

JOINT STAFF CONSULTATIVE COMMITTEE
19th December 2012

***PART 1 – PUBLIC DOCUMENT**

AGENDA ITEM No.

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 This quarter marked the end of the intensive HR work load for Shared Support Services. Work on Corporate Business planning proposals is now a key project. This includes the alternative option of making savings to the current in house HR Service which was agreed as a preferred way forward to Shared HR Services. This project directly affects a number of HR staff. The team is therefore coping with change whilst continuing to support all the other services affected by resource changes arising from projects within the Corporate Business Planning proposals.

4.2 Recent project progress since the last JSCC in September 2012 is listed below.

- The team are doing the background work on the proposed reward scheme which allows the purchase of childcare vouchers and bikes for work though salary sacrifice schemes in addition to a discount scheme. The completion of the project being dependant on the budget setting 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 10th 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.

- Work on the Council's Reorganisation policy is underway in preparation for a full review of the Policy to be undertaken in January 2013. Outplacement support activities have been offered to support this.
- An Equal Pay Review is on target for a Report and Action Plan to be completed by the end of December 2012.
- The Apprentice Scheme is progressing.
- Pension Auto Enrolment is in preparation for 1st January 2014, from then we are legally required to enrol eligible staff into the LGPS.
- 2 licensing Member Development workshops took place in November and were well attended by partners.
- NHDC hosted the Herts Member Development Group on 27th November. A key agenda item at this meeting was the feasibility of a joint member development programme.
- 2 briefings on some aspects of the Localism Act were run in September. These were attended by both officers and members.
- The small group leadership coaching sessions, mentioned in the previous update, are receiving very positive feedback from the officers involved.
- We have been informally advised that the 3 officers who recently completed the ILM 3 Award in First Line Management have all passed. Feedback from the college is that the standard of the NHDC candidates was excellent. As for all accredited programmes, the certificates will be presented by David Scholes.
- There has been significant activity progress with the arrangements to recruit the 8 agreed apprenticeship posts and we are currently on track for all the apprenticeships to commence in January.
- Following Designated Child Protection Officers training, we are arranging further sessions for other key service areas.
- Learning and Development arrangements are ongoing to support the recently elected members.

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 enables the Council to meet its legal obligations to employees.

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.

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.

13. CONTACT OFFICERS

13.1 Author:

Kerry Shorrocks

Corporate Human Resources Manager

Tel: 01462 474224

E-mail address: kerry.shorrocks@north-herts.gov.uk

13.2 Contributors:

Fiona Timms

Performance & Risk Manager

Finance, Policy and Governance

Tel: 01462 474251

E-mail address: fiona.timms@north-herts.gov.uk

Liz Goddard

HR Development Manager

Customer Services

Tel: 01462 474580

E-mail address: liz.goddard@north-herts.gov.uk

Margaret Martinus

Senior Lawyer

Legal Services

Tel: 01462 474268

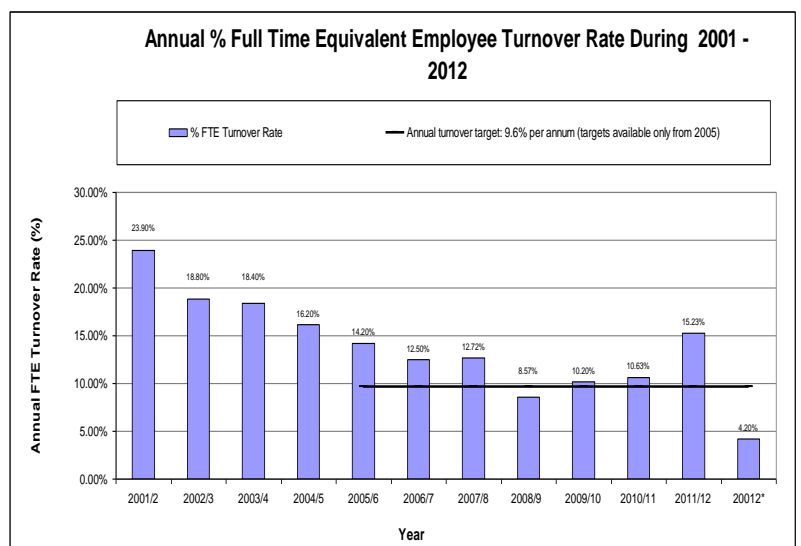
E-mail address: margaret.martinus@north-herts.gov.uk

