

JOINT STAFF CONSULTATIVE COMMITTEE
26th June 2013

***PART 1 – PUBLIC DOCUMENT**

AGENDA ITEM No.

6

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 2013/14.

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 newly refreshed HR work plan for 2013/14. It is proposed to replace this with our updated work plan for 14/15.
- 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 Further staff efficiencies in the HR Team have now taken effect. In addition to this the Learning and Development Coordinator has had to take 2 months unplanned leave and the Learning and Development Officer has taken early retirement. We are also planning HR cover for the Assistant HR Manager who will be on Maternity Leave from September.
- 8.2 This quarter has seen a very intensive HR work load, the most pressing matter was being served notice of de-support and notice of termination of the software licence agreement for Trent our current HR Payroll system. We must now implement a new payroll service a year sooner than was planned in time for financial year 2014/15. This was always intended to be a two year project, to explore payroll options during 13/14 and implement in 14/15. We must now implement a new service ahead of year end and now have just 7 months to do this. An Options Business Case is under preparation and the project has been assigned Top Risk status.
- 8.3 Recent project progress since the last JSCC in March 2013 is listed below.
- We have had our best year of absence performance. The Local Performance Indicator BV12 figure for 12/13 was 4.51 days per person. Long term absence made up just 1.42 days per person, 4 months of the year returned no long-term sick leave at all. Short term absence has been in gradual decline over the last three years. 3.88, 3.36 and 3.09 respectively. Staff have been thanked via recent Chief executive staff briefing's.
 - A launch day on 12th June is under planning for the reward scheme "Benefit Extras" which provides 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 now well embedded and by July 2013 seven Apprentices will have started working for the Council in HR, Children's Services, Democratic Services, Customer Services, Parking Services and IT. Two interns have started work for the Museums Service and an HR Intern post is in process of being advertised and put on Twitter. One Housing and Public Protection Intern has been offered a position and the second post will be advertised later this year. 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. Feedback received from managers regarding the Apprentice Scheme has been very positive.
 - This has been a particularly busy period for learning and development. In addition to the usual essential learning programme and Health and Safety refresher training, the Herts Joint Programme for Officers continues, as well as various other workshops, such as The Art of Making an Impact, Managing

Challenging Customers and Taking Stock of Your Career. As for all workshops targeted at officers, members are also welcome to attend. Further to discussion at the last JSCC, details of these events are now also included in the Members Information Service.

- A new Anti-Fraud e-learning programme has been customised and implemented on the learning management system, following recommendations from the recent audit. A programme of briefings has also been arranged to support the new Egress Software (email security system).
- All the workshops for the ILM 7 in Executive Coaching have now been held and the 3 senior officers studying for this programme are currently completing the assessments. There has already been excellent feedback from the senior managers who have already received coaching through this programme. Three officers have also just commenced an ILM 5 in Coaching, thus increasing the pool of accredited internal coaches for the council. The mentoring and coaching group continue to meet to ensure these arrangements are aligned with the needs of the council and continue to add value.
- Coaching and mentoring is also available for Members and as part of the Herts Member Development Programme, NHDC are hosting a short workshop on coaching and mentoring (2nd July), as part of the Herts Partnership Programme. In addition to this, the programme includes 4 other workshops - Chairing Skills - 5th June, Controlling Difficult People & Situations - Sep 10th, Public Speaking - Oct 10th, Facilitation Skills - Nov 21st. Unfortunately the speed reading workshop in May had to be postponed due to lack of take-up.
- 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. This is currently planned for implementation in August.
- The team are finalising their work on the transfer of what was the Criminal Record Bureau (CRB) to update it to the Disclosure and Barring Service DBS service and policy.

9. 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. The Payroll Project is also a Top Risk.

13. EQUALITIES IMPLICATIONS

- 13.1 The Equality Act 2010 came into force on the 1st October 2010, a major piece of legislation. The Act also created a new Public Sector Equality Duty, which came into force on the 5th 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.

