

**JOINT STAFF CONSULTATIVE COMMITTEE**  
**21<sup>st</sup> September 2011**

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**TITLE OF REPORT: PEOPLE STRATEGY UPDATE**

**REPORT 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 2011 – 2015 which 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 last People Strategy was reported to all quarterly JSCC Meetings and it is proposed to continue to report progress in the same way.
- 3.2 Attached at Appendix A is the HR People Strategy 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 are investing significant time in 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 continuing to investigate any other opportunities for new ways of working these include:-

Serco Shared Managed Service arrangement for Payroll and HR transactions.

HCC are re-tendering their recruitment contract and have invited districts to express an interest in joining it and we have registered our interest.

HCC have made an offer to Districts to provide a county wide HR service.

We are working towards our assessment for IIP reaccreditation, in Autumn 2011 and recently met with the Assessor to provide pre assessment evidence and to discuss the interview arrangements.

We continue to provide various outplacement activities to support officers whose posts are affected by the reorganisation. Feedback from these has been very positive.

The recent restructure has produced some useful points which have been fed into the ongoing review of the current Reorganisation Policy.

The annual appraisal cycle has now finished and the majority of the required appraisals have been collected and logged by HR. We have also recently completed a review of the quality of the appraisals done and are planning various actions to support the outcomes.

We are currently arranging an accredited learning programme with activities that are appropriate for first line, middle and senior managers.

An ILM in Coaching for First Line Managers is being arranged in line with our policy to provide a range of learning and development methods and to enable us to provide more formal coaching internally.

A workshop on Advanced Managing People Skills is being developed to support managers who have to deal with particularly difficult issues.

A mediation programme is being arranged to provide further internally trained mediators. This is to help prevent people issues escalating into formal HR cases and to assist with the outcomes of appropriate HR cases.

The first phase of the Document Management Arrangements in HR are now embedding and we are currently looking at the next phase which may include increased use of the system for standard HR letters.

We have introduced an HR Helpline to make our services to internal and external customers more efficient. This is also designed to help prepare the organisational culture for any shared services arrangements. The helpline has been working well and we have received some very positive feedback.

We are also updating the HR information on the Intranet to make it much easier to navigate.

The Support for Members pages on the Internet and Intranet have been updated.

We are currently drafting our new retirement policy to meet the requirements of the removal of the default retirement age.

We have been preparing to enter a new Occupational Health Contract from January 2012 with HCC/Serco.

We have once again been successful in our annual assessment for the Two Tick Disability Award.

## **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. There is a Top Risk for New Ways of Working to ensure that the risks from shared services can be identified and mitigated.
- 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 note the progress against the People Strategy and HR People Strategy 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 – HR People Strategy work plan for 2011/12.

## **12. CONTACT OFFICERS**

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**13. BACKGROUND PAPERS** - None

## 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%

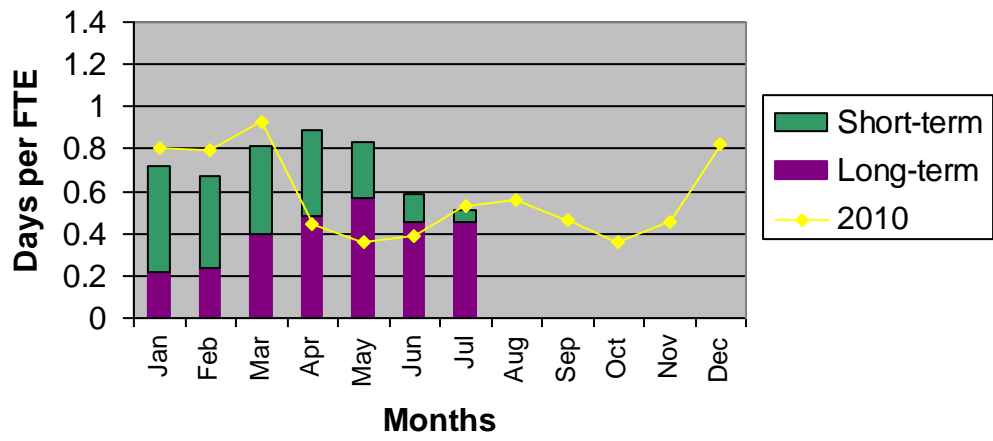
Appraisals		
Date	% Received at Target Date	Final Position
30 June 2005	29.73%	92.23% by 31/3/06
30 June 2006	36.12%	100% by 30/11/06
31 July 2007	99.18%	100% by 31/07/07
31 July 2008	100%	100% by 31/07/08
31 July 2009	99.5%	99.5%
31 July 2010	98.67%	98.67%
31 July 2011	97.76	98.32 %

