

**JOINT STAFF CONSULTATIVE COMMITTEE**  
**22<sup>nd</sup> JUNE 2011**

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**TITLE OF REPORT: PEOPLE STRATEGY - UPDATED 2011 - 2015**

**REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER**

**1. SUMMARY**

- 1.1 To update the Joint Staff Consultative Committee on the progress made in updating the People Strategy to cover the period 2011 – 2015. The updated People Strategy also incorporates the Councils Workforce Development plan.

**2. FORWARD PLAN**

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

**3. BACKGROUND**

- 3.1 Progress against the 2008 -11 People Strategy was reported to all quarterly JSCC Meetings from June 2008 and it is proposed to continue to report progress against the updated People Strategy in the same way. The updated People Strategy includes the Council's workforce development plan actions as a result of consultation with relevant stakeholders including Heads of Service and Strategic Directors.
- 3.2 The updated People Strategy supports the Councils Key priorities and Corporate Plan objectives.
- 3.3 The updated strategy is attached at Appendix A and the action plan is the HR Service work plan for 2011/12. It is proposed to replace this as each work plan is updated annually.

**4. PEOPLE STRATEGY UPDATE**

- 4.1 Work has continued against the People Strategy projects to ensure the update of the strategy is a seamless process. Some of the recent key achievements since the last JSCC in March 2011 are listed below:

We have supported the project and the staff involved in the TUPE transfer of the audit service, to create the new Hertfordshire Shared Internal Audit Service, commencing from 1<sup>st</sup> June. This required a very significant amount of HR resource.

We have started work on planning potential shared services with East Herts and Stevenage Borough Council. This work will be a significant part of what we

can deliver during 2011/12. We will also need to support the other services in this project in the same way that we provided support for the Audit service, as well as planning the potential changes to the HR service itself.

We are also investigating various other options for the payroll service, in addition to the East Herts and Stevenage Borough Council Shared Services plans and the Herts County Council Serco Shared Managed Service arrangement.

We are working towards our assessment for IIP reaccreditation, in Autumn 2011.

We achieved our best absence performance in 2010/11 since records began, returning a rate that was better than the private sector, finishing at 6.51 days per person.

We have supported the implementation of the council's reorganisation for 2011/12.

We developed and are currently implementing an outplacement programme, to support officers whose posts are affected by the TUPE audit transfer and the reorganisation.

We have arranged the new member welcome evening and induction programme.

The annual appraisal cycle is currently taking place and HR.

The first phase of the Document Management Arrangements in HR are now embedding and we are currently looking at the next phase.

We are about to introduce an HR Helpline to make our services to internal and external customers more efficient to help prepare the culture for any shared services arrangements in the future.

## **5. MEASURING THE SUCCESS OF THE STRATEGY**

5.1 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 an appraisal

## **6. LEGAL IMPLICATIONS**

6.1 The People Strategy helps the Council meet its employee obligations under statute and common law.

## **7. FINANCIAL AND RISK IMPLICATIONS**

7.1 Implementation of the strategy will be contained from within existing budgets. Any additional costs arising from the recommended actions in the action plan will also be contained from within existing budgets. The investigation and implementation of shared service options will impact throughout the organisation. This represents a dual challenge for HR in terms of supporting organisational change and also being directly involved in shared HR proposals.

7.2 Delivery of the People Strategy is key to reducing some of the risks identified under the Council's Top Risks of Workforce Planning and Organisational Development. Delivery of

the People Strategy is Risk Number 13 on the Risk Register and is reviewed on a regular basis.

## **8. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS**

8.1 The HR implications are detailed above.

## **9. RECOMMENDATIONS**

9.1 To gain endorsement for the implementation of the updated People Strategy and HR Service work plan for 2011/12.

## **10. REASONS FOR RECOMMENDATIONS**

10.1 The People Strategy supports the achievement of the Authority's key priorities.

## **11. ALTERNATIVE OPTIONS CONSIDERED**

11.1 Appendix A – Updated People Strategy Service work plan for 2011/12.

## **12. CONTACT OFFICERS**

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## **12. BACKGROUND PAPERS**

## APPENDIX B

Turnover	
2001/2	23.90%
2002/3	18.80%
2003/4	18.40%
2004/5	16.20%
2005/6	14.20%
2006/7	12.50%
2007/8	12.72%
2008/9	8.57%
2009/10	10.20%
2010/11	10.63%

Appraisals		
Date	% Received at Target Date	Final Position
30 June 2005	29.73%	92.23% by 31/3/06
30 June 2006	36.12%	100% by 30/11/06
31 July 2007	99.18%	100% by 31/07/07
31 July 2008	100%	100% by 31/07/08
31 July 2009	99.5%	99.5%
31 July 2010	98.67%	98.67%
31 July 2011		

- **Absence**

### BVPI – BV12

- 2009/10 - 8.68 days per person, exceeding target - down by 1.57 days per person on 2008/9 and 1.67 days down on 2007/8
- Target set for 2010/11 - 9 days
- Final rate for 2010 6.51 days. A total of 33% of our staff had four days or less and a fantastic 43% had no absence at all.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2009	0.79	0.5	0.85	1.09	0.81	0.8	0.81	0.52	0.48	0.78	0.77	0.59
Long-term 2010/11	0.22	0.17	0.22	0.24	0.31	0.21	0.06	0.08	0.27	0.22	0.24	0.4
Short-term 2010/11	0.23	0.19	0.17	0.29	0.25	0.25	0.3	0.37	0.55	0.51	0.42	0.41
Total	0.45	0.36	0.39	0.53	0.56	0.46	0.36	0.45	0.82	0.73	0.66	0.81

### Absence 2009 and 2010

