

**JOINT STAFF CONSULTATIVE COMMITTEE**  
**26 March 2014**

**\*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**

- 4.1 Not applicable.

**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 People Strategy is reported to all quarterly JSCC Meetings.
- 7.2 Attached at Appendix B is the HR work plan for 2014/15.
- 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 The priority for the team is the successful transition to the new outsourced Payroll service for April 2014 Salaries. Parallel runs were carried out in January and February. 25 people have volunteered to be payroll champions. Serco have delivered two system demonstrations to staff. There is also a quick guide to the system and Frequently Asked Questions available.

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

- For our project to design and implement a new online recruitment system, meetings have been held between an HR and IT project team to design a bespoke online application form, which will also provide easily accessible data to support NHDC's obligations to the Public Sector Equality Duty . The prototype application form is currently being tested, and any identified issues are being addressed as they arise. The aim is to have the form operational by end of March 2014.
- We offered staff flu vaccinations for the first time in autumn 2013 and these were done in November with over 100 staff taking up the offer. Analysis of absence has shown that in December and January 12/13, 37 people were off sick with flu type illnesses losing 106 FTE days. In the same period 13/14, 24 people were off losing 51 FTE days. Absence levels are still very low and the exercise was not targeted at absence reduction but is proving to be beneficial in absence reduction.
- Preparations are underway for the next staff satisfaction survey that will go live from 3rd March. The Survey report of findings should be ready by the end of April.
- A series of varied and detailed communications is underway to inform staff of the changes to the Local Government Pension Scheme as well as the changes as a result of Auto Enrolment which both come into effect from April 2014.
- To allow specific business functions to operate securely between North Hertfordshire District Council and Central Government, the Council has just received accreditation to the new government framework called the Public Sector Network (PSN). The PSN requires all users to meet the Baseline Personnel Security Standard (BPSS). The BPSS is the minimum standard required to ensure the identity and integrity of an employee with access to official information. It involves four main elements:
  - Identity Check
  - Nationality and Immigration Status
  - Employment history (past 3 years)
  - Verification of Criminal Record (unspent convictions only)
- HR are in the final stages of ensuring that all affected staff, (49 in total), meet the requirements of the BPSS and that a Verification Record is completed for each one of them. This has involved a considerable amount of unplanned work for the HR team.
- Following the success of the Cycle-scheme launched as part of the NHDC Employee Benefits Extras package last year, the scheme is to be run again in late spring. The opening of the 2014 Scheme will also coincide with a promotional event for the other elements our Benefits Extras, the childcare voucher scheme and the Wider Wallet discount scheme.

- To continue the Council's practice of promoting a healthy lifestyle to staff, a Health and Wellbeing Fair is to be held on Tuesday 15<sup>th</sup> April. This will feature stands, presentations and taster sessions from some of NHDC's key health partners including representatives from NHDC's local leisure centres; healthcare cash plan providers, occupational health, complementary therapy service and talks from a nutritional therapist.
- We have been recruiting a number of apprentices and interns in our second round of placements with places in The MSU, Revenues and Benefits, the Museum Service, Customer Service Centre, Careline and the Children's Service.
- The HR Development function continues to be very busy and some of the key projects are outlined below:
- We continue to configure the upgraded learning management system (LMS) to improve our processes, such as learning needs analysis.
- There are several IT changes which need a lot of development support, such as the implementation of the outsourced HR Payroll system and the move from MS Office 2003 to 2010.
- Various outplacement support and career development activities have also been arranged to particularly support officers affected by restructures and apprentices/interns coming to the end of their contracts. However, these are open to all Officers and Members.
- Various other programmes and workshops have also been arranged, such as RIPA, PACE, Governance and Emergency Planning.
- Several e-learning programmes are being updated, including End of Year Procedures and Anti Fraud.
- The Investors in People reassessment is due in June 2014 and the scoping meeting for this is arranged in April.

