide a round up of the work of the HR Department and JSCC over the 12 months January 2017 to December 2017.

**2. STEPS TO DATE**

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

**3. INFORMATION TO NOTE**

- 3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. Attached at Appendix B is the HR work plan, taken from the HR Service Plan for 2017/18. The terms of reference for the Joint Staff Consultative Committee are to be the corporate interface with employees on major Human Resources issues and to be the Strategic HR Forum for NHDC Members. HR projects do require support from other support services such as IT, Finance, Legal Services and others.
- 3.2 Recruitment  
Recruitment has been an ongoing challenge throughout the year due to turnover and a number of departmental restructures. The People Strategy set out expectations that turnover would begin to rise with the very low unemployment rates and other Herts Local Authorities are experiencing the same increases.

The recruitment of Apprentices has been an important part of the recruitment activities this year and we currently have Apprentices in Property Services, HR, the Document Centre/CSC, MSU, Community Safety and Environmental Health.

A successful recruitment and assessment was carried out for the appointment to the new Deputy Chief Executive post. The HR team worked with the EELGA team and the Chief Executive to deliver professional robust process of job design, advertising, assessment, selection and appointment.

Feedback for a new improved shortlisting process has been positive and the process is now being used for the majority of vacancies. IT has built the system for online shortlisting for managers, it is being tested and it looks very promising and we are hoping for a go live date during the autumn.

### 3.3 Apprentices

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

### 3.4 Equal Pay and Equalities

The Equalities Data for 2016 (required to comply with the Public Sector Equality Duty of the Equality Act 2010) was sent for publication in time for the 31st January 2017 deadline.

Mandatory gender pay gap reporting was introduced in the public sector from the end of March 2017 with the first set of data needing to be submitted by 30th<sup>1</sup> March 2018. Discussions are underway with Serco regarding the reporting requirements and a solution is being developed by the SAP system which is currently being tested and should be available on general release by October. It will then be tested by Serco and added to our system as part of the patching system that takes place at the end of every calendar year. It is hoped the report will be available for consideration by HR in early February 2018.

Work has commenced on the Equal Pay Review with the data having now been produced for analysis. The Report from this review will be available by April 2018.

### 3.5 Pay and Benefits

For most staff a 1% increase in pay was implemented in April 2017 forming the second part of a two year pay deal. There were larger increases for the lowest paid to meet the national living wage rates. The LG Employers announced that they would be reviewing the national pay scales and although it was expected that the work would be completed by summer 2017, this did not happen and the results from this are now not expected until well into 2018. Councils have been advised to plan for potential pay increases as a consequence of the review.

The revised Rates of Pay Policy, which includes the uplifted salary ranges, is available on the intranet and the Pay Policy Statement for 2017/18 is published on the Council's website.

The current contract with Serco under a Framework Agreement which includes Payroll Services has been extended by HCC until March 2021. The offer regarding the provision of these services to NHDC by Serco is now being scrutinised to ensure the new contract reflects our requirements and is value for money.

The Framework Agreement mentioned above has been amended following the recent retendering process and will not cover the provision of OH services beyond March 2019. We have therefore started to review how OH services will be provided to NHDC from April 2019 and a number of options are under consideration.

A new contract for the provision of EAP services to the Council will be required from April 2018. The current service is provided under a Framework Agreement from HCC and it is understood that this will be extended for one year from April 2018 but this has yet to be confirmed. Dependant on the outcome of this, arrangements will need to be put in place to ensure the continuation of this valuable service to employees without interruption.

In the middle of the year a new contract with a reduced commission rate was agreed for the provision of Kiddivouchers and the contract for Wider Wallet retail discount scheme was also renegotiated. Previously these schemes have been called off from a Framework Agreement, but a revision of terms of the Framework Agreement on its last renegotiation made it better value for the Council to now contract directly with the supplier, who provides both these schemes, for the new arrangements.

The current contract for the cycle to work scheme ended in April 2017, but due to the low take up in recent years (four employees in the last three years), it was decided not offer the scheme in 2017 and consider the level of interest next year before entering any new contractual arrangements.

### 3.6 Intermediaries Legislation (IR35)

From 6 April 2017 changes to the Intermediaries Legislation ("IR35"), affected how workers contracted to the Council through an intermediary, usually a Personal Services Company (PSC), are managed. Self-employed contractors who undertake work directly for the Council are not affected.

