

**JOINT STAFF CONSULTATIVE COMMITTEE**  
**18<sup>th</sup> December 2013**

**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**TITLE OF REPORT : PEOPLE STRATEGY UPDATE**

**REPORT OF THE CORPORATE HUMAN RESOURCES MANAGER**

**PORTFOLIO HOLDER**

**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 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 The key priority for the team remains with the pressures of working on the new payroll service for implementation in March 2014.

8.2 The recent project highlights since the last JSCC in September 2013 are listed below.

- A project to design and implement a new online recruitment system commenced in October and is supported by IT. A review of progress is scheduled for 28th November
- A project to offer staff flu vaccinations for the first time was started in October with over 100 staff taking up the offer. This is the first time this has been done. Absence levels are still very low and the exercise is not targeted at absence reduction but it is hoped this may be an outcome of the exercise.
- Preparations are being planned for the next staff satisfaction survey that is due to be rolled out in February.
- The recently introduced Right to Request Policy has been amended to extend the right to request flexible working to all staff. This is ahead of proposals in the Children's and Families Bill which are likely to become legislation next year or in 2015 and offers a valuable benefit to staff wishing to vary their hours or pattern of employment, but who are not defined as carers under the current legislation.
- A revised DBS (previously CRB) Employment Checks Policy has been published to take into account the significant changes in this area over recent months. The new procedures are being followed for all new recruits requiring DBS checks and the rechecking of relevant current staff is underway. The use of the Update Service which allows a DBS check to be carried out on line at any time is also being promoted.
- 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. Many staff are also benefiting from the use of the Wider Wallet online discount scheme.
- We are on our way to recruiting our second cohort of apprentices and interns with places in The MSU, Revenues and Benefits, the Museum Service, Customer Service Centre, Careline and the Children's Service.
- Policy review and updates always keep the team busy and we are now reviewing a key policy (the attendance procedure) with the trade union. Regular policy reviews ensure that our policies are updated and reflect any new employment legislation.
- The HR Development function continues to be very busy and some of the key projects are outlined below:
- The learning management system (LMS) upgrade was successfully implemented in late October and the officers who have responsibilities for administering and configuring the system, have now received training. This new version of the system provides us with various opportunities to improve processes, such as

learning needs analysis and evaluation. The various projects to take advantage of this, are currently being planned and prioritised in line with other learning and development key projects and tasks.

- We continue to work with ICT to provide learning and development support for several of their projects. For example, learning and development officers are currently working with service areas to help them prepare for the introduction of email quotas. MS Office 2010 has now been installed and is being tested and various learning activities are being made available as this gradually replaces MS Office 2003 across the Council.
- We have now committed to the EELGA coaching pool. By providing accredited NHDC coaches to this pool we will be able to access free external coaches, via a Coaching Management System. This will complement what is already a very positive coaching and mentoring culture at the Council.

## **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. 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**

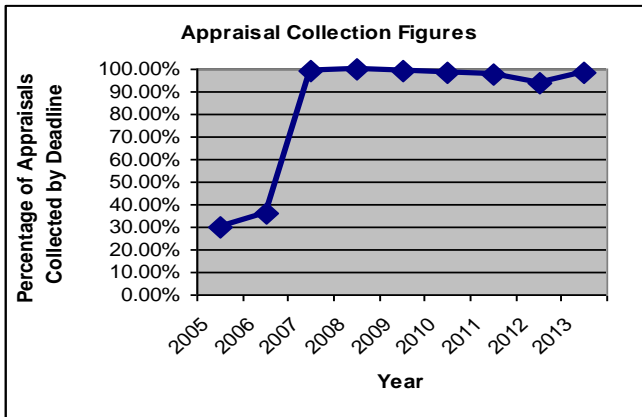
- 16.1 Appendix A – Key Performance Measures  
16.2 Appendix B – HR People Strategy Work Plan for 2013/14