## **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 2014/15

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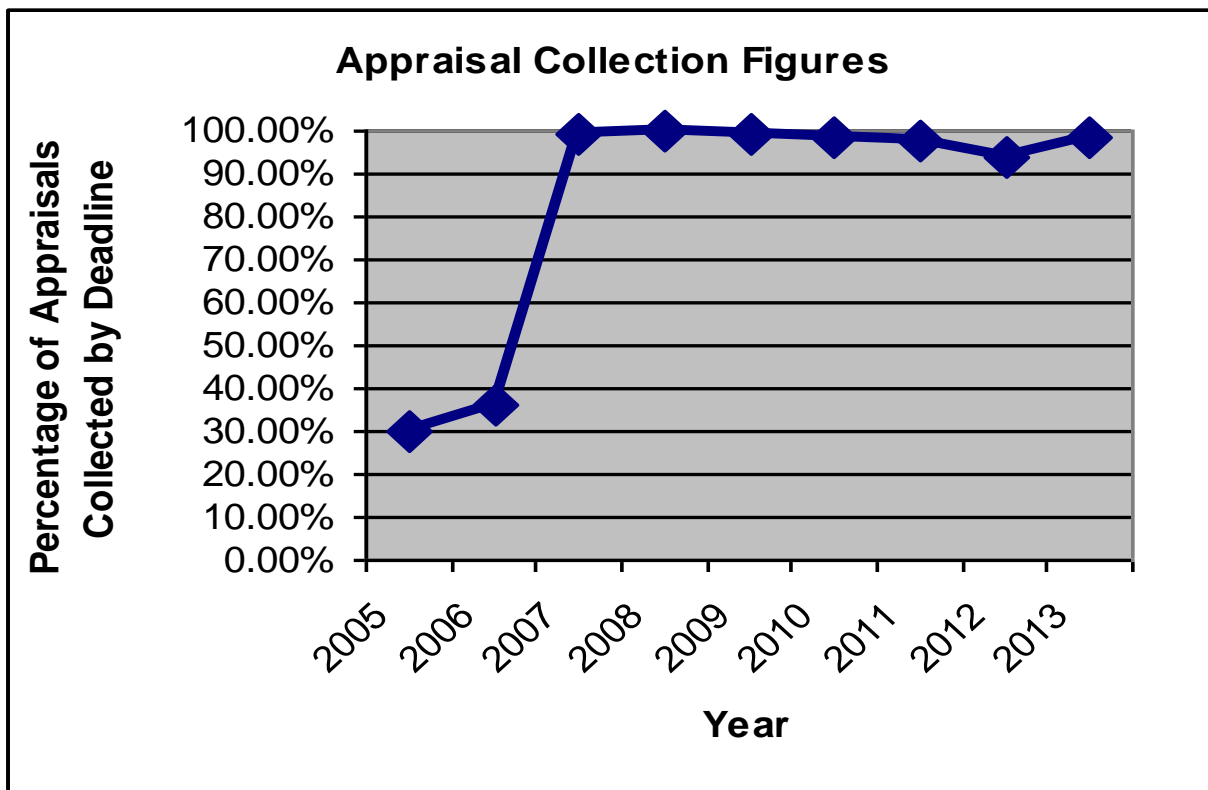
## **18. BACKGROUND PAPERS**