All contractors and other third party workers engaged by the Council were assessed using the HMRC's Employment Status test. It remains to be seen what the full implications of these changes will be in terms of increases in costs or availability of such workers in the public sector. The new procedures were extremely heavy on time and resources to implement and have resulted in very few workers being assessed as being required to have tax and NI deductions made by the Council as an "off payroll" worker. To date the new processes have only been used infrequently so it is difficult to assess how they are working or whether there has been any noticeable increase in price. One further worker refused to undergo the HMRC Employment Status test and so can no longer work for the Council.

Given the uncertain impact of the changes and the increase in administration required for contractors and agency workers it continues to be recommended to managers that they avoid using this type of worker wherever possible by using direct recruitment methods to fill resourcing needs.

### 3.7 Salary Sacrifice Schemes

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

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

As a consequence of the changes in the scheme announced by the Chancellor, it was agreed to carry out a survey of staff to obtain their views with respect to this benefit. Very few members of staff who replied are in the scheme (3) which is what we expected; the expense of the scheme was a strong factor with commentators thinking the scheme was expensive or not a good deal. There was some support for electric cars promoting the Council's green agenda (3/24) The interest in Ultra Low Emission Vehicles (ULEV's) was noted but the fact that take up hasn't been of this type of car was also acknowledged. Very few comments gave a positive indication that the individuals would be interested in joining the scheme (3/24). There is a contract review date of 30/11/18 for the scheme when its future will be reviewed.

### 3.8 Pensions

Under the statutory requirements in respect of pensions auto enrolment, all those who have opted out of an employer's pension scheme have to be re-enrolled every third anniversary of the original auto-enrolment. For the Council this meant that all staff who had opted out of the LGPS had to be re-enrolled by 31<sup>st</sup> March 2017 and a re-enrolment declaration submitted to the Pensions Regulator by 31<sup>st</sup> May 2017. In total 31 individuals were re-enrolled by the deadline date and the majority of these have now opted out of the scheme once more.

A triennial valuation of the pension occurred this year which resulted in an increase in the percentage contributions and lump sum being paid by the Council.

### 3.9 Learning and Development

An Institute of Leadership and Management level 5 programme has been completed and all participants will have completed their assignments by the end of the financial year. The L & D team will investigate the need for further training of this type.

The Councils Learning Management system is being replaced with a new cloud based learning and Development portal which will be easier to use and have new and updated content. This new resource for e-learning and other applications has been live tested and will go fully live on December 4th for both Members and Officers. The system will be known as 'The Grow Zone'.

The Councils Investors in People standard has been renewed under the new standards and the recommendations received late August will form the basis of an action plan for further improvements throughout 2017/18 and beyond.

### 3.10 Regular Performance Review

The Regular Performance Review (RPR) is in now in its second full cycle with autumn interim reviews underway. 95% of annual reviews were completed by the end of July. It has been well received and applied consistently across the organisation. An Audit of the process produced a full level of assurance.

A new set of organisational competencies have been developed and are now in use and new organisational values have been agreed by Corporate Board. They are in the form of challenges and will be well communicated and used to drive and support organisational change. These new values more fully reflect the current environment and context in which the Council operates. They will not only be used for RPR but also integrated into our recruitment and succession planning processes.

### 3.11 Organisational Restructures

The HR team are currently supporting a couple of service restructures, and are ready to support the senior management restructure. In addition to the usual absence management and employee relations case work.

The Learning and Development team are continuing to develop activities that support organisational change under the heading of 'Meeting the Challenge'. This has included Practical project Management and Political Awareness workshops. Further workshops on supporting staff through organisational change are planned for early 2018.

### 3.12 Policies

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

- Rates of Pay
- Employee Handbook
- Trade Union Facilities and Recognition
- Retention of Employee Information
- Equality and Diversity
- Use of Temporary Workers
- Working Time
- Notice Periods
- Frequent and Low Car Use
- Wellbeing – introduced to replace the Managing Pressure Policy

Following the expiry of the Council's Agency Temporary Workers Framework Agreement, changes in the IR35 legislative requirements and in line with audit recommendations, the Use of Temporary Workers Policy and accompanying documentation have now been updated and are available on the intranet. These processes will be used for all temporary workers undertaking work at the Council on employment contracts or through agencies.

Following the review of the Council's Home-working Policy, some anomalies were identified between the original statements of particulars of employment issued to home-workers when the scheme was first introduced, and current policy. New standard statements of particulars of employment therefore been issued to all current staff who home-work.

