

JOINT STAFF CONSULTATIVE COMMITTEE

19 June 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 2019/20 HR Service Work Plan.

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 10 apprentices working. Most of the placements are now 18 months aligned with the length of the Apprenticeship training. Two doing a Higher Apprenticeship have 24 month contracts. Allocating places and recruitment will commence ahead of the apprentice end dates to ensure constant use of the budget and the Apprentice Levy.

3.4 **Equal Pay and Equalities**

A working group is meeting on a regular basis to work on actions to reduce the Council's current gender pay gap as identified by the figures for 2018. Data for 2018 shows some improvement on that of 2017. An action plan has been developed and was alongside the 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. A number of initiative's are already in progress. Volunteers were also sought to join the team and we have had a number of people that are joining the group.

The annual Equality Data has been prepared and published.

Both Gender Pay Gap reporting and the Annual Equality data requires a considerable amount of HR resource. We are preparing a business case to consider purchasing software that allows better analysis of data to drill down and identify where the issues are occurring and that will provide the evidence of the root causes which will influence the focus of actions to reduce the gap.

3.5 **Pay and Benefits**

3.5.1 **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 and work is now progressing on the procurement of a new provider alongside work with Serco to exit from the current contact and start with the new contract. This project will take up a significant amount of time and resources from HR but will also require support from other teams such as Finance Legal Services and IT.

3.5.2 **Pay**

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

3.5.3 **National Pay bargaining**

April Salaries had the second increase of a two year pay deal. It contained a further bottom loaded pay increase 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 said there won't be further bottom loaded increases; these were just intended for the steep rises in line with the national living wage. At NHDC the lowest paid are mainly apprentices the pay rate is significantly higher than the Apprentice rate or the other age related minimum wage rates.

A separate pay update is included on the agenda.

3.6 Benefits

The current contracts for the provision of an Employee Assistance Programme (EAP) and Occupational Health (OH) have been renewed, the services remain within a HCC Framework Agreement and both EAP and OH provision have gone down in price slightly. The EAP service is now available to Councillors as well as employees.

We have just launched a new GP consultation service for all NHDC employees and confidential health related advice and guidance is readily available. For staff to arrange a GP telephone consultation, or a GP online consultation (webcam) the numbers are now available on the intranet

The service also includes a private prescription service and a medical information service, where they will be able to access health, disease, lifestyle and travel information.

3.7 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 embed them into the organisations culture.

3.7.1 Regular Performance Review

The 2019 cycle of the RPR process started on 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 the new Values and Behaviours have been integrated into the RPR. We also intend to encourage managers to use RPR in a more regular way replacing other one to one processes. It is required in the coming year to develop RPR so that it fully integrates with the process of regular one to one discussions. We are working on moving the RPR process on-line via the GROW zone.

3.7.2 Leadership Development

We are now putting together a comprehensive Leadership development programme for the top team. The proposals for this were discussed at a recent Senior Management Team.

3.7.3 Career Development and Succession Planning

A career development survey has been created and the survey will be going out to all staff. This is a result of both the Gender Pay Gap work and the Staff Survey. We want to find out which staff might want to progress their career and will offer career coaching and training and development for those that do want to progress. We also will make it clear that it's acceptable for people to say they are satisfied in their work and don't feel the need to progress their career.

3.8 Absence

The 2018/2019 final absence rates were long term 2.41 and short term 4.10 with a total of 6.51 days per FTE. The short term absence target is 3.5 days so we finished 0.60 over target. The rate of 6.51 is 2% less than the Shire District Local Government average as reported by the Local Government Workforce Survey.

3.9 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 2019/20

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

May 2018 to April 2019 rolling year - Days Lost Per FTE By Month.

The Headcount figure at end April 2019 was 334 staff and a full time equivalent (FTE) of 291.53

For the full calendar year 2018/19, 4.10 per FTE days short term absence was lost against a target of 3.50 days, 0.60 over target.

Long term absence fell considerably in the latter part of the year and 2.41 days long term absence was lost.

The local government workforce average number of sick day lost is just over 8 Days compared to our rate of 6.51 Days

| | Long Term | Short Term |
|--------------|-------------|-------------|
| 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 |
| Mar 2019 | 0.01 | 0.37 |
| Apr 2019 | 0.02 | 0.23 |
| Total | 2.23 | 4.10 |

