

JOINT STAFF CONSULTATIVE COMMITTEE
19 December 2018

PUBLIC DOCUMENT

TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE AND ANNUAL REPORT 2018

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 2018 to December 2018.

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 that forms part of the 2018 Service Delivery Plan. 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 extremely busy over the last year the main changes flowed from the Senior Management restructure completed in June followed by changes in all of the 6 Service Director areas. This has required a huge amount of HR time and the HR department itself has been changed during this period. The People Strategy set out expectations that turnover would begin to rise with the very low unemployment rates and this is proving to be the case with turnover up from 9.74% in 2017 to 12.97% in 2018. Our rate is consistent with other shire districts. The new improved shortlisting process is now in use and far more valued and efficient than the old manual method.

The recruitment of Apprentices has been an important part of the recruitment activities this year and we currently have Apprentices in Housing, Customer Service Centre, Environmental Health, Planning and HR, with more recruitment underway for 4 more places including IT, Democratic Services and the Customer Service Centre, three of these apprentices will be doing Higher Apprenticeships. Housing Apprentices are funded from housing grants.

- 3.3 Apprentice Levy, 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 are now using our online account pay for the Apprenticeships using our Levy. We are still 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 continuing our successful current scheme, hoping to use apprentice training more widely for development of current staff and pleased to have started some Higher Apprenticeships for career development purposes.

3.4 Equal Pay and Inclusion

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.

An Equal pay review was carried out in summer 2018; overall the picture at the Council regarding equal pay has been very stable for a number of years, with the figures remaining largely unchanged. We are satisfied that there are no significant inequalities and many examples show those with protected characteristics are earning the same or more than the comparison group. An information note with a full update was provided at the September JSCC.

Mandatory gender pay gap reporting was introduced in the public sector from the end of March 2017. The first data was snapshot of salary data on 31 March 2017 and it will be the same date of 31st March each year thereafter. In the Equalities update to JSCC in March 2018 a full account of the outcome was provided.

The gender pay gap and equal pay are not the same and do not have the same purpose, and as stated above there are no equal pay issues. The Equality and Human Rights Commission defines the difference as follows:

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

Females overwhelmingly predominate at Grades 1 – 8 (76%) and above these grades there are more males than females in the organisation, 57% male to 43% female. Grades 9 – 16 are the higher level supervisory, professional and managerial grades at the Council and therefore the higher salary bands. The greater number of men than women in these higher grades increases the average hourly rate for men in the Council.

A working group has been formed to consider actions to reduce the Council's current gender pay gap and an action plan will be produced and will serve as the narrative for the submission of the 2018 figures in March 2019.

The first data highlights for the second year of reporting show a few positive signs of improvement :-

- Mean hourly rate 2% less in favour of men than in 2017
- Median hourly rate 8% less in favour of men than in 2017
- Decrease in the % of females in the lower quartile (down 8%) and lower middle quartile (down 1%) compared to 2017
- Increase in the % of females in the upper middle quartile (up 10%) and upper quartile (up 18%) compared to 2017

3.5 Pay

For most staff a 2 year agreement was reached in the summer giving 2% to most staff. There were larger increases for the lowest paid to meet the national living wage rates. The LG Employers announced the pay offer alongside a review of the national pay scales. The April 2019 will also give 2% to most staff and larger increases for the lowest paid.

The Pay Policy Statement (PPS) for 2018/19 is published on the Council's website. Due to the senior manager restructure and pay award, the PPS has been updated showing the new senior manager structure, new median pay differentials and new pay rates. The current pay scales for staff are also available on the intranet.

The existing contract with Serco under a Framework Agreement which includes Payroll Services has been extended until March 2020. This extension will give sufficient time to select the appropriate approach to HR and payroll service delivery from April 2020. Work is underway on the exit arrangements for the contract with Serco and consideration is being given to a range of procurement options for the new service from April 2020. The elections payroll service which had previously formed the subject of a separate contract will be included with the main NHDC payroll and HR service contract under the provisions to become effective in 2020..

3.6 Benefits

The current contracts for the provision of EAP and OH services to the Council expire on 31st March 2019. A review is being undertaken as to how these services will be provided to NHDC from that date and a number of options are under consideration. HCC have procured a Framework Agreement for the provision of both OH and EAP services and NHDC are named in this. This allows the Council to draw down from this Framework but does not commit NHDC to using the services on offer. The specification under the Framework for these services is being closely scrutinised to determine if it meets NHDC's needs.