The review of home-workers statements of particulars of employment (see above) has led to consideration of the standard templates for the statement of particulars (employment contract) as it is some years since they were last reviewed. A benchmark has been undertaken to determine if the Council's documents still reflect best practice these will be analysed and revisions will be made to these if the results indicate this is required.

### 3.13 Absence

The Short Term absence target of 3.50 for 16/17 was exceeded by 0.11 days per person so the target was narrowly missed. ST absence rates appear to have declined so far this year (April – November 2017).

Long-term absence is still very low and seems on a downward trend. The HR team have been working closely with managers to support a number of long-term absence cases. Most recently cases have resulted from a mixture of planned surgical procedures and a number of mental health issues.

### 3.14 Flu Vaccinations

The 2017 Seasonal Flu vaccination programme was as popular as in previous years with sessions offered at the Council offices. Those that could not make it to the sessions could opt for the vaccination voucher which can be redeemed at any local Superdrug pharmacy. The cost of the vaccination is £7.00 per person and is paid for by NHDC. This has a number of benefits; for individuals with long term health conditions and those who have caring responsibilities for young or elderly relatives. The Council may also benefit from less flu related illness.

### 3.15 Children's Christmas party

The annual joint funded Unison and NHDC Children's Christmas tea party was arranged by the HR Apprentice, with help from the Trade Union and other officers including our own Father Christmas. This is always a really lovely event. The party for 2017 will be held on 15<sup>th</sup> December at the Brotherhood Hall.

### 3.16 2017 Audits

During 2017 the following audits involving HR took place:-

- Payroll 2016-2017, May 2017 (annual audit) Substantial Overall Assurance
  - Careline Operations, July 2017
  - Use of Consultants, July 2017 – Substantial Overall Assurance
  - Regular Performance Review, August 2017 - Full Assurance
- Audit planning meetings are underway to plan the 18/19 audits.

### 3.17 Strategic HR Discussions of 2017

In March we discussed how obesity could now be a disability and the consequences of this for employers. In July we considered TUPE, what it is, how it has changed and how employers need to act to comply with its requirements. September's topic was to look at Shared Parental Leave and consider the impact this newest type of family leave had on those taking the leave and the workplace. The Discussion paper for December covers the Local Government pension scheme, its recent changes and plans for its future.

### 3.18 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. **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. **APPENDICES**

- 5.1 Appendix A – Key Performance Measures.

- 5.2 Appendix B – HR People Strategy Work Plan for 2017/18.

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## **7. BACKGROUND PAPERS**

- 7.1 People Strategy 2015 – 2020.

## Key Performance Measures

### Appraisal (now RPR) Completion

Date	% Received at Target Date
30 June 2005	29.73%
30 June 2006	36.12%
31 July 2007	99.18%
31 July 2008	100%
31 July 2009	99.5%
31 July 2010	98.67%
31 July 2011	97.76
31 July 2012	93.72
31 July 2013	98.7%
31 July 2014	96.7%
31 July 2015	93%
31 July 2016	94%
31 July 2017	95%

### 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%

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



## Absence Rates

November 2016 to October 2017 rolling year - Days Lost Per FTE By Month.  
The Headcount figure at end October 2017 was 320 and the Full Time Equivalent (FTE) figure was 279.23

	Long Term	Short Term
Nov 2016	0.29	0.31
Dec 2016	0.14	0.31
Jan 2017	0.18	0.36
Feb 2017	0.10	0.26
Mar 2017	0.00	0.23
Apr 2017	0.00	0.13
May 2017	0.15	0.16
Jun 2017	0.08	0.23
Jul 2017	0.13	0.19
Aug 2017	0.08	0.30
Sept 2017	0.08	0.36
Oct 2017	0.08	0.42
<b>Total</b>	<b>1.31</b>	<b>3.26</b>

The Short Term absence target of 3.50 for 16/17 was exceeded by 0.11 days per person so the target was narrowly missed. ST absence rates appear to have declined so far this financial year (April – November 2017) with an average rate per month of 0.26 days per FTE. Long-term absence is still very low and seems on a downward trend.

