

**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 Council's 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 HR work plan for 2013/14.
- 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 been extremely busy and the key priority of the team is the work on the new payroll service. Following the development of an options business case it was decided to join the HCC framework agreement for payroll services provided by Serco. The work to get this done for the new financial year will be intensive and bids to the strategic priorities fund were made to bolster HR and payroll resource for this project.
- 8.2 The Assistant HR Manager commences Maternity Leave in September and this will also have an impact on the team. Back fill is being provided from within the team by increasing hours and the use of additional responsibility pay. The fact that the team is made up of part time staff does give us this flexibility. For the L&D team the good news is that the Learning and Development Coordinator has returned from unpaid leave and the new Learning and Development Officer started in August.
- 8.3 The recent project highlights since the last JSCC in June 2013 are listed below.
- A project to design and implement a new online recruitment system will commence in October supported by IT.
  - A new Right to Request Policy has been drafted to include flexible working and the right to request unpaid time off for training. Consultation on this is complete but we are going to consider extending the right to request flexible working to all staff. This is proposed in the Children's and Families Bill which will reach the Committee stage in the House of Lords in October 2013 and is likely to become legislation.
  - The NHDC Benefits Extras were launched June 2013 incorporating a salary sacrifice bikes for work and childcare voucher scheme and a staff discounts scheme. Nine staff are now using Child Care Vouchers and an excellent response was received for the bikes to work scheme with 14 staff signing up.
  - Feedback regarding the Apprentice Scheme continues to be very positive and the new HR Intern joined the HR Team on 27<sup>th</sup> August. We are now progressing the next stage of the scheme and have invited expressions of interest from Heads of Service and other senior managers.
  - Policy review and updates always keep the team busy and we keep focus on ensuring our policies are updated and reflect any new employment legislation.
  - 98.7% of the required appraisals were collated and logged in HR by the 31<sup>st</sup> July and this increased to 99.7% shortly after the deadline.
  - We continue to implement the Herts Member Development Joint Programme. However, the response has been very disappointing and the first 2 events hosted by NHDC had to be cancelled. Upcoming events hosted by other Herts Councils include Controlling Difficult People and Situations on 10<sup>th</sup> September, Public Speaking on 10<sup>th</sup> October and Facilitation Skills on 21<sup>st</sup> November.
  - The learning management system (LMS) upgrade was postponed slightly due to other priorities in ICT Services and is now planned for October. The existing version of the system is very old and was de-supported some time ago. The new version of the software will be supported and will provide various improved functionality, including evaluation. The implementation of this system has meant

that some of the learning and development processes will be reviewed to integrate them with the LMS as much as possible and to ensure they are still effective.

- We are also working with ICT to provide learning and development support for several of their projects, such as the introduction of email quotas, the new Egress email security system and the upgrade to MS Office 2010. There will be a members' surgery on the upgraded Citrix system, before Full Council on 5<sup>th</sup> September.
- There has been work on various learning and development associated policies, including professional and vocational study, the right to request time off for unpaid leave for training and the secondment policy. We are also updating the general learning and development policy.
- Various activities are planned for senior managers, including externally facilitated event which will include focus on opportunities in light of The Power of Competence. There will also be workshops on the changing financial background that local government is operating within.
- 3 senior officers were advised they have passed the ILM 7 in Executive Coaching and Leadership Mentoring. 3 other officers are completing their final assessments for the ILM 5 in Coaching and Mentoring. We are also working with EELGA to participate in a regional coaching scheme, which potentially has significant benefits for both officers and members at the Council.

## **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 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 2013/14

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## 18. **BACKGROUND PAPERS**

