

**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 Some of the recent key achievements since the last JSCC in March 2011 are listed below:

We are continuing to invest 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. We are also continuing to investigate any other opportunities to reduce HR costs.

We are currently preparing an updated action plan based on the Investors in People Assessor's report.

We have put in new HR processes to carefully case manage each long term sick case and have started to see levels reducing as a result of this.

We have completed the redraft of our new retirement policy to meet the requirements of the removal of the default retirement age.

We have put in place all the arrangements in place for a new Occupational Health Contract from January 2012 with HCC/Serco.

We are currently reviewing our infrastructure for coaching and mentoring arrangements e.g. policy, guidelines etc. We now have an increasing pool

of officers accredited with coaching and mentoring qualifications. This is designed to support the council's policy to provide more of our learning and development services in-house.

An ILM level 3 programme in Coaching and Mentoring in First Line Management commenced in early November and feedback from both the Tutor and the delegates is very positive.

As part of the council's management development arrangements, an ILM level 3 programme in First Line Management also commenced in November.

A 2 day mediation workshop was arranged in October and 2 workshops on Advanced Managing People Skills took in early November. These were all well attended and feedback was excellent. The purpose of these programmes is to help prevent people issues from escalating into more formal HR cases.

An infrastructure for the council's in-house mediation arrangements is being designed to support the mediators and to encourage a consistent and effective process.

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.

The HR Helpline pilot was reviewed and feedback was positive from both the HR Team and our internal customers . We are now trying to encourage more widespread use of the service.

The 6 month appraisal reviews are currently taking place and we are also surveying the quality of appraisals done earlier in the year.

The Democratic Services Manager and HR Development Manager attended the Labour Group and the Conservative Group Meetings in September, to discuss Member Development.

## **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 RESOURCES IMPLICATIONS**

- 8.1 The HR implications are detailed above.

## **9. EQUALITIES IMPLICATIONS**

Part of the work contained in the People Strategy is to train our staff to understand their role in complying with the Public Sector Equality Duty by eliminating unlawful discrimination, harassment and victimisation and fostering good relations with colleagues and as officers of the council with our service users.

## **10. RECOMMENDATIONS**

- 10.1 To note the progress against the People Strategy and HR People Strategy work plan for 2011/12.

## **11. REASONS FOR RECOMMENDATIONS**

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

## **12. ALTERNATIVE OPTIONS CONSIDERED**

- 12.1 Appendix A – HR People Strategy work plan for 2011/12.

## **13. CONTACT OFFICERS**

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**14. 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%

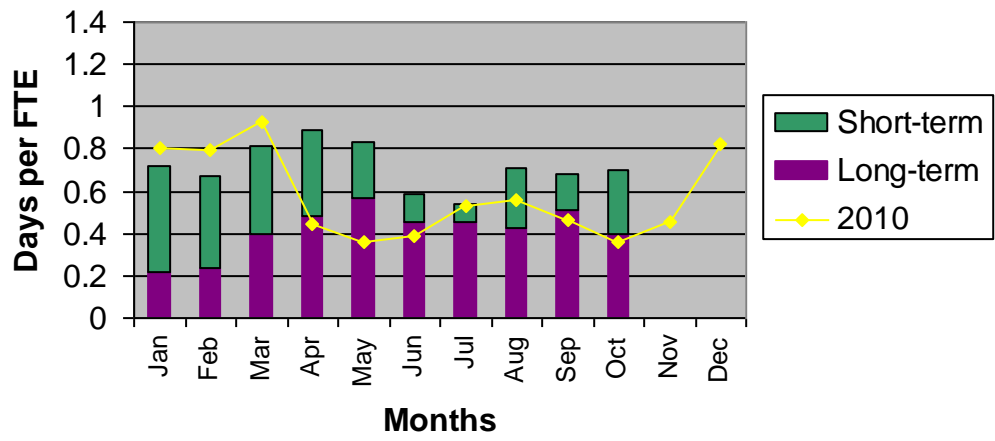
Appraisals		
Date	% Received at Target Date	Final Position
30 June 2005	29.73%	92.23% by 31/3/06
30 June 2006	36.12%	100% by 30/11/06
31 July 2007	99.18%	100% by 31/07/07
31 July 2008	100%	100% by 31/07/08
31 July 2009	99.5%	99.5%
31 July 2010	98.67%	98.67%
31 July 2011	97.76	98.32 %

- **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 October performance is 4.87 days per person of which only 1.62 days is short term absence.

### 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 Detailed business case	01/03/2011	31/05/2012	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 Detailed business case May 2012	09/05/2011	30/09/2011 31/05/12	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 Arrangements in place for new contact from January	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  Reaccreditation achieved	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
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 plan	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
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	31/03/2012	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	31/12/2011	Kerry Shorrocks, Maggie Williams,	Kerry Shorrocks
2012 Olympics	Preparation for Olympics 2012	Services maintained through a period of increased	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

		staff absence.						
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