Appendix B
2019/2020 HR Service Work plan

| Action Title | Objective | Description of the Action | Desired Outcome | Sub-Action | Milestones | Assigned To | Planned Start Date | Due Date |
|--|------------------------|--|---|--|---|-----------------------------|--------------------|------------|
| Organisational Development | | | | | | | | |
| Support organisational structure changes to meet Council budgets | Responsive & Efficient | Provide HR support for service ongoing restructure work | 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 | SD restructure plans approved SD communicates rationale with staff. Consultation opens, consultation closes, feedback is provided on the final outcome and the changes are implemented. | Kerry Shorrocks and HR team | 01/04/2019 | 31/03/2020 |
| Continually promote 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 | 31/03/2020 |
| 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 new organisational values. | Programmes and workshops run throughout the year both strategically and in response to specific requests. | Keith Crampton | Underway | 31/03/2020 |

| Action Title | Objective | Description of the Action | Desired Outcome | Sub-Action | Milestones | Assigned To | Planned Start Date | Due Date |
|---|------------------------|--|---|--|--|---------------------------------|--------------------|------------------------|
| Organisational Development | | | | | | | | |
| New Values and Behaviour Embed Values and Behaviours framework performance by 1st April 2020 | Responsive & Efficient | Following facilitation of the development of Values and Behaviour framework they now need to be embedded in and form a major part of organisational culture. | Values used for RPR, talent/succession planning, recruitment and performance management | Visible and referred to in all processes and communications | making a significant impact on organisational development and change | Keith Crampton and Helen Bylett | Underway | 31/03/2020 |
| Final year liP recommendations and managing out scheme | Responsive & Efficient | Arrange and manage the liP interim review | Act on final recommendations which will take the organisation to the end of accreditation period in June 2020 | Undertake final interim review in June 2019 | Going Forward use new Values and Behaviours to provide a suitable framework to develop the organisation | Keith Crampton | 30/06/2019 | 30/06/2020 |
| 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. | Continue to develop the use of the system with more generic training content and possible capacity for hosting RPR process | Wider use of GROW Zone as portal for individuals to manage all learning and development and to record RPRs | Helen Bylett | LMS (Grow Zone) | Responsive & Efficient |

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|---|------------------------|--|--|--|---|---|--------------------|------------|
| Organisational Development | | | | | | | | |
| 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. | Keith Crampton & Helen Bylett | 08/04/2019 | 01/04/2020 |
| Gender Pay gap and general talent/succession planning for staff | Responsive & Efficient | Survey staff on career aspirations to develop a strategy for planning succession to meet individual needs and future organisational requirements. | Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles. | Survey of staff and supporting personal development plans and learning solutions. | Survey Development analyse survey results , report to senior managers and HR provide support advice and learning solutions. | Communications Team, HR Team with L&EE lead | 01/05/2019 | 31/03/2020 |
| Preparation for renewal of People Strategy for 2020 to 2025 | Responsive & Efficient | Research for creation of an efficient strategy to meet the needs of the council's workforce and people resources which gives the Council value for money. Deliver on findings. | Long Term Strategic Direction for People Management | Meet with relevant stakeholders, Research and planning Draft the Strategy Communicate Launch | Launch of the new People Strategy | Kerry Shorrocks | 31/10/2019 | 31/03/2020 |

| Action Title | Objective | Description of the Action | Desired Outcome | Sub-Action | Milestones | Assigned To | Planned Start Date | Due Date |
|---|------------------------|--|--|---|--|--|--------------------|------------|
| Pay & Reward | | | | | | | | |
| New Payroll Contract Procurement of Payroll Contract | Responsive & Efficient | Prepare detailed specification and go out to tender | New payroll provider is found to start implementation for 2020 payroll | Prepared Tender Tender out Evaluation of Tenders Payroll demonstrations Tender evaluations and Selection | Prepared Tender Tender out Evaluation of Tenders Payroll demonstrations Tender evaluations and Selection | HR Services Manager and HR Team | 01/04/2019 | 31/07/2020 |
| Payroll Exit Plan | Responsive & Efficient | Value efficient and fit for purpose payroll service | Serco Exit to run alongside implementation with new provider | Manage an organised exit from Serco contract in line with the call off contract including transition Costs assessments from both sides of transfer. | Exit plans agreed with key dates and costs identified and agreed | Maggie Williams & Kerry Shorrocks and finance officers | 30/03/2019 | 31/03/2020 |
| Payroll Implementation project to new payroll for 1 April 2020 | Responsive & Efficient | Value efficient and fit for purpose payroll service | New provider /NHDC and Serco work leading to implementation | Project plan developed to cover each step leading up to migrating pay data from old to new provider | Parallel pay runs carried out and tested | Rebecca Webb & HR Managers IT Procurement finance | 30/06/2019 | 01/04/2020 |
| Training and Guidance for use of new payroll systems and embed new contract for payroll service from 2020 | Responsive & Efficient | Provision of accurate information in relation to reporting requirements. | Training and guidance for all self service users | Self Service training on the system for all staff and councillors and self help guides created. | Training design Guidance created Communications | HR Managers and Business Partners | 01/01/2020 | 31/3/2021 |