# Appendix A

## Key Performance Measures

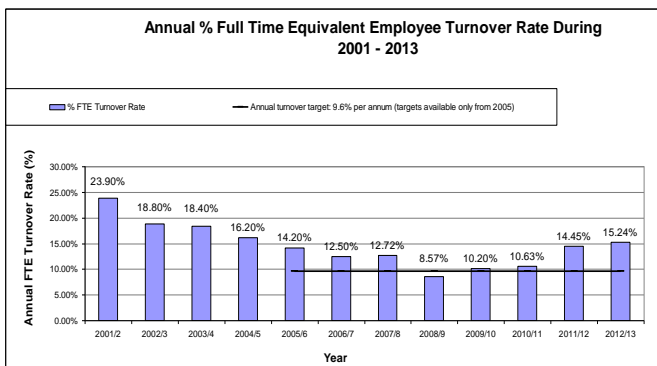
### Appraisal Completion

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%



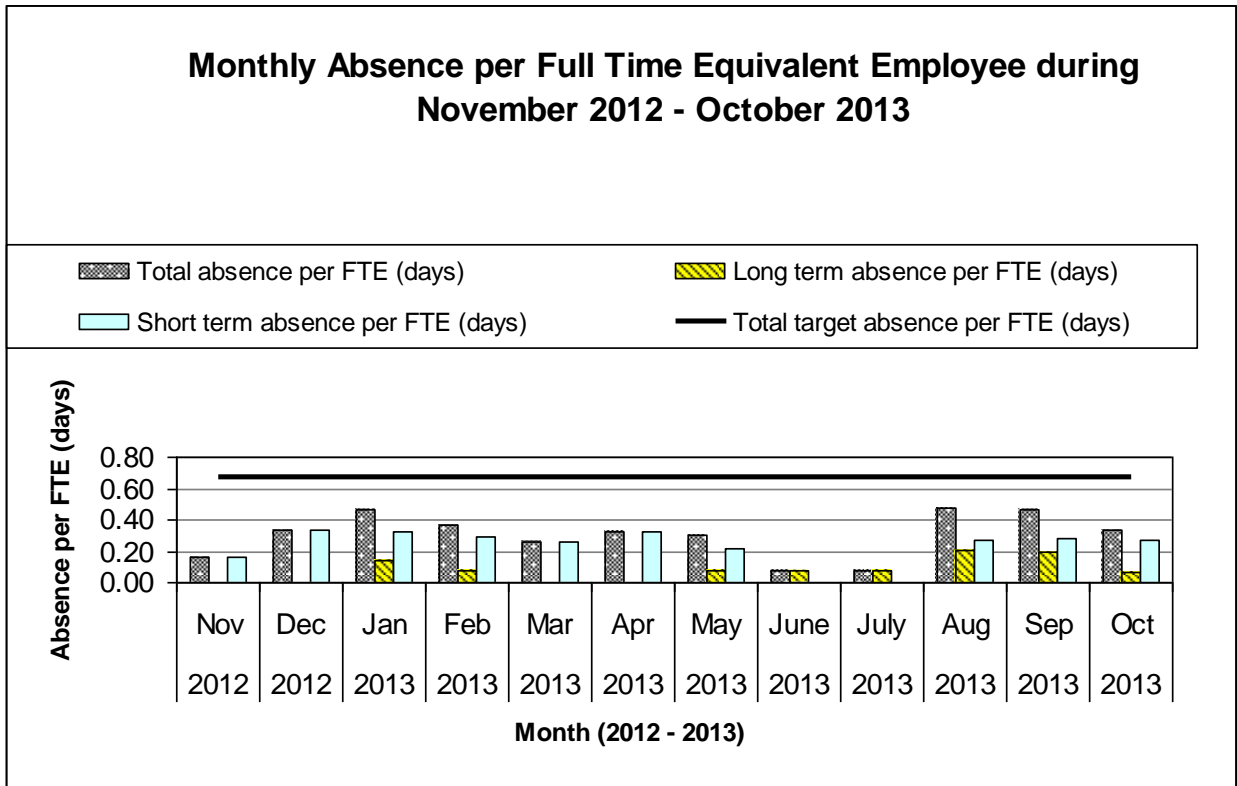
### Turnover

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
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
August	0.21	0.27
September	0.19	0.28
October	0.07	0.29
Total	0.92	3.18



Target for 2013/14 - 7 days – April to October 2013 – 1.83 short term and 0.71 long term, a total of 2.54 days PP. November to March tend to be the months for winter viral illnesses. The November 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 Complete
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 via outsource to Serco in framework agreement partnership with HCC.	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	RTI implemented and processed	01/01/2012	31/01/2014 Complete
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	Auto enrolment implemented	01/01/2012	31/01/2014 we filed for a postponement due to the payroll project pressures
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 Complete
<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 New policy has been launched and online recruitment Project underway
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 Action plan drafted
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 Preparation meeting planned early Dec
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  2 <sup>nd</sup> round of recruitment in train
Learning Management System Upgrade	Core Business / Continuous Improvement	Upgrade the existing Learning Management system software	Reduced risk of not meeting legislative requirements. Improved	Investigate alternative options Prepare single tender report.	Upgraded system live	01/08/2013	Est 31/10/2013 Upgrade complete

			functionality. Improvements to learning & development service.	Prepare IT project mandate. Develop implementation plan. Configure new functionality. Arrange and implement training.			
--	--	--	--	--	--	--	--

## **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 Katie White

Corporate Legal Manager

Legal Services

Tel: 01462 474315

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

## **18. BACKGROUND PAPERS**

None