

JOINT STAFF CONSULTATIVE COMMITTEE
27th June 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 is reported to all quarterly JSCC Meetings.
- 3.2 Attached at Appendix B is the HR People Strategy work plan for 2012/13. It is proposed to replace this as each work plan is updated annually.
- 3.3 The terms of reference for the Joint Staff Consultative Committee are to be the corporate interface with employees on major human resource issues and to be the strategic HR Forum for NHDC Members.

4. PEOPLE STRATEGY UPDATE

- 4.1 Some of the recent key achievements since the last JSCC in March 2012 are listed below:
- We continue to support the work towards the detailed business case for the potential shared services with East Herts and Stevenage Borough Council. This business case is now expected to be ready in July 2012 and directly affects all HR staff. This work will be a significant part of what we can deliver during 2012 and there will be a significant draw on HR resources to support all the other services affected should it be decided to proceed with shared services.
 - The team is preparing to support the organisation with change projects to deliver the required budget savings for this financial year and well beyond. This will need to be considered alongside any changes to HR.
 - We have completed the Councils first annual pay statement required under section 40 of the Localism Act. The statement is published on our website.
 - The biannual staff survey had been completed and the full report has been sent to all staff and action planning is underway at service level.
 - In August 2011 HR reviewed the management of the long term absence process. We now notify the line manager that the employee is covered by the Long Term Sick Policy, provide Occupational Health (OH) referral forms, and arrange an early meeting with the line manager. The value of early intervention and the

manager's and employee's roles in maintaining contact is emphasised and they are advised to discuss the health issue and progress with the employee and refer to OH promptly to ensure a review before return. The Long Term Sick policy has also been reviewed to emphasise the employee's responsibilities for maintaining in contact, as well as line manager's, and the timescales required for submission of Fit Notes. This was linked to the Sick Pay arrangements policy, to draw attention to the fact that this is required to ensure payment of statutory sick pay. A copy of the Sick Pay Arrangements policy is now included with the Long Term Sickness Absence policy when the LTS letter is sent to the employee.

This has been a particularly busy time for Learning and Development is also expected to be in the autumn. Some of the projects are outlined below:

- A 'Learning for Growth' event was recently held to support career development and promote existing interventions. This included 1:1 career development interviews and representatives from North Herts College, as well as several officers.
- The data protection e-learning has been updated and a programme of workshops is being targeted at officers who deal with a higher volume of sensitive data.
- The performance and development toolkit for managers, has now been rolled out to all Heads of Service.
- David Scholes presented 15 ILM Certificates to the officers who have successfully completed accredited programmes in Middle Management, First Line Management and Coaching & Mentoring.
- The new member welcome was attended by all completely new members and arrangements are progressing regarding their general and customised induction programmes. They have also been given senior management buddies, to complement any group mentoring arrangements.
- A telephony and ICT surgery was held on 31st May, to follow-up on the outcomes from the home-working survey earlier this year.
- Various activities are arranged for members and officers to meet the outcomes from the Localism Act and changes to the Licensing arrangements.
- A programme of activities is being developed to help managers support their teams through change, such as restructures and outplacement e.g. TUPE.
- A Disciplinary Investigations workshop and a Mock Employment Tribunal are also being arranged to help the council's capacity to prevent and manage formal employee relations cases.
- A further 'working in a Political Environment' workshop is arranged for July. Mock committees and full councils are also planned for the Autumn.
- A review of appraisals quality is currently being conducted on a sample group of officers, based on this year's appraisal cycle. There have also been pilots of several 360 feedback tools.
- A leader development programme in July, is targeted at senior managers.

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 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 2012/13.

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 2012/13.

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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 %
31 July 2012		

