

<b>JOINT STAFF CONSULTATIVE COMMITTEE</b> <b>19<sup>th</sup> September 2012</b>
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<b>*PART 1 – PUBLIC DOCUMENT</b>	<b>AGENDA ITEM No.</b>
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**TITLE OF REPORT: PEOPLE STRATEGY UPDATE**

**REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER**

**1.0 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.

**2.0 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.

**3.0 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.

**4.0 PEOPLE STRATEGY UPDATE**

- 4.1 The HR work load for Shared Support Services has increased significantly, in particular the planning of the potential TUPE transfer of a significant number of staff to Stevenage Borough Council. The time span of the project has also increased due to the timetable for a decision being extended from July to October. The outcome directly affects all HR staff including the potential redundancy of the Corporate Human Resources Manager in Autumn 2012. This work will be a significant part of what the HR team can deliver during the remainder of 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.
- 4.2 There has also been work going into preparing an alternative option of making savings to the current in house HR Service in the event that this is a preferred way forward to Shared HR Services.
- 4.3 Some of the recent achievements since the last JSCC in June 2012 are listed below:
- 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 along side any changes to HR.
  - The planning of ensuring adequate resources during the main summer leave period and the Olympic games has been successful. The media arrangements for staff have also been warmly received.

- Work is underway to recruit our first apprentice to the Parking Services Team having converted a vacancy to an apprentice post.
- The HR staff are putting in a significant amount of time to support the staffing matters related to closure of Hitchin Town Hall and Museums.
- Endorsement has been received from SMT to proceed with a project to further investigate a reward scheme which allows the purchase of childcare vouchers and bikes for work though salary sacrifice schemes in addition to a discount scheme as part of the budgeting process.
- Work has been undertaken to ensure recruitment practices comply with the new requirements of the Protection of Freedoms Act 2012 which received Royal Assent in May 2012 and some of whose provisions come into force on 10<sup>th</sup> September. Further work will be undertaken to determine the effects of the other provisions which are due to come into force in December 2012 and early 2013.
- An audit of learning and development was done by SIAS and the final result was substantial assurance.
- Both the Working in a Political Environment and Disciplinary Investigations workshops, held in July, were well attended and received excellent feedback.
- A recently implemented Leader Development Programme has also received very positive feedback. Several small group coaching sessions have since been organised for some of the participants who wanted to continue even further with the programme.
- The annual appraisals cycle finished on 31st July and 93.7% of all required appraisal forms were logged in HR by the deadline. Many of the outstanding ones have already since been received at the time of writing this update (98%).
- The review of appraisals quality is now complete and a discussion paper, with outcomes and recommendations, has been prepared for the SMT meeting in September.
- Several officers have been enrolled onto an ILM 3 Award in First Line Management at North Herts College, commencing in the Autumn. This is targeted at Officers who are in or would like to progress to First Line Management positions.
- Various activities are arranged for members and officers to meet the outcomes from the Localism Act and changes to the Licensing arrangements. An overview of finance arrangements has also been arranged for new members.
- A programme of activities is being arranged to support the officers in scope for the shared service arrangement, in partnership with the Learning & Development Functions at Stevenage BC and East Herts DC.
- A further Herts Joint Programme has been arranged for the Autumn, following the success of the previous programme. This will particularly focus on transition and change, in addition to other topics. NHDC have agreed to host several of the workshops and as such, save the cost of several delegate places. We are investigating a similar programme for Members, on behalf of the Herts Member Development Network.
- A Child Protection programme of basic awareness and designated officers training has been arranged and we are currently investigating similar arrangements to meet our obligations to protect vulnerable adults.

