

**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 2014/15

**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 has been the transition to the new outsourced Payroll service from April 2014 Salaries. Employee and Manager Self Service was launched on 1<sup>st</sup> June. 25 people have volunteered and be trained as payroll champions. Serco have delivered a number of system demonstrations to staff. There are also guides and Frequently Asked Questions available. The amount of work arising from the payroll transfer has been very significant. The HR team is currently understaffed with some staff turnover and maternity leave. It has therefore been a difficult period for the team.

8.2 The recent project highlights since the last JSCC in March 2014 listed below also show what a busy time its been for the team.

8.3 The Investors in People reassessment will take place week commencing 16<sup>th</sup> June 2014 and the assessor would like to meet approximately 40 officers and the Leader of the Council. Various briefings have been arranged to ensure people know what to expect during the assessment.

8.4 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 application form is now live on the website.

8.5 The Council also commenced Pension Auto Enrolment on 1<sup>st</sup> April 2014, which required a lot of communication with staff and Serco who are now administering it.

8.6 The new Local Government Pension Scheme Regulations (LGPS14) came into force on 1<sup>st</sup> April 2014 and again this required communication of the changes to staff and close liaison with Serco for the administration of the changes.

8.7 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)

8.8 All affected staff (49 in total) have now completed the verification process to ensure they meet the requirements of the BPSS and a Verification Record has completed and placed on the personal for each one of them. This has involved a considerable amount of unplanned work for the HR team. The accreditation requires renewal from July 2014 but the correct completed work is expected to be sufficient for this providing all relevant new members of staff have met the BPSS. For accreditation in July 2015 **all NHDC staff** will be required to meet the BPSS. This will be a major task involving considerable input from HR.

- 8.9 The current Framework arrangements in respect of agency temporary workers has recently expired. It has been agreed that the current approach to the use of temporary workers at the Council has been working well and this should continue. Consequently, when the need for a temporary worker has been established, consideration will first be given to employing an appropriate individual directly via the Temporary Staff Register. If no suitable candidates result from this, a temporary staff agency can be approached. Work is to be undertaken to investigate the suitability of existing Framework Agreements which the Council can join as this has previously been found to be a cost effective and successful way of implementing the required procurement process in this and other areas across the Council.
- 8.10 Following the success of the Cycle2Work scheme launched as part of the NHDC Employee Benefits Extras package last year, the scheme was opened again on 28<sup>th</sup> April coinciding with a promotional event for the other elements our Benefits Extras, the childcare voucher scheme and the Wider Wallet discount scheme. Unfortunately the event was not particularly well attended and to date two applications have been received for the 2014 scheme.
- 8.11 To continue the Council's practice of promoting a healthy lifestyle to staff, a Health and Wellbeing Fair was held on Tuesday 15<sup>th</sup> April. This featured 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 and from a representative of the Alzheimer's Society on becoming a "Dementia Friend". Again, despite extensive promotion, the event had a disappointing turnout. Feedback, however, from those who did attend was positive and it is hoped to repeat some elements of the day as stand alone events in the future.
- 8.12 A recent survey of apprentices and interns has shown a very positive view of the scheme from those recruited, with 30% moving into substantive posts with the Council
- 8.13 The HR Development function continues to be very busy. Recently completed projects include a RIPA and PACE workshop for officers and members of the Overview and Scrutiny Committee. The numbers who wanted to attend this was so high, that a second date has now been arranged.
- 8.14 In addition to various e-learning programmes, we have run several workshops on MS Office 2010, in preparation for the council's move to this from MS Office 2003.
- 8.15 It is the annual appraisal cycle and arrangements are being made to ensure that an effective appraisal takes place for all officers e.g. briefings on the appraisal process for new officers, workshops on delivering effective appraisals and meetings to collate and log all the required appraisals, by the required deadline.
- 8.16 To ensure officers with particular roles maintain their skills and knowledge, various refresher workshops have recently been arranged, including mediation, job evaluation and defibrillator operation.
- 8.17 We are also outlining a proposed corporate approach to talent development to support the current service specific arrangements.
- 8.18 Upcoming activities include a governance event for our Members and Parish Councillors, training on Contract Management, Safeguarding Children and Adults workshops for officers and members, Mental Health Awareness Training and a welcome evening and induction programme for any new members, following the

## **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.

11.2 Progress of HR development and take-up of learning and development programmes has been lower than anticipated through 2013/14 and is thought to be due to the impact of a reduced capacity and increased demands. This has led to an underspend of £39k on Corporate Learning and Development Budgets of £62k in 2013/14. This level of underspend is not expected in 2014/15 as a significant number of employees have already committed to programmes.

