

# JOINT STAFF CONSULTATIVE COMMITTEE

28 MARCH 2018

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**6**

## **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 HR 2017/18 Service Plan work plan. It will be updated to the 2018/19 work plan for the June JSCC

### **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**

Feedback for a new improved shortlisting process has been positive and the process is now being used for the majority of vacancies.

#### **3.3 Apprentices**

Since 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 use the online account pay the Apprentice Levy and to purchase apprentice training. 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 2017 (required to comply with the Public Sector Equality Duty of the Equality Act 2010) was sent for publication in time for the 31st January 2018 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 March 2018. The Council's gender pay gap figures have been calculated and the narrative to accompany them, which includes an action plan to reduce the gap, has been drafted for submission.

Work has commenced on the Equal Pay Review with the data having now been produced and analysed. The Report from this review will be available later this year.

An Information Note updating the Committee on equalities will be presented to this Meeting.

### 3.5 Pay and Benefits

The Pay Policy Statement for 2018/19 has been 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.

The contract for the provision of EAP services to the Council has been extended for 1 year from April 2018 at the current rates. As a new contract is required from 1<sup>st</sup> April 2019, we have started to review how EAP services will be provided to NHDC from that date and a number of options are under consideration. The provision of this service may be linked with OH provision from this date or the two services may be procured separately.

As a result of the introduction of Tax-Free Childcare by the Government, new applications for the Council's Kiddivouchers salary sacrifice childcare voucher cannot now be accepted. Existing recipients of Kiddivouchers can continue to receive them until the child reaches the maximum age under the Kiddivouchers Scheme, the Council ceases to offer the scheme or the staff member leaves the Council. An article in this month's Insight outlines the differences between the two schemes and a new intranet page has been designed to show working parents the assistance currently available for childcare both from the Council and the Government.

### 3.6 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 Council's Learning Management system has been replaced with a new cloud based learning and development portal Grow zone which is easier to use with lots of new and updated content went live on December 4th for both Members and Officers.

The Councils Investors in People standard has been renewed under the new standards and the recommendations received will form the basis of an action plan for further improvements throughout 2018/19 and beyond.

### 3.7 Regular Performance Review

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.

### 3.8 Organisational Restructures

The HR team are currently supporting 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 2018.

### 3.9 Policies

The following HR policies are currently under review:

- Special Leave, Dependant and Parental Leave, Right to Request Flexible Working and Unpaid Time Off for Training
- Employee Handbook
- Trade Union Facilities and Recognition Supplementary Agreement
- Long Service Awards
- Reorganisation
- DBS Checks
- Wellbeing

### 3.10 Absence

Absence rates have risen this year with more long term absence and a number of staff with serious health problems. We have had a long period without as many cases as we have at present. Short term absence has also risen with the harsh winter and a rise in severe cold and flu related absences. It is expected we may end the year at just under 7 days per FTE and slightly above the PI target of 3.5 days FTE for short term absence.

### 3.11 Balanced Scorecard

Balanced Scorecard measures will continue to be collated to measure the success of the People Strategy Key measures are as follows:-

- Number of days lost to sick absence per employee
- Turnover
- Percentage of staff that have completed their Regular Performance Review (RPR)

## 4.0 NEXT STEPS

### 4.1 Progress against the People Strategy and the annual work plan will be reported to all quarterly JSCC Meetings and an annual report presented to the December meetings.

**5.0 APPENDICES**

5.1 Appendix A – Key Performance Measures

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

**6.0 CONTACT OFFICERS**

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**7.0 BACKGROUND PAPERS**

7.1 People Strategy 2015 – 2020

## Key Performance Measures

### Appraisal (now RPR) Completion

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

### 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

February 2017 to January 2018 rolling year - Days Lost Per FTE By Month.  
The Headcount figure at end January 2018 was 318 and the Full Time Equivalent (FTE) figure was 276.28

	<b>Long Term</b>	<b>Short Term</b>
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
Nov 2017	0.27	0.36
Dec 2017	0.48	0.36
Jan 2018	0.52	0.66
<b>Total</b>	<b>1.97</b>	<b>3.66</b>

**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/senior management structure announcements
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 Complete
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 its use	Responsive & Efficient	Revised competency framework has been approved by Corporate Board together with guidance regarding use. Communication and development is now needed to embed there use .	New framework being used for RPR, talent/succession planning and recruitment.	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 Complete
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	30/6/2018
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.	New government schemes reviewed and communicated to employees via Insight and Message Board. Applications under existing scheme ceased w.e.f. 2.3.2018	Ensure employees informed on options going forward.	01/04/17	31/03/18 Complete

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. Consider options available for contract for 1/4/2019-31/3/2021 to determine best value option. 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. Contract extended on current terms until 31/3/2019.	Successful continuation of EAP provision from 1/4/2018.	1/11/2017	31/3/2018 Complete
Re-procurement of OH and EAP provision	Responsive & Efficient	Renew OH and EAP contracts	Review provision under current contracts and determine new arrangements	Review of the schemes and consideration of options	Successful implementation of OH & EAP 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	31/06/18
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	31/12/18
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 Complete