## **5.0 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

## **6.0 LEGAL IMPLICATIONS**

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

## **7.0 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.

## **8.0 HUMAN RESOURCES IMPLICATIONS**

8.1 The HR implications are detailed above.

## **9.0 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.

## **10.0 RECOMMENDATIONS**

10.1 To note the progress against the People Strategy and HR People Strategy work plan for 2012/13.

## **11.0 REASONS FOR RECOMMENDATIONS**

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

## **12.0 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	93.72	98% as at 24/08

### 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.

2012

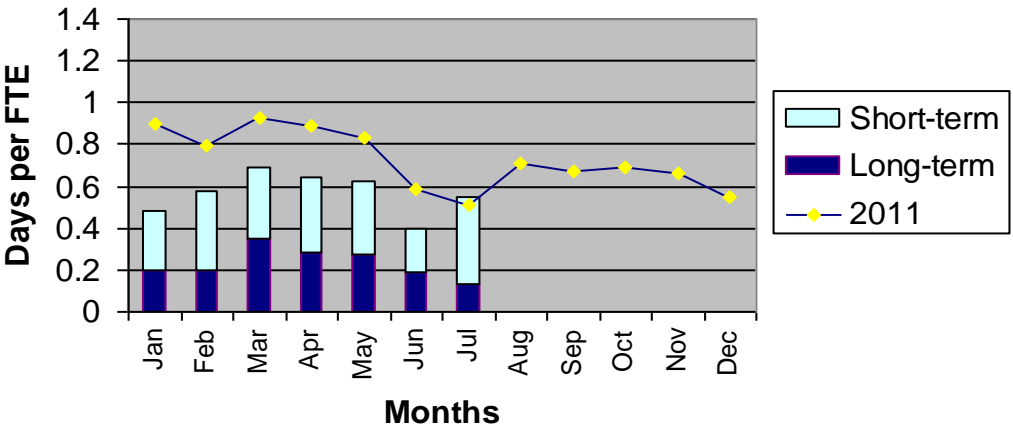
Up to August 2012 absence rates are:-

- Long Term - 1.06 days
- Short Term - 1.42

Up to August 2011

- Long Term - 2.38
- Short Term - 1.16

# Absence 2012



## Appendix B People Strategy Action plan 2012/13

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Organisation Restructure	Core Business / Continuous Improvement	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.	next steps report, staff briefings, consultation opens, consultation closes, Feedback, final outcome; changes implemented.	Revised to match the Corporate Business Planning timetable	Revised to match the Corporate Business Planning timetable
Shared Managed Services East/North Herts & Stevenage	Core Business / Continuous Improvement	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.	Detailed Shared Services Business Case	31/05/2012	31/03/2013
SMS Payroll & HR Admin (Project to link to decision above on shared services)	Core Business / Continuous Improvement	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.	Detailed Shared Services Business Case.	01/04/2012	31/03/2013
Recruitment (Project to link to decision above on shared services)	Core Business / Continuous Improvement	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	Detailed Shared Services Business Case.	01/04/2012	31/03/2013

Other Shared Services & Contract Transfers	Core Business / Continuous Improvement	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.	Implementation Planning Consultation pilot Go Live	01/04/2012	31/03/2013
IIP	Core Business / Continuous Improvement	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	Action plan completed	01/04/2012	31/03/2013

### Providing a Human Resources Service

People Strategy 2012./13 Service Plan	Core Business / Continuous Improvement	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	Updates quarterly to JSCC	01/03/2012	01/06/2012
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### Pay & Rewards

Reorganisation	Core Business / Continuous Improvement	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	01/04/2012	31/03/2013
Flexible Working And Flexible Parental Leave	Core Business / Continuous Improvement	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.	Outcome of consultation spring 2012 Consultations on Flexible Working Code of Practice and Flexible Parental Leave Administration	01/04/2012	31/03/2013



## Recruitment & Retention

Equalities	Core Business / Continuous Improvement	Update and refresh of HR Equalities action plan for 2012/13	Legislative requirements met.	Refresh Equalities Action Plan	launch of new Plan on Intranet	01/04/2012	31/03/2013
Equal Pay Audit	Core Business / Continuous Improvement	To plan and conduct an Equal Pay Audit to ensure that the Council's pay and reward structure achieves fairness and consistency.	Maintained employee satisfaction with pay, measured through the Staff Survey	Collect audit Data Analyse Data Identify any issues and draft an action plan Discuss results with SCF and finalise action plan	Achieve data collection and analysis by Autumn 2012 - completed review with action plan by end 2012.	01/05/2012	31/12/2012
Staff Survey	Core Business / Continuous Improvement	2012 Staff Survey	Survey results analysed	Staff Survey results reported and communicated, Action plans created	Staff Survey report and action plans published	01/04/2012	30/09/2012
Apprentices Programme	Core Business / Continuous Improvement	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 .	Apprentices appointed	01/09/2012	31/03/2013
2012 Olympics	Core Business / Continuous Improvement	Staff arrangements for Olympics 2012	Services maintained through a period of increased staff absence.	Plan leave arrangements and procedure for volunteers communications	The Olympic Games	01/04/2012	30/09/2012
2012 Olympics	Core Business / Continuous Improvement	Staff arrangements for Olympics 2012	Staff feel valued and trusted	Practical steps to providing television facilities in 5 <sup>th</sup> floor rest room, Informing staff of other media options, Communications with Staff	The Olympic Games	01/04/2012	30/09/2012