- **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.
- Target set for 2011/12 – 8 days
- 2011/12 has started with high rates of Long Term absence but Short Term absence has fallen very low. This is an encouraging sign and each Long Term sick case is being closely managed to try and reduce levels. April to July performance is 2.82 days per person.

## Absence 2011



**People Strategy Action plan 2011/12**

Action Title	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By
<b>Organisational Development</b>								
Restructure	Support Organisational Restructures during 2011/12	Staff are well supported through change	Communications, Consultation informal, group, TU and individual, paperwork and administration, advice, and support redundancy cases inc any appeals., outplacement activities.	next steps report, staff briefings, consultation opens, consultation closes, Feedback, final outcome; changes implemented.	01/02/11	01/08/11	Kerry Shorrocks, Maggie Williams, Rebecca Skinner, Gail Dennehy Jo Keshishian Liz Goddard Pauline Shaw Kathy Newman	Kerry Shorrocks
Shared Managed Services East/North Herts & Stevenage	Involvement in Project to Consider whether to proceed with Shared Services for HR, Exchequer, Facilities and IT for EHDC/NHDC and SBC	Decisions on each service are subject to agreed final robust business case	Project meetings, project work, communications, consultation informal, group, TU and individual, paperwork and administration, advice, and support in change management.	Strategic Business Case Prepared Significant Progress by March 2012	09/05/2011	30/09/2011 31/03/12	Kerry Shorrocks/Liz Goddard	Kerry Shorrocks

SMS Payroll & HR Admin (Project to link to decision above on shared services)	Consider options for the future of Payroll (Project to link to decision above on shared services)	A robust cost effective service is delivered	Find cover for payroll project, plan the project.	Strategic high level business case Communications prepared	01/03/2011	31/03/2012	Liz Goddard Tony Sinclair	Kerry Shorrocks
Recruitment (Project to link to decision above on shared services)	Consider options for the future of recruitment (Project to link to decision above on shared services)	look at alternatives to provide the service at the best value for money for the Council	Explore service that could be provided by Manpower HCC contract. Consider what other options there are and what steps need to be taken, prepare a draft business case	Strategic Business Case Prepared Significant Progress by March 2012	09/05/2011	30/09/2011 31/03/12	Kerry Shorrocks/Rebecca Skinner	Kerry Shorrocks
Other Shared Services	HR support and advice on on a complex mixture of TUPE, Redundancy, Selection, Terms and Conditions, Change, Consultation, Communications, Employment Law, Policies, Equalities, People Management, Training and Development and Outplacement support.	Staff are well supported through change	Meetings, Communications, Consultation informal, group, TU and individual, paperwork and administration, advice, and support redundancy TUPE cases inc any appeals.	Implementing Planning Consultation pilot Go Live	01/04/2011	31/03/2012	Kerry Shorrocks, Maggie Williams, Rebecca Skinner, Gail Dennehy Jo Keshishian	Kerry Shorrocks