None

## 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%                     |



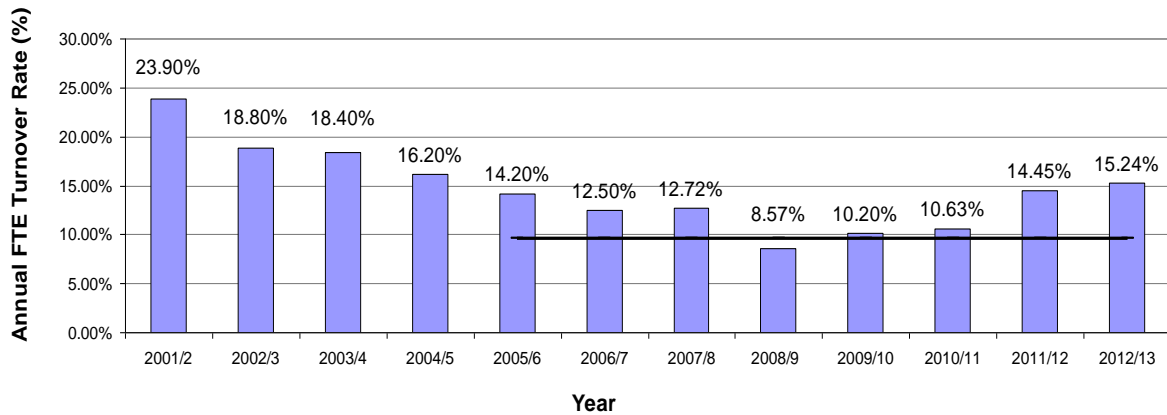
## Turnover

| Turnover    |         |
|-------------|---------|
| Target 9.8% |         |
| 2008/9      | 8.57%   |
| 2009/10     | 10.20%  |
| 2010/11     | 10.63%  |
| 2011/12     | 14.45%  |
| 2012/13     | 15.24 % |

### Annual % Full Time Equivalent Employee Turnover Rate During 2001 - 2013

% FTE Turnover Rate

— Annual turnover target: 9.6% per annum (targets available only from 2005)



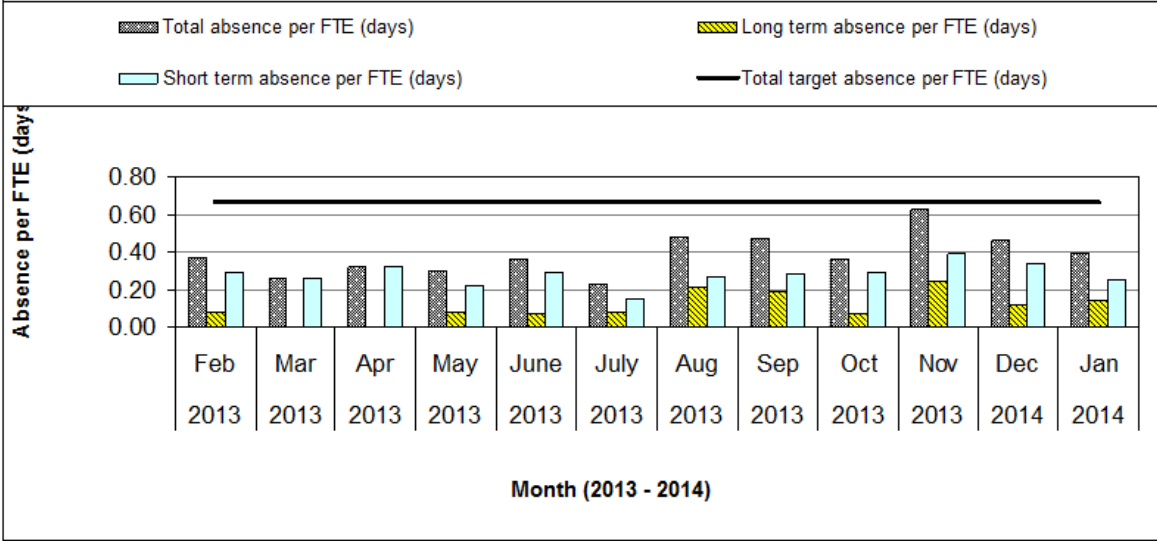
## Absence Rates

Looking at Absence rates for February and March 2013 with long term absence taken at an average rate of 0.13.5 days per month we can forecast an absence full year rate of 4.53 days per person. The target set for 14/15 is to come in under a target of 3.5 days per person for **short term absence**. No target is set for long term absence but efforts will continue to manage cases to strive to keep this to the low rates we have seen over 2013 and 2014.

| Absence rates rolling 12 months |           |            |
|---------------------------------|-----------|------------|
|                                 | Long Term | Short Term |
| February 2013                   | 0.08      | 0.29       |
| March                           | 0         | 0.26       |
| April                           | 0         | 0.32       |
| May                             | 0.08      | 0.22       |
| June                            | 0.07      | 0.29       |
| July                            | 0.08      | 0.15       |
| August                          | 0.21      | 0.27       |
| September                       | 0.19      | 0.28       |
| October                         | 0.07      | 0.29       |
| November                        | 0.24      | 0.39       |
| December                        | 0.12      | 0.34       |
| January 2014                    | 0.14      | 0.25       |
| Total                           | 1.28      | 3.06       |