14. BACKGROUND PAPERS - None

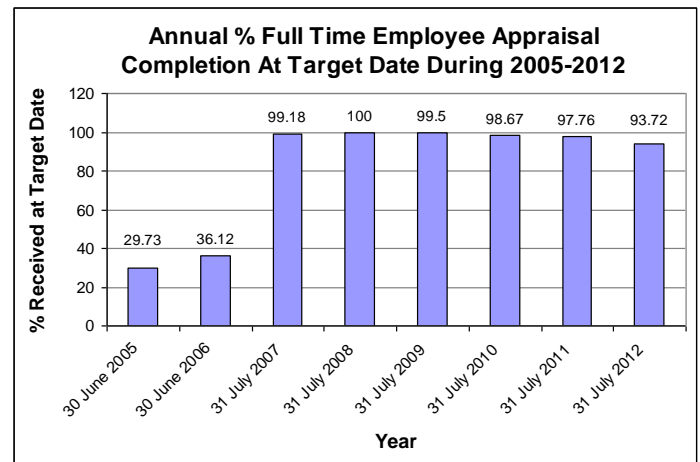
Appendix A

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%
2011/12	



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

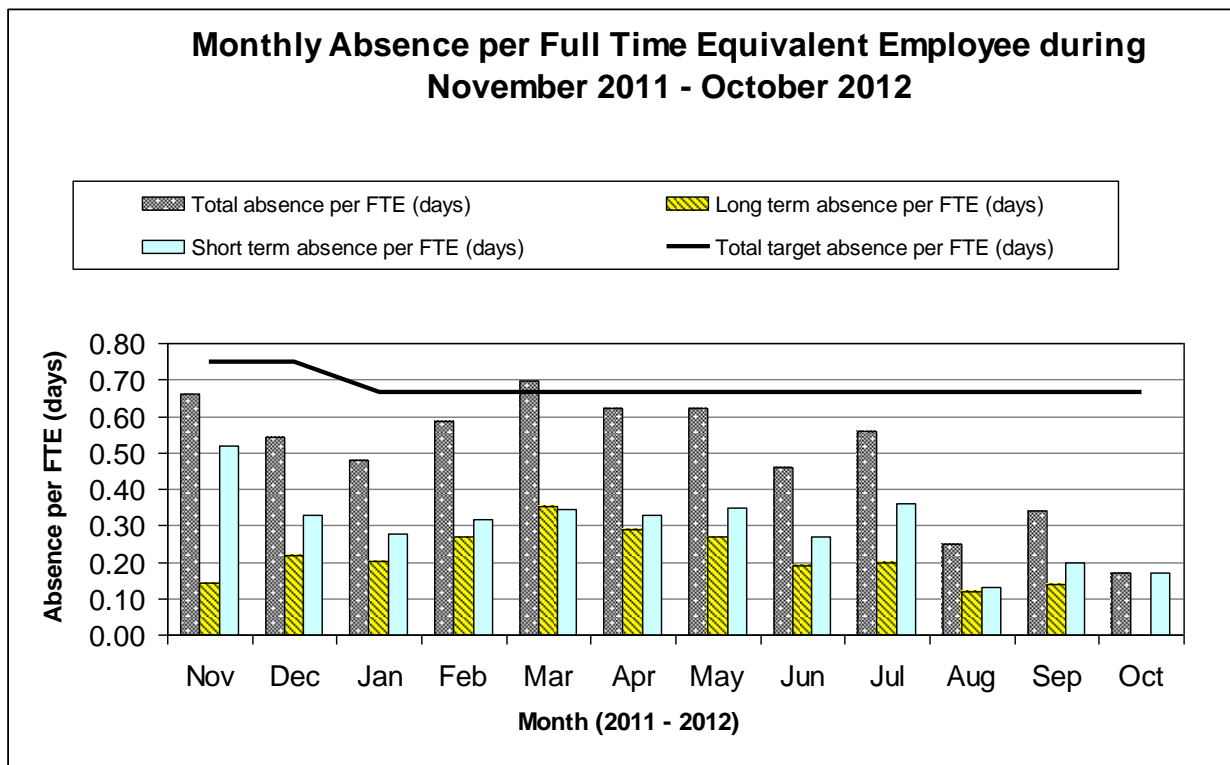
- 2009/10 - 8.68 days per person, down by 1.57 days per person on 2008/9 and 1.67 days down on 2007/8
- Target set for 2010/11 - 9 days - Final rate for 2010/11 - 6.51 days.
- Target set for 2011/12 - 8 days - Final rate for 2011/12 – 7.78 days.
- Target set for 2012/13 - 8 days – 3.02 days to end Oct 12

Up to October 2012 absence rates are:-

- Long Term - 1.21 days
- Short Term - 1.81 days

Up to October 2011 they were:-

- Long Term – 3.27
- Short Term - 1.62



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 In progress	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 Project closed October 2012
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	31/03/2014 Now outcome of SMS project is known this project for 2013/14
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	31/03/2014 Now outcome of SMS project is known this project for 2013/14

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
---------------------------------------	--	--	--	---	---------------------------	------------	------------

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 VR added in more detail and full Policy review Jan 2013	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	01/04/2012	31/03/2013

					Leave Administration		
Recruitment & Retention							
Equalities	Core Business / Continuous Improvement	Update and refresh of HR Equalities action pan 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. In Progress	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 Complete	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 In progress of preparation and recruitment	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 Complete	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 th floor rest room, Informing staff of other media options, Communications with Staff	The Olympic Games Complete	01/04/2012	30/09/2012