SMS OH	Consider options for the future of OH provision	A robust cost effective service is delivered	Plan the project	Contract renewal or change to Serco OH Contract	01/06/2011	31/12/2011	Maggie Williams	Kerry Shorrocks
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IIP	Implement actions from previous assessment and make arrangements for the next assessment.	Activities are in place to ensure the workforce is managing and developing effectively to enable us to meet our priorities.	Implement action plan Arrangements for next assessment	Re-accredited at next assessment in September 2011	01/01/2011	30/09/2011	Liz Goddard	Kerry Shorrocks
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### Providing a Human Resources Service

People Strategy	Update and refresh People Strategy with incorporated Workforce Development Plan	An updated People Strategy and Workforce development plan is launched	HoS meetings, Work plan preparation , Document update, Report to JSCC	Launch of new PS on Intranet	01/03/2011	01/06/2011	Kerry Shorrocks/Liz Goddard	Kerry Shorrocks
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### Pay & Rewards

Reorganisation	Review of Reorganisation Policy	We have a policy fit for purpose to support change in speedy, fair and efficient manner.	Benchmark Policies, Draft Policy changes or a new policy, Consult Implement	Launch of new or updated Policy on Intranet	01/06/2011	31/12/2011	Kerry Shorrocks, Maggie Williams	Kerry Shorrocks
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Maternity/ Adoption/Paternity Leave/Paternity Adoption Leave	New rights April 2011	Legislative requirements met.	Redraft of Policies in line with legislation. Consultation on Policies with Managers and TU. Implementation of new Policies.	Launch of new Policy on Intranet	01/02/2011	01/04/2011	Kerry Shorrocks, Maggie Williams	Kerry Shorrocks
Flexible Working	Extended rights to request flexible working April 2011	Legislative requirements met.	Redraft of Policy in line with legislation. Consultation on Policy with Managers and TU. Implementation of new Policy	Launch of new Policy on Intranet	01/02/2011	01/04/2011	Kerry Shorrocks, Maggie Williams	Kerry Shorrocks
Right to Request time off procedure	Create a generic procedure for all right to request time off legislation ie training, caring, or for child	Legislative requirements met.	Redraft of Policy in line with legislation, once position on time off for training clarified. Consultation on Policy with Managers and TU. Implementation of new Policy	Launch of new Policy on Intranet	01/02/2011	01/06/2011	Kerry Shorrocks, Maggie Williams, Liz Goddard	Kerry Shorrocks

### Recruitment & Retention

Equalities	Equality Act 2010 and update and refresh of HR Equalities action pan	Legislative requirements met.	Review of Policy once details of new public sector duty known. Refresh Equalities Action Plan	Revised Policy published and launch of new Plan on Intranet	01/02/2011	01/04/2011	Kerry Shorrocks, Maggie Williams, Rebecca Skinner, Gail Dennehy	Kerry Shorrocks
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Agency Workers	Agency Workers Regulations	Legislative requirements met.	Compare Framework Agency terms & conditions with NHDC. Review UTW Policy as required	Revised Policy published and supporting documentation as required.	01/06/2011	01/10/2011	Kerry Shorrocks, Maggie Williams	Kerry Shorrocks
Staff Survey	Prepare for 2012 Staff Survey	Survey completed	plan survey question changes make arrangements for survey roll out create communications plan	Survey sent out Survey returned with good response rate	01/11/2012	31/03/2011	Kerry Shorrocks	Kerry Shorrocks
Retirement	Review the Council's Policy on working beyond age 65 following the removal of the Default Retirement Age	Legislative requirements met whilst retaining the required flexibility to manage the profile of the workforce.	Redraft of Policy in line with legislation and new pension discretions. Consultation on Policy with Managers and TU. Implementation of new Policy	Launch of new Policy on Intranet	01/02/2011	01/04/2011	Kerry Shorrocks, Maggie Williams, Liz Goddard	Kerry Shorrocks
2012 Olympics	Preparation for Olympics 2012	Services maintained through a period of increased staff absence.	Plan leave arrangements and procedure for volunteers communications	Communication of arrangements	30/09/2012	31/12/2011 and monthly thereafter	Kerry Shorrocks, Rebecca Skinner,	Kerry Shorrocks