**Appendix B**

**2017/18 HR Service Work Plan**

**Organisational Development**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Apprentices Scheme changes to align with new regulations	Responsive & Efficient	Plan and implement changes to the NHDC scheme to fit with Government targets, the Apprentice training levy and new higher apprentice opportunities	A continued well regarded apprentice scheme that meets the needs of individuals and the organisation including improved demographic profile and talent management.	Report to corporate board, plan and phase out current scheme changes and plan in new scheme changes to ensure they meet targets and regulations.	Way forward agreed by CB, Interns phased out, Higher apprentices phased in.	underway	ongoing
Support OA decant and DCO refurbishment and return with communications and engagement initiatives	Responsive & Efficient	Ensure effective engagement, training and coaching activities to facilitate a smooth transition between buildings.	Staff movement between sites achieved with minimum disruption and maintaining staff morale and motivation.	Review after move to Town Lodge and again after move back to DCO. Ensure any lessons learnt are captured.	Return to DCO	Throughout 2017	31/08/2018
Support Organisation wide changes to create planned changes to meet council budgets	Responsive & Efficient	Provide HR support for senior manager and other organisational restructure	Staff are well supported through change.	Communications, Consultation including informal, group, TU/SCF and individual. Paperwork, administration advice and support for any redundancy including appeals Outplacement activities and any recruitment	CEX announces restructure plans and communicates rational with Staff. Reports to Cabinet and Council and holds staff briefings. Consultation opens, consultation closes, feedback is provided on the final outcome and the changes are implemented.	Underway	31/08/2018 Restructure underway with appointment of new D/CEX post
Develop use of coaching	Responsive & Efficient	Continue to develop the Councils use of coaching as a development tool and to support the pool of coaches in their professional development.	Demonstrable increasing uptake of coaching as a development option by all staff.	Arrange regular coaching supervision sessions and regularly promote coaching benefits.	In house coaching group report increased coaching activity both formal and informal coaching.	Underway	Ongoing

Support Organisational Change/Well-Being	Responsive & Efficient	Provide Learning and Employee Engagement activities that proactively support the challenges of change faced by the organisation in the coming years.	Managers and staff feel equipped with the skills, knowledge and attitudes needed to achieve positive change outcomes.	Resource and run development activities that support organisational change in line with revised organisational values. Develop the use of 'Meeting the Challenge' branding.	Programmes and workshops run throughout the year both strategically and in response to specific requests.	Underway	Ongoing
LMS (Grow Zone)	Responsive & Efficient	Review existing LMS and e-learning arrangements to improve functionality and ease of use and to make recommendation for the best system for 2017/18 and beyond.	A Learning Management System or alternative that meets the needs of the organisation for the next 5 years.	Conduct research and benchmarking to understand fully the options and possibilities available.	Current subscription arrangements finish in July and payment is made in May. Corporate Board have agreed the introduction of a new cloud based LMS subject to funding being possible by restructuring existing training budgets.	Ongoing	31/10/17
liP Accreditation	Responsive & Efficient	Manage liP Accreditation.	Achieve liP accreditation under the new 6th Generation standards. Target Silver standard.	Arrange communication and engagement relating to liP and facilitate liP group and staff assessment survey.	Assessment process being conducted throughout June with level of accreditation awarded by the end of July Action plan to be developed in response to feedback from the process.	Ongoing	31/07/17 Complete
Management and leadership development programmes	Responsive & Efficient	To design and implement/deliver management and team leader training to equip managers to perform effectively and meet future challenges.	Skilled and effective managers with qualifications as appropriate.	Build on existing provision to develop a menu of options based on core skills, qualifications and a range of modules to support the needs of managers in a changing organisation.	Completion of 1st line manager/supervisor training programme by end of 2017. Design, commissioning and initiation of Leadership Development programme for senior managers by end of financial year.	Ongoing	31/03/18

Embed competency framework and expand it's use	Responsive & Efficient	Revised competency framework has been approved by Corporate Board together with guidance regarding use. Communication and development is now needed to embed there use .	New framework being used for RPR, talent/succession planning and recruitment.	Present competencies to April JSCC and May SMG.	Competencies fully in place for 2017 interim RPR round.	Underway	20/09/17 Complete
Resource cost-effective learning to meet needs	Responsive & Efficient	Support both corporate and departmental learning by sourcing cost effective learning solutions and looking for opportunities to generate income	Best value obtained from budgets available.	Explore opportunities to operate in a more commercial way and to work in partnership where this provides opportunities to achieve the desired outcome.	Regular reviews of all training budgets undertaken with group accountant on a monthly basis.	Underway	Ongoing