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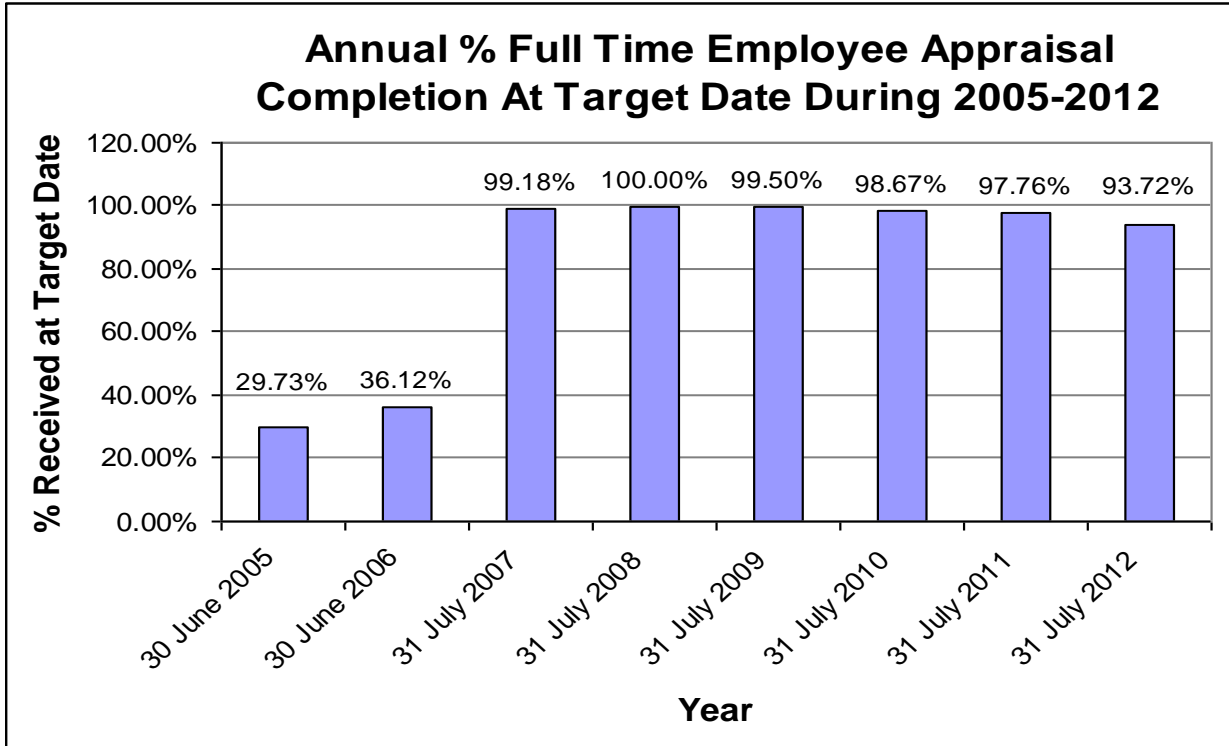
18. BACKGROUND PAPERS

None

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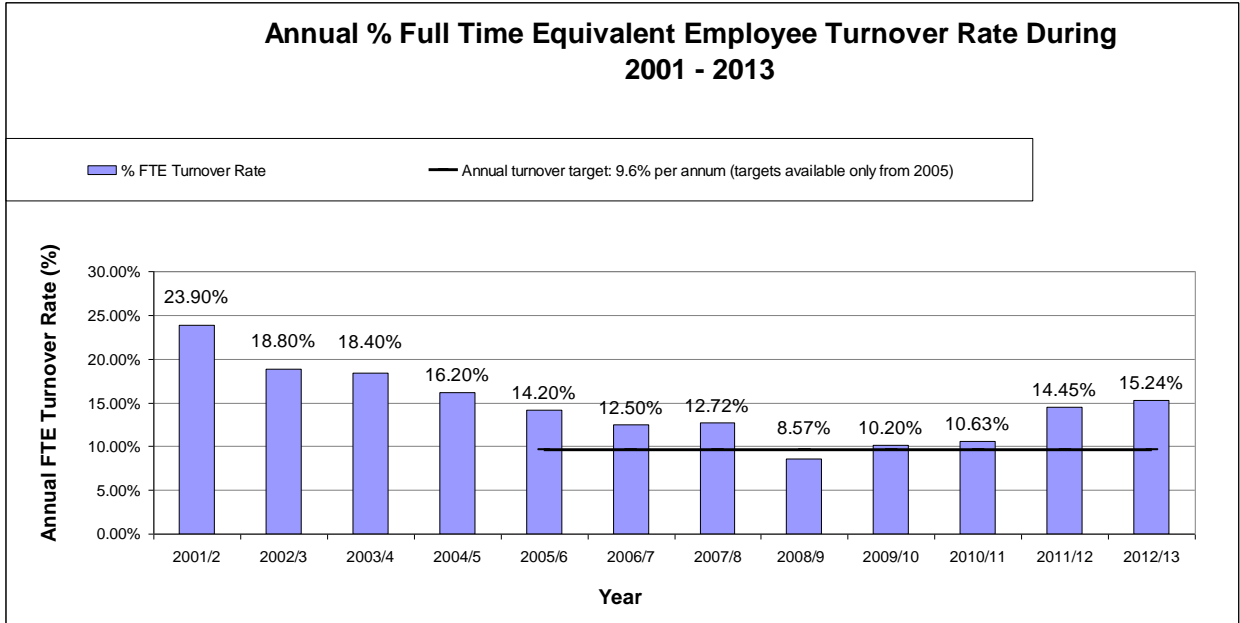
APPENDIX A