| Action Title | Objective | Description of the Action | Desired Outcome | Sub-Action | Milestones | Assigned To | Planned Start Date | Due Date |
|---|------------------------|---|--|--|--|-----------------|--------------------|------------|
| Pay & Reward | | | | | | | | |
| 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 | 30/12/2019 | 01/03/2020 |
| Follow and implement any changes to Exit payments and recovery and changes to LGPS and Early Severance Policy | Responsive & Efficient | Regulations implemented | Contribute feedback to Govt Consultation Follow progress of Govt Consultation | Report outcome and options and communications and any policy changes/development | Close of Consultation Outcome of Consultation | Kerry Shorrocks | 01/04/2019 | 31/3/2020 |
| Equalise Shared Parental Leave provision | Responsive & Efficient | New Policy in place | Provision of NHDC shared parental leave payments to male employees to pay the same as NHDC Maternity Pay | Shared Parental Leave Policy updated | Policy redrafting Communications and new policy in place | Rebecca Webb | 01/04/2019 | 31/08/2019 |
| Explore modernising the approach to both long Service awards and retirement recognition | Responsive & Efficient | Look at what is in place currently and be | Fit for purpose reward schemes for retirement and Long service | Benchmarking others Pulse survey of staff considering alternatives | Policies updated and communications | Maggie Williams | 01/04/2019 | 31/3/2020 |

| Action Title | Objective | Description of the Action | Desired Outcome | Sub-Action | Milestones | Assigned To | Planned Start Date | Due Date |
|--|------------------------|---|--|--|---|----------------------------------|--------------------|------------|
| Recruitment & Retention | | | | | | | | |
| Brexit and impacts on employment Law | Responsive & Efficient | Legislation emanating from the EU has been the leading source of UK employee legislation over the last 15 to 20 years | HR must be abreast of the changes arising from Brexit and implement correct employment law to protect the council. | Following employment law changes, reading CIPD ACAS and seminars | Employment law changes HR Policy amendments | HR Managers | 01/04/2019 | 31/03/2020 |
| A managing an effective Apprentices Scheme | Responsive & Efficient | Manage a scheme targets, 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. | Regular reports to SMT to ensure efficient use of budgets and Apprentices appointed to areas that have a need and can support and develop Apprentices | Further use of Higher apprentices phased in. | Kerry Shorrocks/ Helen Bylett | 18/04/2019 | 31/3/2020 |
| 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 |
| 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. | Prepare a business case to consider purchasing software that allows better analysis of data to drill down and identify where the issues are occurring. | Correct workers and report run on required date. Submission of data by required date and in the required manner. | Maggie Williams | 01/05/2019 | 31/3/2020 |

| Action Title | Objective | Description of the Action | Desired Outcome | Sub-Action | Milestones | Assigned To | Planned Start Date | Due Date |
|---|------------------------|---|---|---|---|---|-------------------------------|------------|
| Recruitment & Retention | | | | | | | | |
| Gender Pay Gap Delivery of action plan | Responsive & Efficient | Creation and delivery Provision of an GPG action plan | Reducing Gender Pay Gap year on year. | Working Group established Action plan created Action Plan agreed Items delivered over the 2108/19 period Actions include regularising shared NHDC parental leave payment with that of maternity leave. A Career Development survey of staff and Unconscious bias training | New SPL Policy in place. CD survey results and action planning from that. | Kerry Shorrocks, Keith Crampton Other managers and volunteers | 01/04/2019 | 31/3/2020 |
| Providing an HR Service | | | | | | | | |
| Continued move to paperless HR | Responsive & Efficient | Work with IT and other relevant departments to automate processes and move away from use of hard copies to cut down on scanning and filing etc. | Service more suited to remote working and to cut down on manual document storing and HR scanning work | Implement changes to administration and process handling of HR work | Each new electronic system implemented | HR Managers | 08/04/2019 | 31/03/2020 |
| Review of format and content of all HR Policies | Responsive & Efficient | Ensure all policies are fair, necessary and consistent and are formatted with a customer facing focus. | Completion of policy transition and easier navigation for end users | HR Policies are gradually moved to new style consistent with other Council policies | Each policy in the new format | HR Managers and BP's | 01/11/2018 (two year project) | 31/3/2020 |

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|---|------------------------|---|---|--|--|---------------------------------|--------------------|-----------|
| Recruitment & Retention | | | | | | | | |
| Increased HR automation of processes and continued move to paperless HR | Responsive & Efficient | Building on work already completed further streamlining and automation of HR processes | Service more suited to remote working and to cut down on manual document storing and HR scanning work | Implement changes to e-administration and process handling of HR work. | Each new systems and new process implemented | HR Managers | 01/04/2019 | 31/3/2020 |
| Savings and potential Income generation from HR services | Responsive & Efficient | Deliver savings and generate income from acting on ideas and opportunities. | Deliver savings and or generate income | Act on staff suggestions and initiatives. | Each saving / income made | Kerry Shorrocks and HR Managers | 01/04/2019 | 31/3/2020 |
| 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 | 01/06/18 | 31/3/2020 |