Absence

BV12

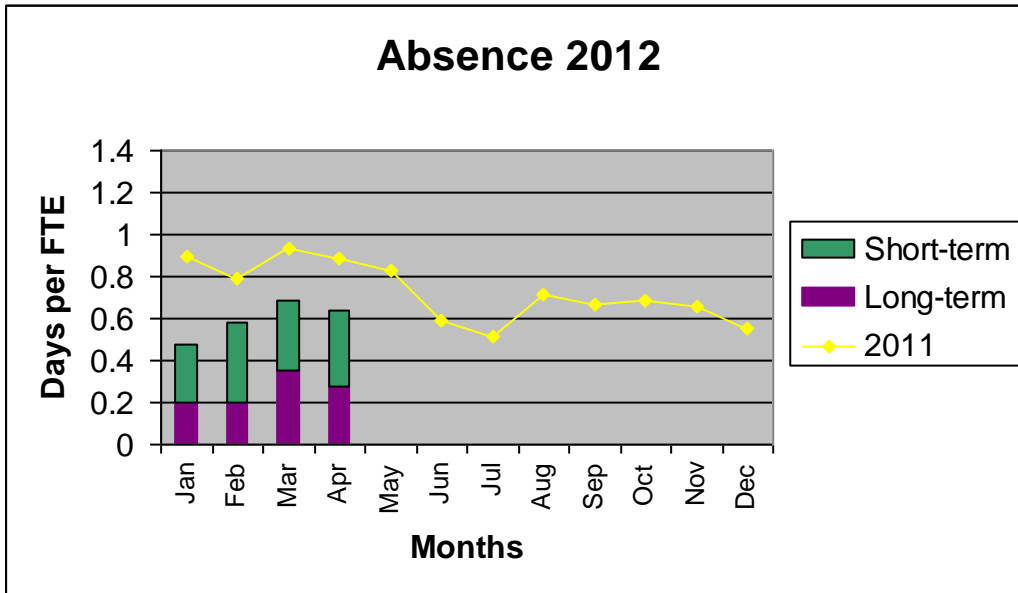
- 2009/10 - 8.68 days per person, down by 1.57 days per person on 2008/9 and 1.67 days down on 2007/8
- Target set for 2010/11 - 9 days - Final rate for 2010/11 - 6.51 days.
- Target set for 2011/12 - 8 days - Final rate for 2011/12 – 7.78 days.

It was a year of difficult long term absences cases however short term absence rates were excellent and in some months fell as low as 0.06, 0.14 and 0.17 days per person.

To put this into context, the national average rate in 2011 was 7.7 days per employee, with the public sector rate at 9.1 days per employee and the Local Government rate at 9.6 days. Absence in the private sector is up to 7.1 days per employee per year. As you can see we are in line with national figures and within 0.6 days per person of the private sector average. A total of 32.6% staff had 4 days or less and 40.8% took not a single day at all.

All staff are being thanked in the June issue of team talk

- Target set for 2012/13 - 8 days. And things have started well with April being 0.26 days down on April 2011.



Appendix B People Strategy Action plan 2012/13

Action Title	Description of the Action	Desired Outcome	Sub-Action	Planned Start Date	Due Date
Organisational Development					
Organisation Restructure	Support Organisational Restructure during 2012/13	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.	01/04/12	01/09/12
Shared Managed Services East/North Herts & Stevenage	Involvement in Project to Consider whether to proceed with Shared Services for HR, Print, Facilities Management 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.	31/05/2012	01/04/2012 31/03/13
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.	01/04/2012	31/03/2013

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 HCC when contract updated. Consider what other options there are and what steps need to be taken, prepare a draft business case	01/04/2012	31/03/2013
Other Shared Services & Contract Transfers	HR support and advice 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.	01/04/2012	31/03/2013
IIP	Implement actions from 2011 assessment..	Activities are in place to ensure the workforce is managing and developing effectively to enable us to meet our priorities.	Implement action plan	01/04/2012	31/03/2013

Providing a Human Resources Service					
People Strategy 2012./13 Service Plan	Update the People Strategy with the 2012/13 HR Service work plan	The People Strategy is updated with the 2012/13 HR Service work plan	Work plan preparation , Document update, Report to JSCC	01/03/2012	01/06/2012 Complete
Flexible Working And Flexible Parental Leave	New rights for 2014/15	Expected extension of right to request flexible working for all employees and changes to rights for maternity/paternity leave	Redraft of Policies in line with legislation. Consultation on Policies with Managers and TU. Implementation of new Policies.	01/04/2012	31/03/2012
Equalities	Update and refresh of HR Equalities action plan for 2012/13	Legislative requirements met.	Refresh Equalities Action Plan	01/04/2012	31/03/2013
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	01/06/2011	31/12/2011
Pay and Reward					
2012 Olympics	Providing Media for staff at work during the Olympics	Staff feel valued and trusted	Practical steps to providing television facilities in 5 th floor rest room, Informing staff of other media options, Communications with Staff	15/05/2012	30/09/2012
Equal Pay Audit					
Staff Survey	2012 Staff Survey	Survey results analysed	Staff Survey results reported and communicated, Action plans created	01/04/2012	30/06/2012

Recruitment and Retention

Apprentices Programme	A potential apprenticeship scheme for 2012/13 and beyond	Introduction of apprentice posts	Agree if is funding available through the new homes bonus . identify suitable posts, recruitment and training and support .	01/10/2012	31/03/2012
2012 Olympics	Staff arrangements for Olympics 2012	Services maintained through a period of increased staff absence.	Plan leave arrangements and procedure for volunteers communications	01/04/2012	30/09/2012