

**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. RECOMMENDATIONS**

- 2.1 To note the progress against the People Strategy and HR People Strategy work plan for 2012/13

**3. REASONS FOR RECOMMENDATIONS**

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

**4. ALTERNATIVE OPTIONS CONSIDERED**

N/A

**5. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS**

- 5.1 No consultation has been carried out because the People Strategy is focused on employee and organisational related projects.

**6. FORWARD PLAN**

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

**7. BACKGROUND**

- 7.1 Progress against the last People Strategy is reported to all quarterly JSCC Meetings.
- 7.2 Attached at Appendix B is the HR People Strategy work plan for 2012/13. It is proposed to replace this with our updated work plan for 13/14 and update the work plans annually for the life of the current People Strategy.

7.3 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.

## 8. ISSUES

8.1 This quarter has seen a fairly intensive HR work load for Corporate Business Planning staffing changes to be implemented. This includes changes to the HR Service which directly affects a number of HR staff.

8.2 Recent project progress since the last JSCC in December 2012 is listed below.

- The team are now preparing to move ahead and implement an agreed reward scheme which will provide salary sacrifice schemes for Childcare Vouchers, and Bikes for Work as well as a retail discount scheme.
- We have extended our contact for Employee Assistance Programme (PPC) benefiting from the good price of a partnership contract with HCC.
- The Apprentice Scheme is progressing and at the time of writing this report, 3 apprentices will have started working for NHDC in HR, Children's Services and Democratic Services. Two apprentice posts in Customer Services will be starting soon and the Parking Services post is in process of recruitment and two IT Services apprentice posts are being advertised and put on Twitter. In addition the two museum intern posts are currently being advertised and tweeted. . In addition to the requirements for the apprenticeship scheme qualifications, various in-house learning and development activities have also been arranged, beyond the usual essential learning programme for officers.
- The team have been working on the transfer of what was the Criminal Record Bureau (CRB) Policy and Processes to transfer it to the Disclosure and Barring Service DBS service and policy.
- Learning and Development are arranging a range of activities and resources to support significant IT changes. These IT changes include an upgrade to Windows 7, Explorer 9, MS Office 2010 and Citrix. Development changes include workshops, e-learning, open learning resources, briefings and drop ins.
- There is also work to progress an upgrade to the Council's existing Learning Management System. This is currently de-supported and the required upgrade was placed on hold pending the decision regarding the shared service arrangements.
- We are hosting several new workshops, with several providers as part of our partnership activities. We are also working with other Herts Councils to develop a joint member development programme.
- Our programme of ILM course continues and several offices are currently completing the ILM 3 in First Line Management. We have also recently arranged an ILM 7 in Executive Coaching. This is designed to expand our existing coaching activity to a higher level and potentially create a source of additional revenue.
- A new workshop on the essential written communications skills has been developed with senior management input

## **9.0 MEASURING THE SUCCESS OF THE STRATEGY**

- 9.1 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

## **10. LEGAL IMPLICATIONS**

- 10.1 The People Strategy enables the Council to meet its legal obligations to employees.

## **11. FINANCIAL IMPLICATIONS**

- 11.1 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.

## **12. RISK IMPLICATIONS**

- 12.1 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.

## **13. EQUALITIES IMPLICATIONS**

- 13.1 The Equality Act 2010 came into force on the 1<sup>st</sup> October 2010, a major piece of legislation. The Act also created a new Public Sector Equality Duty, which came into force on the 5<sup>th</sup> April 2011. There is a General duty, described in 13.2, that public bodies must meet, underpinned by more specific duties which are designed to help meet them.
- 13.2 In line with the Public Sector Equality Duty, public bodies must, in the exercise of its functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 13.3 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.

## **14. SOCIAL VALUE IMPLICATIONS**

- 14.1 As the recommendations made in this report do not constitute a public service contract, the measurement of 'social value' as required by the Public Services (Social Value) Act 2012 need not be applied, although equalities implications and opportunities are identified in the relevant section at paragraphs 13.