#### Recruitment and Retention

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Completion of manager access to Online Recruitment	Responsive & Efficient	Deliver the next stage of the online recruitment project – manager access.	Managers can access application forms and carry out short-listing online. Less HRSO involvement, saving time and resource.	Test and trial manager access and provide guidance notes for managers. Spot-checking to be carried out to ensure accuracy.	Phase 2: Manager Scoring Module to be completed. Managers to trial online shortlisting.	01/03/17	31/09/17
Agency Temporary worker provision	Responsive & Efficient	Revise the Policy and Procedures in respect of the procurement of temporary workers by the Council.	A clear cost effective means of providing the Council with the temporary worker resource it requires having regard to best value and the Go Local initiative.	Review of Temps Register. New arrangements for procuring agency workers.	Way forward agreed by CB. Revitalised Temps Register up and running, new Policy and procedures issued.	01/04/17	30/06/17 Complete
Talent/succession planning	Responsive & Efficient	Develop a strategy for identifying and developing potential and planning succession to meet future organisational requirements.	Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles.	HR managers to collaborate on the development and approval of a strategy building on the use of the revised competency framework.	Initial HR managers meeting to assign responsibilities and way forward in developing the strategy.	01/04/17	31/12/17

**Providing a HR Service**

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Support services going through Shared services or outsourcing/TUPE changes	Responsive & Efficient	Provide HR support for managers during restructures and TUPE negotiations.	Staff are well supported through change.	HR Business Partners to support and advise managers through periods of change management.	Consultation process successfully concluded.	Ongoing	Ongoing
Policy Reviews	Responsive & Efficient	Follow a planned and regular review schedule for existing policies, introduce new policies as required and respond to changes in legislation and good practice.	Clear, fair and consistent policies which cover all required aspects of the employment relationship.	Regular policy reviews and monitoring of developments.	All policies regularly reviewed as required and new policies introduced to meet any deadlines imposed.	Ongoing	Ongoing
Update of Home-working Statements of Particulars	Responsive & Efficient	Update and re-issue statements of particulars for all home-workers.	All home-workers on standard terms and conditions	Review and update standard templates for home-workers. Issue new statements of particulars	New standard templates agreed. New SOPs issued and returned.	01/07/17	31/12/2017
Update of Statements of Particulars	Responsive & Efficient	Update statements of particulars	Statements of particulars to reflect current model standard practice	Benchmark current local authority practice. Review and update standard templates	New standard templates agreed. New SOPs issued.	01/03/18	30/12/2018
Gender pay gap reporting	Responsive & Efficient	Ensure statutory requirements are met.	Provision of accurate information in relation to reporting requirements.	Determination of who is in scope of requirements. Compile a report to cover relevant workers. Ensure any required revisions to SAP are undertaken.	Correct workers and report run on required date. Submission of data by required date and in the required manner.	01/01/17	30/3/2018
Equalities data review (on SAP)	Responsive & Efficient	Ensure equalities data is captured in a consistent manner and is as complete as possible.	Comprehensive equalities data is available on the SAP system.	Encourage all staff to complete data via self-service.	Equalities data produced for the next report is as complete as possible.	1/4/17	31/07/17 Complete

Equal Pay Review	Responsive & Efficient	Production of Equal Pay Report	Council is aware of it's position in respect of equal pay for employees and applicants.	Analysis of data and production of Equal Pay Report and Action Plan.	Data production and analysis. Report prepared and conclusions reached. Action Plan prepared to address any issues.	1/12/2017	31/3/2018
Absence Management	Responsive & Efficient	Support managers to effectively manage staff absence. Aim to reduce organisational cost of absences and ensure NHDC provides an efficient service for our customers and stakeholders.	Reduction in sickness absence, effective service delivery to customers and stakeholders	HR Business Partners to review absences and advise and support managers to deal with absence effectively and consistently across the organisation.	Continue to reduce short term absence figures.	Ongoing	Ongoing

#### Pay and Rewards

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Annual Pay Policy Statement	Responsive & Efficient	Prepare the annual pay policy statement incorporating all recent changes in regulations and guidance.	Publication to comply with Section 40 of the Localism Act & the Local Government Transparency Code 2014 and proposed changes arising from the Enterprise Bill.	Use of Guidance, drafting report to Council, Council approval, final amendments and publication.	Approval at Full Council and Publication.	01/01/17	01/04/17 Complete

