

JOINT STAFF CONSULTATIVE COMMITTEE
21st March 2012

***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.

- 3.3. Since the last JSCC meeting there have been several changes to the HR Team.

The Acting Payroll Manager's contract of employment finished at the end February.

The Shared Services Manager's maternity leave has now finished. However her return will focus solely on payroll management, doing one day a week.

One HR Administrator has started maternity leave and another has returned from maternity leave.

The part time Learning and Development Officer has been on long term sick leave since December, following a broken hip. However, at the time of writing this update, it is anticipated that she will have returned to work. The other part time Learning and Development Officer post is still vacant.

Despite these changes and absences and the uncertainty of the shared services agenda, the team have continued to make good progress.

4. PEOPLE STRATEGY UPDATE

4.1 Some of the recent key achievements since the last JSCC in December 2011 are listed below:

We continue to support the high level business case for the potential shared services with East Herts and Stevenage Borough Council. This work will be a significant part of what we can deliver during 2012. We will also need to support the other services in this.

We have contributed to the development of a possible new Disturbance Policy, in preparation for any shared service arrangement with East Herts DC and Stevenage BC.

We have been drafting the Council's first annual pay statement required under section 40 of the Localism Act. The statement will go to full Council on 12th April.

The biannual staff survey was developed, in liaison with the Communications Team, and has now been sent to all staff.

Several interventions are being planned to support the recommended actions from the Investors in People Assessment, last year. For example, a performance and development toolkit for managers, various 360 feedback assessment pilots and a Leader Development Programme.

The new HR processes, designed to assist with the management of long term sick cases are in place with cases assigned to individual HR Officers.

The retirement policy, meet the requirements of the removal of the default retirement age, policy has been launched. Various other policies have been checked and amendments made to ensure they are in line with this new policy.

Staff terms and conditions have been amended to reflect this change. A confidentiality clause has also been added, as new ways of working, such as document imaging and home-working, have heightened the need for there to be an specific clause.

The new Occupational Health Contract HCC/Serco, commenced in January 2012 and it is working well.

The ILM 3 programmes in Coaching and Mentoring and First Line Management have now finished and we are waiting for the assessment results. Feedback from the college has been that the standard of the council delegates is very high. These programmes have already demonstrated value to the council through the various staff coaching arrangements that are in place and by providing potential successors for any management vacancies.

Work is currently being done on the infrastructure for the council's mediation services. This is being designed to support our existing and newly trained mediators and to encourage a consistent and effective process. The purpose of mediation is to encourage good working relationships and through this to avoid costs of employee relations cases and staff turnover i.e. recruitment costs.

Feedback regarding the HR Helpline arrangement continues to be positive. However, we have arranged a temporary diversion of all HR calls to the helpline. This is designed to encourage more wide spread use of the service and more efficient HR working practises.

A Member Development Programme is being developed, including a workshop and Group specific mentoring.

Preparations are underway for the New Member Development Programme, following the election in May.

Members open learning prior to full councils, now incorporates an IT surgery with officers from ICT Team. These have been very well attended.

Open learning sessions for Officers continue to be available on Tuesday mornings and are well attended.

Carers workshop is arranged for end March, which will raise awareness in line with the council's statutory obligations. This will be followed by a drop-in session for officers and members who are carers and may have queries.

A programme of other bite size courses have been arranged over the lunch period on topics such as solving dilemmas and influencing and motivation.

There is also an extensive programme of short workshops, in partnership with other councils in Hertfordshire.

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 workload. 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 – Key Performance Measures

Appendix B – HR People Strategy Work Plan for 2011/12.

13. CONTACT OFFICERS

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14. BACKGROUND PAPERS - None

Appendix A

Key Performance Measures

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%

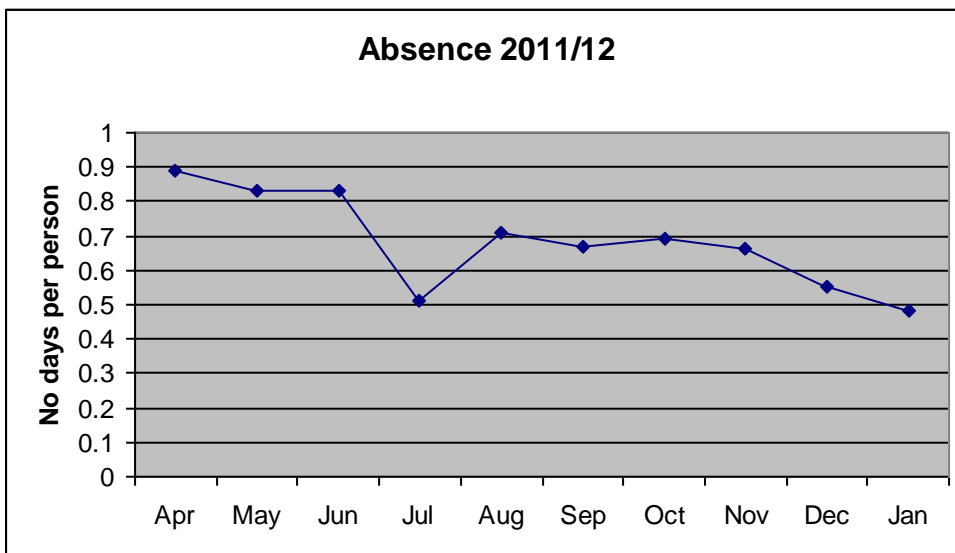
Appraisals		
Date	% Received at Target Date	Final Position
30 June 2005	29.73%	92.23% by 31/3/06
30 June 2006	36.12%	100% by 30/11/06

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

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 2010/11 - 6.51 days.
- Target set for 2011/12 - 8 days - 2011/12 started with high rates of Long Term absence but has had consistently low levels of Short Term absence. Each Long Term sick case is being closely managed to try and reduce levels. April to January performance is 6.82 days per person of which only 2.71 days is short term absence.
- Update 7/3/12 February cumulative rate 7.10 days.



Appendix B 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
Organisational Development								
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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