Salary Sacrifice Car Scheme

In his Autumn 2016 Statement the Chancellor announced changes to salary sacrifice car leasing schemes which meant that from 6th 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 6th 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 a contract review carried out in the autumn and since there was no more interest in the scheme, the Senior Manager Team agreed it should be closed and as stated above current agreements will be honoured.

3.7 Learning and Development

Following the Investors in People interim review of the Council, The Learning and Employee Engagement team have worked with the Deputy Chief Executive and the Service Directors to clarify the organisational values and behaviours these have been introduced to staff and they are being given the opportunity to comment and ask questions.

3.8 Regular Performance Review

The current round of Regular Performance Reviews is now in the interim review stage, whilst these are not collated by HR, we are encouraging Managers to complete them and contact us if they need support. Further work is required in the coming year to develop RPR so that it fully integrates with the process of regular one to one discussions. From the 2019 cycle, we are looking at making the RPR process on-line via the GROW zone.

There is also currently work going on with the Senior Management Team to ensure that the future Leadership Development programme meets their needs and is in line with the new simplified values and behaviours. This programme will be made up of a number of different workshop. and will start in the new year.

More generally on leadership a very successful management fundamental course was run and was well attended by aspiring female managers, a few senior managers have also completed the aspiring public leaders training, including the HR Services Manager.

3.9 Organisational Restructures

The HR team have been supporting a large number of service restructures following the senior management restructure in addition to the usual absence management and employee relations case work.

The HR team itself has been restructured during autumn 2018, at no additional cost and we have welcomed to the team two Apprentices that will be coached and developed by the HR team towards a CIPD apprenticeship.

The Learning and Development team are continuing to offer activities that support organisational change under the heading of 'Meeting the Challenge'. This has included Practical project Management and Political Awareness workshops..

3.10 Policies

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

- Rates of Pay
- Employee Handbook
- Trade Union Facilities and Recognition Supplement

3.11 Absence

The Short Term absence has been running at a slightly higher rate than in 2017. Long-term absence rates are much higher than in recent years with more serious illnesses after a number of years where we had the good fortune of very low rates. The HR team have been working closely with managers to support a number of long-term absence cases including serious cancer cases.

3.12 Flu Vaccinations

The 2018 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.

3.13 2018 Audits

During 2018 the following audits involving HR took place:-

- Payroll 2017-2018, January 2018 (annual audit) Substantial Overall Assurance
- Overtime October 2018 - Satisfactory Overall Assurance
- Apprentice Levy November 2018 Satisfactory Overall Assurance

Audit planning meetings are underway to plan the 19/20 audits.

3.14 2018 Strategic HR Discussions

In March we discussed the new Apprenticeship Scheme, the Apprentice Levy, public sector targets and Higher Apprenticeships. In June the impact of coaching on individuals and organisations was reviewed and September's topic was to look at current family friendly legislation and its impact and to consider future proposals in this important area. The Discussion paper for December covers the modernisation of the recruitment process and the implementation of an on line recruitment system.

Children's Christmas Party

Finally to end 2018, the annual joint funded Unison and NHDC Children's Christmas tea party arranged by HR Unison and other officers including our own Father Christmas. This is always a really lovely event. The party for 2018 will be held on 14th December at the Brotherhood Hall.

3.15 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 2018/19

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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%
31 July 2018	97%

Turnover

Year (1 April – 31 March)	%
2008/09	8.57%
2009/10	10.20%
2010/11	10.63%
2011/12	14.45%
2012/13	15.24%
2013/14	10.07%
2014/15	12.58%
2015/16	15.14%
2016/17	9.74%
2017/18	12.97%

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

Absence Rates

September 2017 to October 2018 rolling year - Days Lost Per FTE By Month.
 The Headcount figure at end September 2018 was 327
 and the Full Time Equivalent (FTE) figure was 281.53

	Long Term	Short Term
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
Feb 2018	0.20	0.39
Mar 2018	0.21	0.45
Apr 2018	0.21	0.30
May 2018	0.37	0.29
Jun 2018	0.25	0.25
Jul 2018	0.21	0.48
Aug 2018	0.43	0.16
Oct 2018	0.41	0.36
Total	3.72	4.84

The Short Term absence has been running at a slightly higher rate than last year. Long-term absence rates are much higher than in recent years with more serious illnesses after a number of years where we had the good fortune of very low rates. Flu vaccinations were again offered with a good take up and hopefully that will cut down the winter days lost to flu.