Pay Scales and Market Rates Review	Responsive & Efficient	Pay scales to be reviewed in comparison to other public sector employers.	NHDC pay scales are representative of local employment market and staff are paid appropriately.	Review pay scales in line with local, regional and national pay information available from e-paycheck and market sources. Present findings to Corporate Board/Councillors and determine a way forward. Review of national pay scales – original timescales for completion will not now be met. Expected delivery now 2018/2019.	Engage an external consultant to support review once data from E-paycheck. Monitor progress and outcome of national pay scales review.	01/04/17	01/04/2019
Procurement of new contracts for salary sacrifice childcare and cycle to work schemes and employee discount scheme	Responsive & Efficient	Consider available providers of salary sacrifice childcare vouchers, salary sacrifice cycle to work and employee discount schemes in accordance with the Council's procurement rules.	Staff continue to have access to tax efficient childcare and cycle to work provision and to an attractive discount scheme.	Review available suppliers on the market. Benchmark with other local authorities.	New arrangements implemented.	01/01/17	30/04/2017 Complete
Support Finance in the correct tax treatment of Off Payroll workers.	Responsive & Efficient	Ensure statutory requirements are met.	Statutory requirements are met.	Determination of who is in scope of requirements. Advise managers of steps that need to be taken regarding these workers. Ensure any required revisions to SAP are undertaken.	Correct workers identified and set up on SAP system to enable appropriate deductions to be made in ongoing monthly manner.	01/01/17	06/04/17 Complete

Review of salary sacrifice car lease scheme.	Responsive & Efficient	Consider existing salary sacrifice car lease scheme in the light of statutory changes regarding tax and NI savings.	Staff continue to have access to a tax efficient salary sacrifice car lease scheme if it is in employees' and the Council's best interests to do so.	Review existing scheme in the light of the new statutory requirements and decide if it is to continue. Re-procure contract if scheme to continue.	Prepare report on options going forward and present to Corporate Board. Manage and implement outcomes of decision. Undertake procurement of a new supplier if scheme to continue.	01/01/17	06/04/17 Complete
Review of childcare voucher scheme pending introduction of government tax free childcare scheme	Responsive & Efficient	Consider existing childcare voucher scheme in relation to new provision.	Staff continue to have access to tax efficient childcare provision.	Review existing scheme. Research new government scheme when published.	Prepare report on options going forward.	01/04/17	31/03/18
Renewal of Payroll Contract for 2019 and 2021	Responsive & Efficient	Renew the Payroll service contract	Provision of an efficient payroll and management information system which gives the Council value for money.	Negotiate terms of the extension to contract with Serco. Determine payroll provision from 2021 onwards	Successful implementation of new payroll contract in 2019. Successful implementation of new payroll arrangements from 2021 onwards.	01/11/2017	31/3/2021
Re-procurement of EAP	Responsive & Efficient	Renew EAP contract	Review provision under current contract and determine new arrangements	Review of the scheme and consideration of options	Successful implementation of EAP provision	1/11/2017	31/3/2018
Re-procurement of OH provision	Responsive & Efficient	Renew OH contract	Review provision under current contract and determine new arrangements	Review of the scheme and consideration of options	Successful implementation of OH provision	1/11/2017	31/3/2019
Review of Council's long service reward scheme	Responsive & Efficient	Review of long service award scheme in response to comments on recent Staff survey.	Provision of a cost efficient scheme valued by staff.	Review of scheme within NHDC. Benchmarking with other local authorities.	Prepare report on options going forward. Implementation of revised scheme.	01/04/17	31/03/18



Review of Shared Parental Leave provision	Responsive & Efficient	Review current SPL scheme after a period of operation.	Provision of shared parental leave in line with other comparable authorities.	Review of scheme within NHDC. Benchmarking with other local authorities.	Report to Corporate Board to agree an approach to provision.	01/01/17	30/11/17 Complete
Review of Pension Scheme discretions	Living within our means	Review of current pensions discretions in the light of revisions to the LGPS Scheme.	Pensions discretions are current.	Review current arrangements.	Await outcome of latest pension scheme change discussions.	01/04/17	31/12/17
Re-enrolment to Pension Scheme of all opted out employees	Living within our means	Re-enrolment of opted out employees to LGPS.	Increase in membership of LGPS.	Identify all opted out employees and communicate their options to them. Complete re-enrolment declaration	All affected employees respond within deadlines. Statutory declaration made by deadline.	01/01/17	31/05/17 Complete
Update of all ESS/MSS user guides	Responsive & Efficient	Ensure all ESS/MSS guides are up-to-date and published.	Updated, clear and easy to use guides available on the Intranet.	Review of each guide.	Publishing of revised guides on the Intranet.	01/04/17	31/12/17