## Monthly Absence per Full Time Equivalent Employee during February 2013 - January 2014



## Appendix B People Strategy Action Pan 2014/15

| Action Title  | Priority                   | Description of the Action  | Desired Outcome  | Sub-Action  | Milestones  | Planned Start Date                     | Due Date                               |
|---|----------------------------|--|--|---|---|--|--|
| <b>Organisational Development</b>                             |                            |  |  |   |   |  |  |
| Prepare 14/15 People Strategy Work Plan and Service Plan      | Living within our means    | Prepare the annual service plan and prepare a copy for the People Strategy                                     | The team can plan resources to deliver the required HR projects throughout the year                                | Carry out appraisals Complete the service planning template Update the People Strategy report for regular updates on progress         | JSCC March, June, September and December  | 01/01/14                               | 31/03/2014 Complete                    |
| Apprentice and Intern Scheme                                  | Living within our means    | Continue the scheme into 2014/15   | Some A & I retention & improved demographic age profile  | Complete Recruitment of 2 <sup>nd</sup> phase of A & I's. Expressions of interest from services. Recruit 3 <sup>rd</sup> Phase Review | 3 <sup>rd</sup> Phase of A & I Recruited  | 01/01/14                               | 31/03/150                              |
| Configure new version of the Learning Management System (LMS) | Living within our means    | The new version of LMS includes new and improved functionality. This action it to ensure it is fully exploited | More efficient L&D processes. L&D activities are more aligned with the priorities, improved management information | Develop customised reports and scheduled Learning menu. Develop evaluation functionality  | Reports prepared & scheduled. Learning menu updated. Evaluation forms prepared & live | 01/01/2014                             | 31/12/2014                             |
| Investors in people Assessment                                | Working with our community | Investors in people status must be reassessed every 3 years and is due in June 2014                            | Reaccredited with Investors in People status   | Arrange briefings & comms. Meet with assessor to scope assessment requirements. Arrange required meetings with assessor               | Staff briefing May / June 2014 Assessment June 2014                                   | 01/04/2014                             | 01/07/2014                             |
| Prepare new People Strategy for 2015 onwards                  | Living within our means    | Planning Preparation and Launch of 2015 - 2020 People Strategy   | Long Term Strategic Direction for People Management  | Meet with relevant stakeholders, Research and planning Draft the Strategy Communicate Launch  | Launch of the new People Strategy   | 01/10/2014                             | 31/03/2015                             |
| Extract historical payroll data                               | Living within our means    | Export relevant data from Trent to Excel before system access end on 31/03/2015                                | All data required for organisational and data retention purposes is extracted in time                              | Develop reports to extract the various data. Run the reports. Extract the details to excel for retention on g drive HR folders        | Reports developed. Reports run and tested. Exports produced                           | 01/05/2014<br>01/10/2014<br>01/01/2015 | 30/09/2014<br>31/12/2014<br>28/02/2015 |