Appraisal Completion



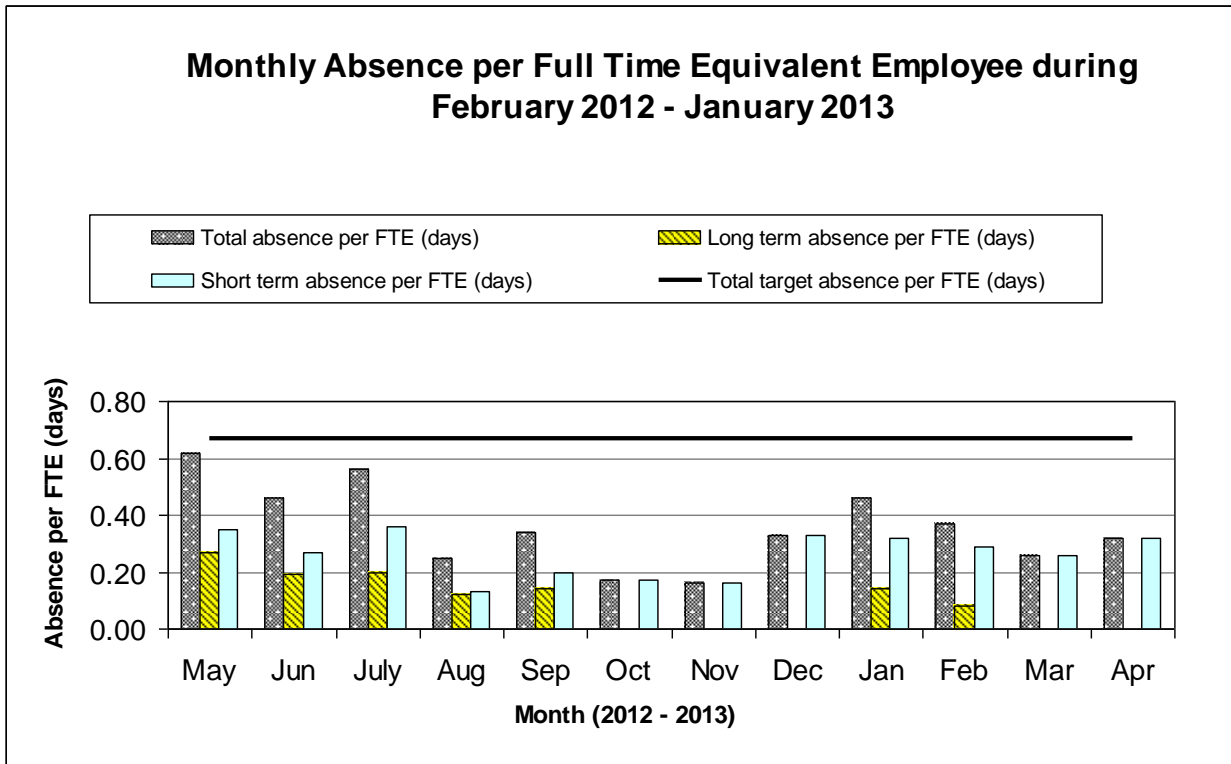
Date	% Received at Target Date
30 June 2005	29.73%
30 June 2006	36.12%
31 July 2007	99.18%
31 July 2008	100%
31 July 2009	99.5%
31 July 2010	98.67%
31 July 2011	97.76
31 July 2012	93.72

Turnover



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	14.45%
2012/13	15.24

Absence Rates



Absence rates rolling 12 months

	Long Term	Short Term
May 2012	0.27	0.35
June 2012	0.19	0.27
July 2012	0.20	0.36
August 2012	0.12	0.13
September 2012	0.14	0.20
October 2012	0	0.17
November 2012	0	0.16
December 2012	0	0.33
January 2013	0.14	0.32
February 2013	0.08	0.29
March 2013	0	0.26
April 2013	0	0.32

Key Performance Measures

Target for 2013/14 7 days – April 2013 -0.32 Days no long term sick cases in April. 2 Cases are expected to be on May and June figures, May Figures will be given as a verbal update.

