

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 15th 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 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 2014/15

17. CONTACT OFFICERS

Author

- 17.1 Kerry Shorrocks
Corporate Manager Human Resources
Tel: 01462 474224
Kerry.shorrocks@north-herts.gov.uk

Contributors

- 17.2 Fiona Timms
Performance & Risk Manager
Tel: 01462 474251
E-mail address: fiona.timms@north-herts.gov.uk
- 17.3 Liz Goddard
HR Development Manager
Tel: 01462 474580
E-mail address: liz.goddard@north-herts.gov.uk
- 17.4 Katie White
Corporate Legal Manager
Tel: 01462 474315
E-mail address: katie.white@north-herts.gov.uk

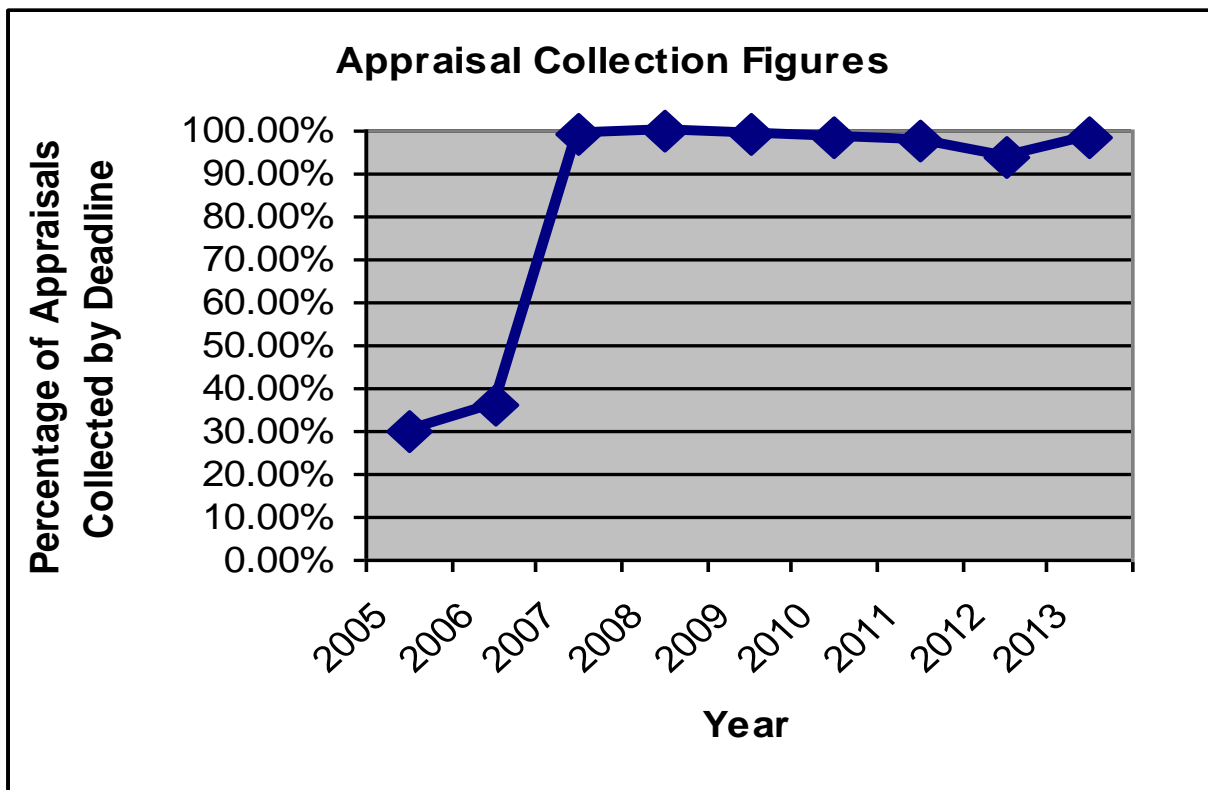
18. BACKGROUND PAPERS

None

Key Performance Measures

Appraisal Completion

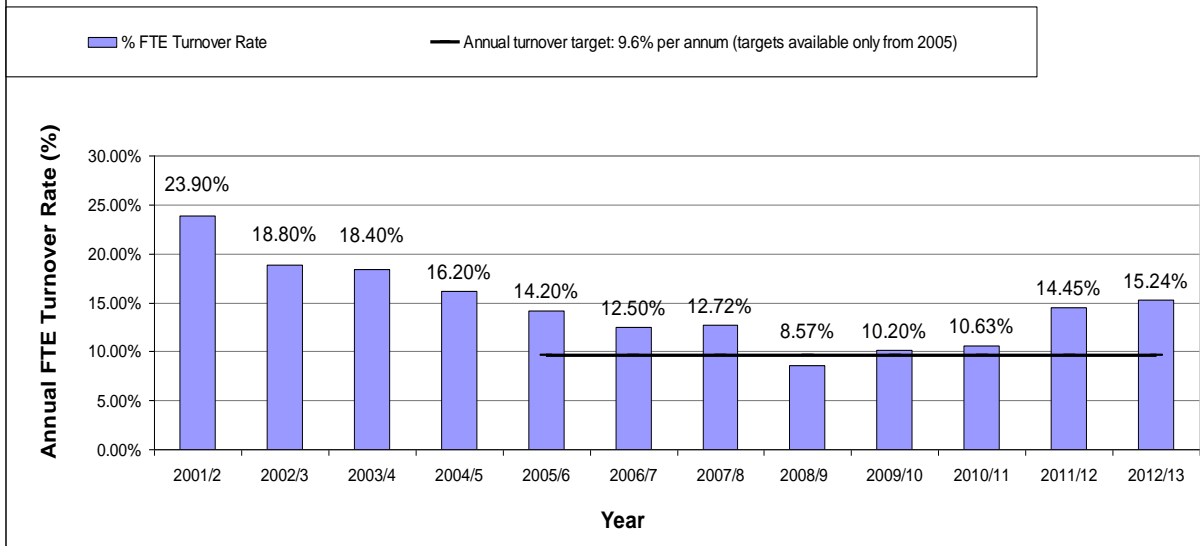
Date	% Received at Target Date
30 June 2005	29.73%
30 June 2006	36.12%
31 July 2007	99.18%
31 July 2008	100%
31 July 2009	99.5%
31 July 2010	98.67%
31 July 2011	97.76
31 July 2012	93.72
31 July 2013	98.7%



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