## **12. RISK IMPLICATIONS**

12.1 The Top Risk of Workforce Planning identified the following as key risks:

- Loss of key staff or temporary absence due to pressure of on-going change, with risk highest for loss of those in professional roles and senior manager positions
- Loss of staff with key skills and knowledge due the age profile of the workforce
- Failure to have sufficient turnover to bring new ideas and processes to the Council
- Failure to have succession planning
- Failing to plan the future workforce needs of NHDC sufficiently.

Delivery of a People Strategy is key to reducing the identified risks. 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%
2013/14	10.07%

## Absence Rates

We finished the previous year at LT 1.49 ST 3.39 total 4.88 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 individual cases to strive to keep low rates however serious illnesses do occur and so far this year, long term absence rates are and rising and we have a number of cases being individually managed.

Absence rates rolling 12 months		
	Long Term	Short Term
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
February	0.12	0.28
March	0.16	0.31
April	0.35	0.17
Total	1.28	3.06



## APPENDIX B People Strategy Action Plan 2014/15

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
<b>Organisational Development</b>							
<b>Payroll Renewal</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	31/03/15
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

<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	<b>Sub-Action</b>	Develop reports to extract the various data. Run the reports. Extract the details to excel for retention on g drive HR folders Delayed due to self service payroll delays. Pressure from IT to complete before 31/03/2015, so they can decommission the server Trent sits on.	Reports developed. Reports run and tested. Exports produced	01/06/2014 01/08/2014 01/09/2014	31/07/2014 31/08/2014 31/10/2014
Manage new outsourced payroll contract	Living within our means	To effectively manage the new payroll service contract	<b>Recruitment &amp; Retention</b>	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	Customise reports for recruitment evaluation purposes	Audit meetings Audit Scoping Audit carried out Audit report prepared Audit report agreed Actions agreed Actions implemented	Final Audit Reports	01/02/2014	01/08/2014
New Salary Sacrifice Scheme	Living within our means	SS Car Scheme if PLB backing	Complete Recruitment of 2 <sup>nd</sup> phase of A & I's. Expressions of interest from services. Recruit 3 <sup>rd</sup> Phase Review	Mini competition join framework agreement plan payroll support communicate open scheme	Agreement to scheme. Scheme opened	01/05/2014	30/09/2014
Auto Enrolment	Living within our means	Register with Pensions Regulator now PAE gone live. Manage ongoing communications and queries from staff.	Comms, Consultation informal, Comms, Consultation informal, group, TU and individual, paperwork and administration, advice, and support redundancy cases including any appeals and. outplacement activities.	Register with TRP to complete compliance. Liaise with Serco and LPFA to ensure ongoing compliance.	01/04/2014 Staging Date 01/06/2014 Registration deadline date	01/05/2014 01/04/2014	01/06/2014 ongoing

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	Staff Survey results reported and communicated, Action plans created	Project Start up Analysis Draft proposals Consider Proposals Communications Implementation	Project Start Up Proposals Agreed	01/04/2014	31/03/2015
Job Evaluation Scheme – review of supporting material.	Living within our means	Review of Policy and supporting guidance for managers and employees.	Replace current framework Agreement. Update Policy and Procedures	Review current material, update and publish on the intranet.	Amended guidance drafted. Consultation complete. Publication.	01/05/2014	01/09/2014

Action Title	Priority	Description of the Action	Desired Outcome	Milestones	Planned Start Date	Due Date
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	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	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	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 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	How temporary workers are to be used in NHDC agreed New Framework established	01/01/2014	01/07/2014
BPSS – extension to all staff	Living within our means	Ensure all staff meet the requirements of BPSS	All staff meet the requirements of BPSS	Confirm nationality, identity, right to work in the UK and appropriate DBS disclosure. Complete verification process. File records on employee files.	01/09/2014	01/07/2015