APPENDIX B

PEOPLE STRATEGY ACTION PLAN 2013/14

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Organisational Development							
Organisation Restructure	Core Business / Continuous Improvement	Support any Service Restructures during 2013/14	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.	Majority of projects expected to match the Corporate Business Planning timetable	In line with the Corporate Business Planning timetable
Any Shared Services & Contract Renewal or Transfers Projects	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	01/04/2013	31/03/2014
IIP	Core Business / Continuous Improvement	Continue to 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 and prepared for the next IIP Assessment in June 2014.	Implement action plan	Action plan completed	01/07/2011	01/06/2014

Providing a Human Resources Service							
People Strategy 2013/14 Service Plan	Core Business / Continuous Improvement	Update the People Strategy with the 2013/14 HR Service Work plan	The People Strategy is updated with the 2013/14 HR Service Work plan	Work plan preparation , Document update, Report to JSCC	Updates quarterly to JSCC	01/03/2013	01/06/2013 Complete
Pay & Rewards							
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
Payroll Project	Core Business / Continuous Improvement	Project reset following notice from Midland HR to de-support Trent and terminate Software Licence agreement. Project now to implement a new Payroll Service ahead of year end 2013/14.	A top risk project requiring additional funding to deliver A robust cost effective service is delivered	Implement a new payroll service with options Outsource to Serco in framework agreement partnership with HCC -v- iTrent upgrade in house payroll service.	February 2014 new service implemented in time for year end.	01/04/2013	28/02/2014
Real Time Information	Core Business / Continuous Improvement	Ensuring systems and processes are in place to ensure compliance	Provide required information to HMRC each month	Ensuring systems and processes are in place to ensure compliance	Auto enrolment implemented	01/01/2012	31/01/2014
Pensions Reform (auto Enrolment)	Core Business / Continuous Improvement	Ensuring systems and processes are in place to ensure compliance	Ensure staff are auto enrolled as applicable	Ensuring systems and processes are in place to ensure compliance	RTI implemented and processed	01/01/2012	31/01/2014
Payroll Business Continuity/Emergency Planning	Core Business / Continuous Improvement	Prepare emergency grab bag information and agree and document emergency payment procedures.	Plans in place to ensure staff and third parties can be paid in an emergency situation	Prepare emergency grab bag information and agree and document emergency payment procedures.	Plan and information in place	01/03/2013	31/01/2014

Reward Project	Core Business / Continuous Improvement	Introduce Framework agreement to provide Childcare Vouchers, Bikes for Work, Retail Discounts	improved staff satisfaction with pay and benefits package	Determine which discount scheme, Mtg with Halfords, Complete the ESPO Access Agreement, End User Agreements, Obtain agreement to call off contract, Market and Implement schemes	Completed ESPO access agreement/ Marketing/ Go Live	31/03/2013	30/06/2013
Recruitment & Retention							
Recruitment	Core Business / Continuous Improvement	Full review of recruitment process (BPI)	Reduced cost of the recruitment service more managerial ownership of the process	Benchmark other Herts LA's Map current process. Design desired process. Prepare Project plan to implement. Include training of line managers	Benchmark completed Process mapped process redesigned project plan for implementation prepared.	30/06/2013	31/03/2014
Equalities	Core Business / Continuous Improvement	Update and refresh of HR Equalities action plan for 2013/14	Legislative requirements met.	Refresh Equalities Action Plan	Launch of new Plan on Intranet	01/04/2013	31/03/2014
Staff Survey	Core Business / Continuous Improvement	2014 Staff Survey	2014 Survey Planned	Staff Survey planned and rolled out in spring 2014	Staff Survey updated communicated and launched.	01/09/2013	Survey to start February 2014
Apprentices/Interns/graduate Programme	Core Business / Continuous Improvement	Continue apprenticeship scheme/intern for 2014/15 and explore a graduate placement	continue with apprentice/intern posts	Agree if funding continues to be available through the new homes bonus. Identify suitable posts, provide recruitment and training support and ongoing support.	Apprentices/interns employed Decision on graduate placement made	01/09/2012	31/03/2013
Learning Management System Upgrade	Core Business / Continuous Improvement	Upgrade the existing Learning Management system software	Reduced risk of not meeting legislative requirements. Improved functionality. Improvements to learning & development service.	Investigate alternative options Prepare single tender report. Prepare IT project mandate. Develop implementation plan.	Upgraded system live	01/08/2013	Est 31/10/2013

				Configure new functionality. Arrange and implement training.			
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