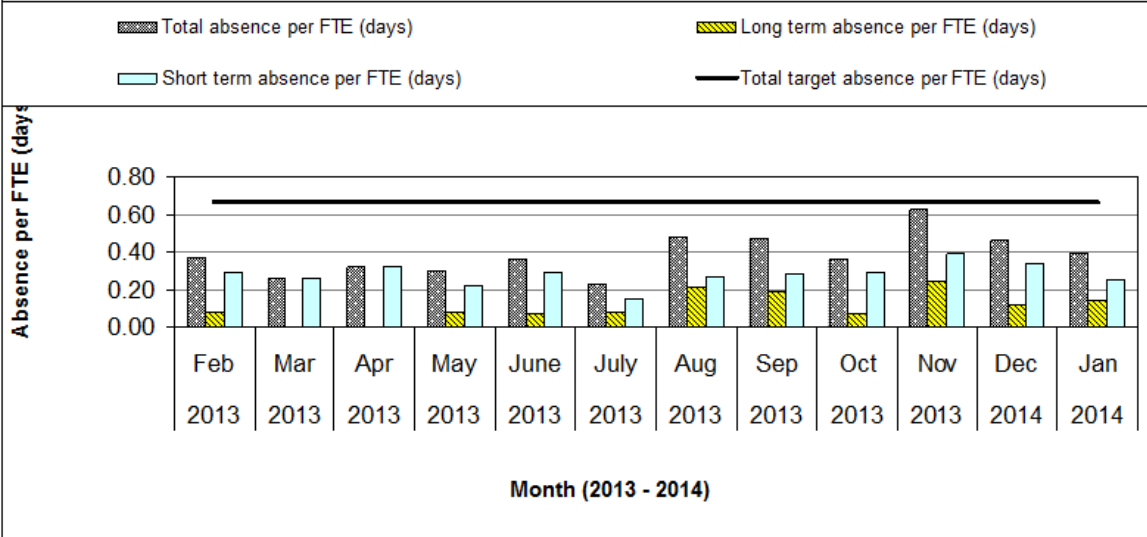


Absence Rates

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
Organisational Development							
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 nd phase of A & I's. Expressions of interest from services. Recruit 3 rd Phase Review	3 rd 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 01/10/2014 01/01/2015	30/09/2014 31/12/2014 28/02/2015

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Payroll & Reward							
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 01/10/2014 01/01/2015	30/09/2014 31/12/2014 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
Recruitment & Retention							
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 nd phase of A & I's. Expressions of interest from services. Recruit 3 rd Phase Review	3 rd 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 Staff Survey Closed Headline Results Corporate Results Service Results Full Report Published 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 New Framework established	01/01/2014	01/07/2014