| Action Title                             | Priority                | Description of the Action   | Desired Outcome   | Sub-Action   | Milestones  | Planned Start Date                     | Due Date                               |
|--|-------------------------|---|---|--|---|--|--|
| <b>Payroll &amp; Reward</b>              |                         |   |   |  |   |  |  |
| Extract historical payroll data          | Living within our means | Export relevant data from Trent to Excel before system access end on 31/03/2015   | All data required for organisational and data retention purposes is extracted in time | Develop reports to extract the various data. Run the reports. Extract the details to excel for retention on g drive HR folders   | Reports developed. Reports run and tested. Exports produced | 01/05/2014<br>01/10/2014<br>01/01/2015 | 30/09/2014<br>31/12/2014<br>28/02/2015 |
| Manage new outsourced payroll contract   | Living within our means | To effectively manage the new payroll service contract  | Payroll Service will be run in accordance with NHDC's requirements                    | Monitor and feedback on contract performance   | Regular meetings with Serco, payroll provider               | 01/04/2015                             | On going                               |
| Payroll Audit                            | Living within our means | To complete standard audit of current payroll service, audit the transition to the new payroll service and effectively manage the new payroll service | Substantial levels of assurance are received  | Audit meetings Audit Scoping Audit carried out Audit report prepared Audit report agreed Actions agreed Actions implemented  | Final Audit Reports   | 01/11/2013                             | 01/06/2014                             |
| New Salary Sacrifice Scheme              | Living within our means | SS Car Scheme if PLB backing  | Scheme implemented  | Mini competition join framework agreement plan payroll support communicate open scheme   | Agreement to scheme. Scheme opened                          | 01/05/2014                             | 30/09/2014                             |
| Pensions Changes                         | Living within our means | Ensure communications continue and staff queries are resolved from 2014 changes to CARE scheme  | Staff are fully informed of the changes to the scheme                                 | Team Talk Articles Intranet Updates Pensions Workshops LPFA  | New scheme starting 01/04/2014                              | 01/01/2014                             | On going                               |
| Auto Enrolment                           | Living within our means | Implement Auto Enrolment starting from revised staging date 01 April 2014   | More staff Join and remain in the LGPS  | Letter to all staff notifying them of the change of Staging date. Staff communications, Letters to all staff that will be put in the scheme Manage opt outs Forward plan the periodical updates to add those opted out back into the scheme timetables | 01/04/2014 Staging Date                                     | 01/02/2014                             | 01/04/2014                             |
| T&C Review using EELGA Guidance Via SMT2 | Living within our means | Should a review be decided by SMT/Challenge Board, project will be planned  | A fair review of employee benefits is carried out                                     | Project Start up Analysis Draft proposals Consider Proposals Communications Implementation   | Project Start Up Proposals Agreed                           | 01/04/2014                             | 31/03/2015                             |

| Action Title  | Priority                     | Description of the Action  | Desired Outcome   | Sub-Action   | Milestones  | Planned Start Date | Due Date   |
|---|------------------------------|--|---|--|---|--------------------|------------|
| <b>Recruitment &amp; Retention</b>                        |                              |  |   |  |   |                    |            |
| Online Recruitment Project                                | Working with our communities | Update NHDC online recruitment service, specifically focussing on providing a 'user friendly' app form. This will benefit applicants & provide HR team with easy access to statistical info for reporting purposes | More efficient online recruitment submission service. Streamline reporting facility | Customise reports for recruitment evaluation purposes  | Phase 1 of process to be implemented in April 2014  | 01/04/14           | On going   |
| Apprentice and Intern Scheme                              | Living within our means      | Continue the scheme into 2014/15   | Some A and I retention and improved demographic age profile                         | Complete Recruitment of 2 <sup>nd</sup> phase of A & I's. Expressions of interest from services. Recruit 3 <sup>rd</sup> Phase Review  | 3 <sup>rd</sup> Phase of A & I Recruited  | 01/01/14           | 31/03/150  |
| Corporate Business planning – Supporting any restructures | Living within our means      | Supporting Organisational Restructure during 2014/15   | Staff are well supported through change   | Comms, Consultation informal, Comms, Consultation informal, group, TU and individual, paperwork and administration, advice, and support redundancy cases including any appeals and. outplacement activities. | Next steps report, staff briefings, consultation opens, consultation closes, Feedback, final outcome; changes implemented                                 | 01/04/14           | On going   |
| Staff Survey  | Living within our means      | 2014 Staff Survey  | Survey completed and analysed   | Staff Survey results reported and communicated, Action plans created   | Staff Survey Launched<br>Staff Survey Closed<br>Headline Results<br>Corporate Results<br>Service Results<br>Full Report Published<br>Action Plans Created | 01/03/2014         | 01/09/2014 |
| Review use of temporary workers arrangements              | Living within our means      | Review current arrangements & ensure effective ongoing management of temporary worker use at the Council   | Effective arrangements in place   | Replace current framework Agreement. Update Policy and Procedures  | How temporary workers are to be used in NHDC agreed<br>New Framework established  | 01/01/2014         | 01/07/2014 |