## **15. HUMAN RESOURCE IMPLICATIONS**

15.1 The HR implications are detailed in the main report.

## **16. APPENDICES**

16.1 Appendix A – Key Performance Measures

16.2 Appendix B – HR People Strategy Work Plan for 2012/13

## **17. CONTACT OFFICERS**

17.1 Author:

Kerry Shorrocks

Corporate Human Resources Manager

Tel: 01462 474224

E-mail address: [kerry.shorrocks@north-herts.gov.uk](mailto:kerry.shorrocks@north-herts.gov.uk)

17.2 Contributors:

Fiona Timms

Performance & Risk Manager

Finance, Policy and Governance

Tel: 01462 474251

E-mail address: [fiona.timms@north-herts.gov.uk](mailto:fiona.timms@north-herts.gov.uk)

17.3 Liz Goddard

HR Development Manager

Customer Services

Tel: 01462 474580

E-mail address: [liz.goddard@north-herts.gov.uk](mailto:liz.goddard@north-herts.gov.uk)

17.4 Liam Byott

Solicitor Litigation and General

Legal Services

Tel: 01462 474268

E-mail address: [margaret.martinus@north-herts.gov.uk](mailto:margaret.martinus@north-herts.gov.uk)

## **18. BACKGROUND PAPERS**

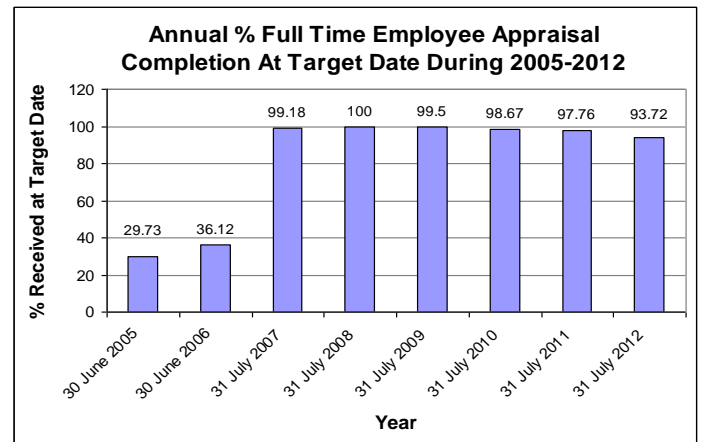
None.

## 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

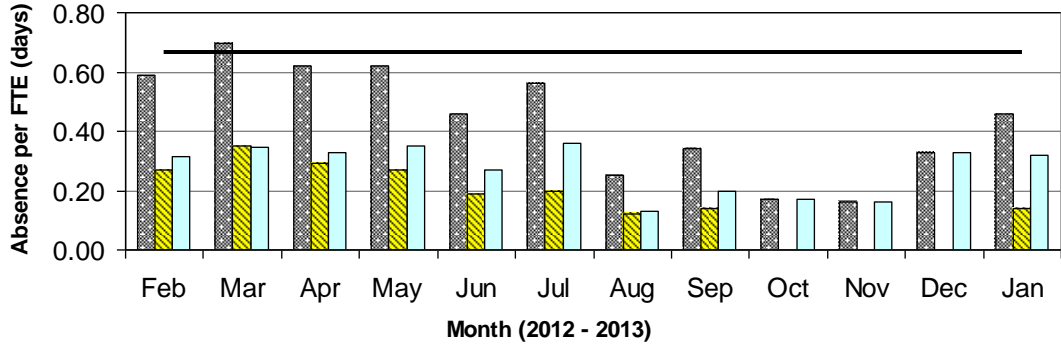


#### Absence BV12

- 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 – Actual 3.91 days to end January 2013

We are still running at a lower rate than January 2012, despite a rise in long term and short term absence in January. There has been a lot of winter virus activity during this period. 1.28 days were lost in February and March 2012, if those rates are applied to the April to January 2013 actual rates, we may be on target for under 6 days.

### Monthly Absence per Full Time Equivalent Employee during February 2012 - January 2013



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

Other Shared Services & Contract Transfers	Core Business / Continuous Improvement	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.	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
<b>Providing a Human Resources Service</b>							
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
<b>Pay &amp; Rewards</b>							
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 <b>VR added in more detail and full Policy review Jan 2013</b>	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/	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	01/04/2012	31/03/2013



			paternity leave		Flexible Parental Leave Administration		
<b>Recruitment &amp; Retention</b>							
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 CF 2013/14 appraisals	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. <b>In Progress Complete</b>	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 <b>Complete</b>	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 <b>In progress of recruitment</b>	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 <b>Complete</b>	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 <b>Complete</b>	01/04/2012	30/09/2012