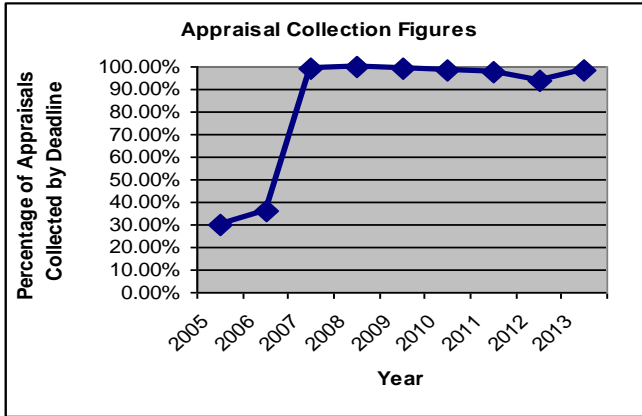
None

# APPENDIX A

## KEY PERFORMANCE MEASURES

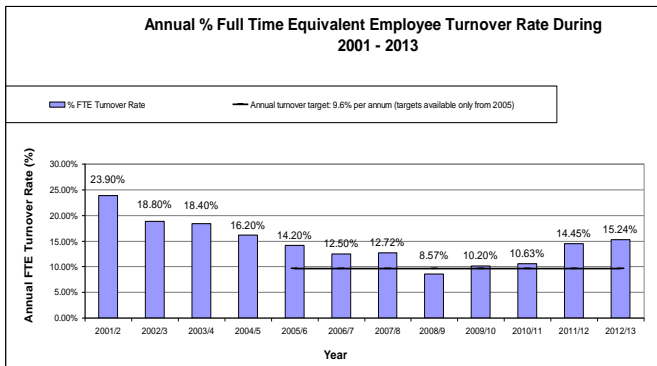
### Appraisal Completion

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
31 July 2013	98.7%



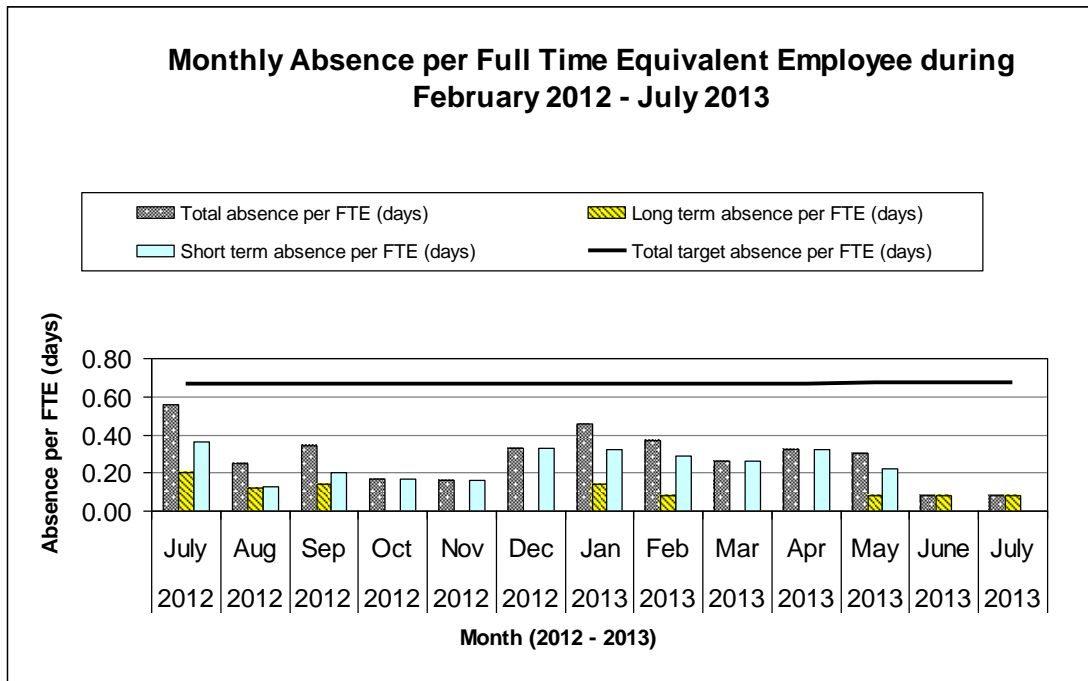
### Turnover

Turnover	
Target 9.8%	
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
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
May 2013	0.08	0.22
June 2013	0.07	0.29
July 2013	0.08	0.15



Target for 2013/14 - 7 days – April to July 2013 - 0.99 short term and 0.24 long term, a total of 1.23 days PP. Long term absence is however rising. We have five cases at present. August 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
<b>Organisational Development</b>							
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



<b>Providing a Human Resources Service</b>							
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
<b>Pay &amp; Rewards</b>							
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
<b>Recruitment &amp; Retention</b>							
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 &	Investigate alternative options Prepare single tender report. Prepare IT project mandate. Develop implementation	Upgraded system live	01/08/2013	Est 31/10/2013

			development service.	plan. Configure new functionality. Arrange and implement training.			
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