Appendix B

2018/19 HR Service Work Plan

Organisational Development

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	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.	Kerry Shorrocks/Victoria Jobling	18/01/2018	31/3/2019
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	Keith Crampton	02/01/2018	30/06/2018 Complete
Support implementation of senior manager and subsequent 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	CEX announces restructure plans and communicates rationale with staff. Reports to Cabinet and Council and holds staff briefings. Consultation opens, consultation closes, feedback is provided on the	Kerry Shorrocks and HR team	02/01/2018	31/12/2018 Senior management restructure complete. Subsequent service restructures underway.

				activities and any recruitment	final outcome and the changes are implemented.			
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.	Keith Crampton	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.	Keith Crampton	Underway	Ongoing
LMS (Grow Zone)	Responsive & Efficient	The GROW ZONE fully functional and developing to meet organisational needs for the next 5 years.	A Learning Management System or alternative that meets the needs of the organisation for the next 5 years.			Helen Bylett	02/01/2018	31/03/2019

Acting on liP recommendations	Responsive & Efficient	Manage liP recommendations	Respond to action plan in order to develop the organisation and improve it's capacity to meet strategic and operational goals.			Keith Crampton	02/01/2018	01/04/2019
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 or training programme by end of 2017. Design, commissioning and initiation of Leadership Development programme for senior managers by end of financial year.		Ongoing	31/03/19
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.			Keith Crampton	08/01/2018	01/04/2019

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
Move to paperless HR	Responsive & Efficient	Service more suited to remote working and to cut down on manual document storing and HR scanning work				HR Managers	08/01/2018	31/03/2019

Recruitment and Retention

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
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.	HR Team with L&EE lead	08/01/2018	31/12/2018

Providing a HR Service

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	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.	Rebeca Webb/ ER Team	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.	HR Team	Ongoing	Ongoing
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.	HR Managers	01/06/18	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.	Maggie Williams	01/07/18	30/3/2019

Gender pay gap action plan	Responsive & Efficient	Analysis of gender pay gap and action plan derived	Gender pay gap narrows.	Creation of a working group to determine actions to achieve a reduction in the gap.	Action undertaken to reduce gap.	Kerry Shorrocks/Maggie Williams	01/04/18	30/3/2019
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.	Maggie Williams	1/12/2017	30/9/2018 Complete
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.	Rebecca Webb/ER team	Ongoing	Ongoing

Pay and Rewards

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	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.	Kerry Shorrocks	08/01/18	01/04/18 Complete
Finalising new 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.	Engage an external consultant to support review once data from E-paycheck. Monitor progress and outcome of national pay scales review.	Kerry Shorrocks	01/04/18	31/12/2018
Review implications of childcare voucher scheme resulting from introduction of government tax free childcare scheme	Responsive & Efficient	Review existing options for childcare voucher scheme	Staff continue to have access to tax efficient childcare provision.	Implementation changes in childcare voucher scheme following introduction of government tax free childcare scheme	Implementation of cut off date for childcare vouchers. Communication of changes in scheme to all staff.	Maggie Williams	01/01/2018	01/10/2018 Complete

Review of salary sacrifice car lease scheme.	Responsive & Efficient	Scheme closed.	Scheme closed to new applicants and closed after current contracts expire for those with a vehicle.	Maintain scheme in accordance with statutory requirements	Manage and implement closure of scheme.	Maggie Williams	08/01/18	31/12/2020
Review provision of salary sacrifice cycle to work scheme and employee discount scheme	Responsive & Efficient	Review existing options for salary sacrifice cycle to work scheme and employee discount scheme	Staff continue to have access to tax efficient cycle to work provision and to an attractive discount scheme.	Consider options and implement new scheme if required	New/revised schemes implemented	Maggie Williams	01/06/2018	31/3/2019
Renewal of Payroll Contract for 2019 and 2020	Responsive & Efficient	Renew the Payroll service contract	Provision of an efficient payroll and management information system which gives the Council value for money.	Consider options available for contract for 1/4/2019-31/3/2021 to determine best value option. Determine payroll provision from 2021 onwards	Current contract extended until March 2020. Successful implementation of new payroll arrangements from 2020 onwards.	Kerry Shorrocks and the HR team	01/11/2017	31/3/2021
Re-procurement of EAP service	Responsive & Efficient	New EAP contract in place	Determine new arrangements	Review of the scheme and consideration of options.	Successful continuation of EAP provision from 1/4/2019.	Maggie Williams	1/11/2017	31/3/2019
Re-procurement of OH service	Responsive & Efficient	New OH contract in place	Review provision under current contract and determine new arrangements	Review of the scheme and consideration of options	Successful implementation of OH provision from 1/4/2019	Maggie Williams	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 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.	Maggie Williams	01/04/17	1/4/2021
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.	Maggie Williams	01/01/18	31/3/2019
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.	Kerry Shorrocks/Maggie Williams	01/04/18	31/12/2018