JOINT STAFF CONSULTATIVE COMMITTEE

27 March 2019

PUBLIC DOCUMENT

TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE
INFORMATION NOTE OF THE CORPORATE HUMAN RESOURCES MANAGER

1. SUMMARY

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

2. STEPS TO DATE

2.1 The People Strategy Information Note contains the 2018/19 HR Service Work Plan, the 2019/20 HR Service Work Plan is currently under preparation and will be included in the June update.

3. INFORMATION TO NOTE

3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. The terms of reference for the Joint Staff Consultative Committee are to be the corporate interface with employees on major Human Resources issues and to be the Strategic HR Forum for NHDC Members. HR projects do require support from other support services such as IT, Finance, Legal Services and others.

3.2 **Recruitment**
Recruitment has been very busy over a long period following restructures across the organisation, apprentice recruitment and normal vacancy rates. This involves a lot of work including job evaluation, individual and group consultation, assisting managers managing redundancy and HR processing documents for changes to contract and system changes for pay and reporting structures.

Our online recruitment system is a great help in improving the process for applicants and improved our recruitment process primarily with managers now being able to shortlist electronically.

3.3 **Apprentices**

We now have 8 apprentices working and the recruitment of more is progressing. This includes some higher level apprentice posts. We expect to have 10 apprentices working shortly.

3.4 **Equal Pay and Equalities**

A working group has been formed to consider actions to reduce the Council's current gender pay gap as identified by the figures for 2017. Data for 2018 shows some improvement and this data will be submitted at the end of March 2018. An action plan has been developed and will be used with narrative for the submission of the 2018 figures. The key Highlight is there's a 10% differential in the numbers of women at grades 9 and above. Our workforce Profile is 73% female. It's a very positive opportunity to grow more of our leaders and professionals from this existing pool of staff.

The annual Equality Data has been prepared and published.

3.5 **Pay and Benefits**

Payroll Services

In 2014 the council contracted out its payroll service (in partnership with HCC's shared managed services contract) that contract was for 2014 to 2019. In the autumn the council extended its contract for Payroll with Serco for a further year ending 31 March 2020. Procuring and implementing a new payroll services is a very resource intensive project. It's being managed in two parts, the procurement of a new provider and the exit from the current contact and start with the new contract. This project will take up a lot of HR Resource but will also require support from other teams such as Finance and IT.

3.5.1 **Pay**

The Pay Policy Statement (PPS) for 2019/20 went to full council in February and has been published on the Council's website.

National Pay bargaining - A further bottom loaded pay increase in April 2019 is arranged, it was to bring the Local Government national pay scales up to the new national living wage rate with 2% for other grades. The employers have redesigned the national pay scales and there won't be further bottom loaded increases, these were just intended for the steep rises in line with the national living wage
The lowest paid are mainly apprentices the pay rate however is significantly higher than the Apprentice rate or the other age related minimum wage rates.

3.5.2 **Benefits**

The current contracts for the provision of an Employee Assistance Programme (EAP) and Occupational Health (OH) services to the Council expire on 31st March 2019. A review has been undertaken and the services will remain within a HCC Framework Agreement. A both EAP and OH provision are going down in price slightly.

3.6 **Learning and Employee Engagement**

The organisation has now adopted Values and Behaviours which were developed by the Chief Executive, Deputy Chief Executive and Service Directors facilitated by Learning and Employee Engagement. This was a major recommendation at the last IIP review. Wide ranging consultation took place and the comments resulted in changes incorporated into the final version.

Work is now underway to communicate the values are ensure they are embedded in the organisations culture.

3.7 **Regular Performance Review**

The 2019 cycle of the RPR process will start in 1st April. Moving the RPR to a completely online process is taking longer than planned but continues to be an objective for this year. The emphasis this year will be ensuring that the new Values and Behaviour framework is used as a basis for discussion and to encourage managers to use RPR in a more regular way replacing other one to one processes.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.

3.8 **Organisational Restructures**

The Learning and Development team are continuing to develop activities that support organisational change under the heading of 'Meeting the Challenge'. A Change Management workshop was recently run for SMG and training workshops have been arranged to develop commercial awareness and skills. Further workshops designed to support staff through organisational change are planned for 2018/19.

3.10 **Absence**

Absence is higher so far this year with more long term absence although those rates are falling with March at no long term sick at all. Short term absence has increased; Although we had some low absence rates in the winter months of November and December, rates went up in January and February. It's forecast we will end 0.75 days above the 3.5 days target this year.

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 2018/19

6.0 CONTACT OFFICERS

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7.0 BACKGROUND PAPERS

7.1 People Strategy 2015 – 2020

Appendix A

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

March 2018 to February 2019 rolling year - Days Lost Per FTE By Month.
The Headcount figure at end February 2019 was 328 staff and a full time equivalent (FTE) of 286.13

For the year 2018/19 at February 3.80 days short term absence has been lost against a target of 3.50 days, looking back to March 2018, 0.45 days were lost so the forecast is:-
4.25 days to be lost, 0.75 over target.

	Long Term	**Short Term**
Mar 2018	0.21	0.45
Apr 2018	0.27	0.30
May 2018	0.37	0.29
June 2018	0.25	0.25
July 2018	0.21	0.48
Aug 2018	0.43	0.16
Sept 2018	0.26	0.35
Oct 2018	0.41	0.36
Nov 2018	0.08	0.29
Dec 2018	0.09	0.20
Jan 2019	0.10	0.61
Feb 2019	0.00	0.51
Total	**2.68**	**4.25**

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 IiP recommendations	Responsive & Efficient	Manage IiP 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 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/Kate Hogan	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/Kate Hogan	1/12/2017	30/9/2018
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.	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	31/12/2018
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.	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 2021 onwards.	Kerry Shorrocks and the HR team	01/11/2017	31/3/2021
Re-procurement of EAP	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	Responsive & Efficient	New OH 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	31/12/2018
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	30/12/2018
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