

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. The amount of work arising from the payroll transfer has been very significant. We are in the throes of appointing a temporary contract manager on low hours to work with the HR and the Serco team to get the Serco service provision improved. The HR team is currently understaffed with some staff turnover and maternity leave. It has therefore been another tough period for the team.

8.2 The recent project highlights since the last JSCC in June 2014 listed below also show what a busy time it's been for the team.

- The HR team have been working hard to extract historical payroll data from the old payroll system in line with retention schedules. We have extracted lots of useful reports and a full 7 years of payslip records
- The Investors in People (IiP) assessment took place in June 2014 and we had incredibly good feedback. Senior managers have also been discussing the IiP report and will be considering what will go onto the new IiP action plan.
- The Apprentice scheme is still running extremely well. We currently have apprentices in IT, the Management Support Unit, Sports Development, Customer Service Centre, Careline Marketing and Planning Support. We are also recruiting a two year apprentice for HR. Five of our original apprentices are still with us in new roles.
- The new salary sacrifice scheme project for cars is at the stage where a number of car leasing companies are involved in a mini competition as set out in the framework agreement for one car supplier to be selected. Both Hertsmere and North Herts are implementing the scheme and Hertsmere are working on this part of the project on behalf of both Local Authorities. Other Hertfordshire Districts have expressed an interest in joining the Scheme at a later date. Some officers in Finance have undertaken the quality evaluation and the contract remains on schedule to be awarded by early October.
- The HR team have been actively involved in managing our long term absence case load. The number of long-term sick cases has been higher this year. Of the 5 cases we had in June, 2 employees have made a successful return to work and we are taking steps to help resolve the other 3 cases. Regrettably there has been another 5 cases since June, of which 3 are currently on a phased return to work.
- There have been a number of departmental restructures for the team to support. This involves helping with policy advice, consultation and any job evaluation or outplacement support required.
- We are currently recruiting another HR Apprentice, with interviews taking place on 8th Sept. Building on our learning with our previous HR Apprentice and Intern we are offering a two year placement. Subject to successful completion of the NVQ Level 2 in Business Administration, the apprentice will possibly study for the Certificate in HR Practice, giving them a foundation qualification for the profession.

- We have been working on an online recruitment tool project with IT, to enable applicants to view job details and submit applications through a secure online link. A live trial initially on one post is due to commence 28th August.
- The usual hard effort to encourage annual appraisals to be completed by the 31st July deadline saw a return of 96.7%.
- A number of learning and development opportunities have been in planning in this last quarter and a couple to highlight are, we are running, in-house, both an ILM 3 in First Line Management and an ILM 5 in Management. We are also running a Contract Management training course which will look at the procurement cycle, the market, letting contracts and contract management.

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 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 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

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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%
31 July 2014	96.7%

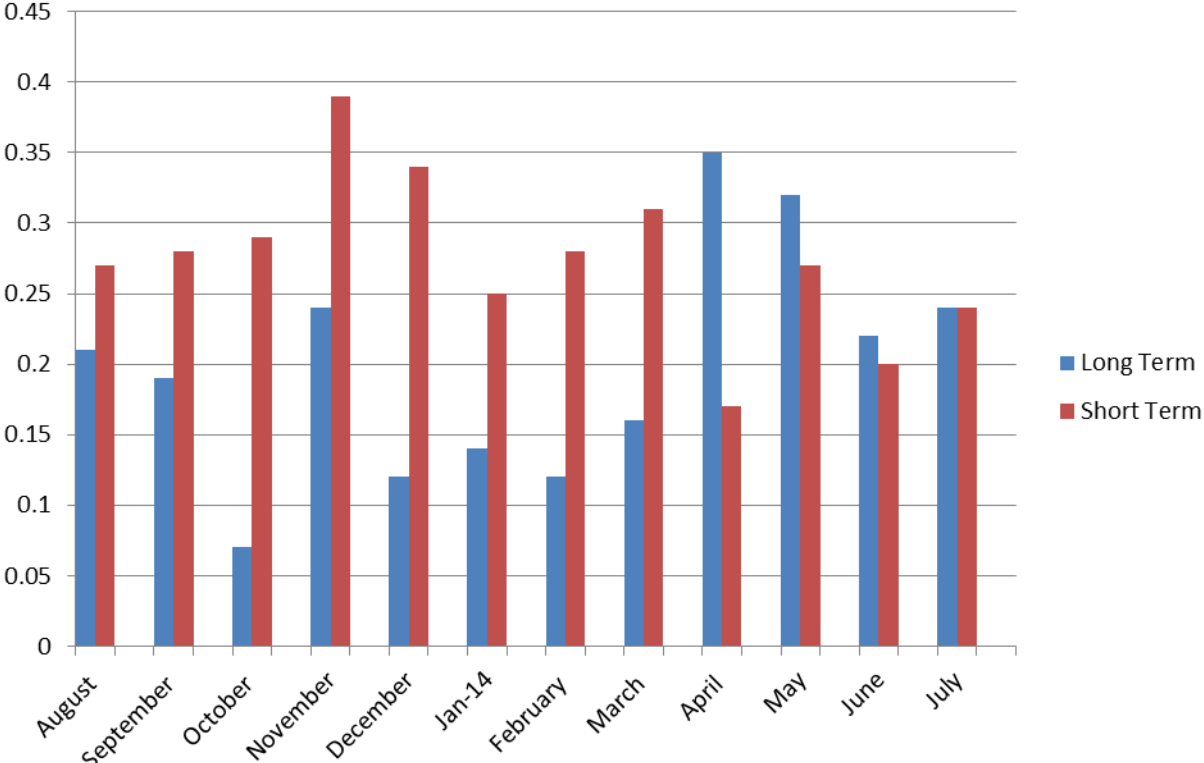
Turnover

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

Absence rates rolling 12 months		
	Long Term	Short Term
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
May	0.32	0.27
June	0.22	0.20
July	0.24	0.24
Total	2.38	3.29

Absence rates rolling 12 months



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
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	31/03/15
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 is 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 and 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 Complete
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	Sub-Action	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	Recruitment & Retention	Monitor and feedback on contract performance	Regular meetings with Serco, payroll provider. An Agency temporary payroll specialist is due to start in September to work on improving the payroll service provision.	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 Complete
New Salary Sacrifice Scheme	Living within our means	SS Car Scheme if PLB backing	Complete Recruitment of 2 nd phase of A & I's. Expressions of interest from services. Recruit 3 rd Phase Review	Mini competition to join framework agreement plan payroll support communicate open scheme. Quality and price assessment completed. Winning bidder to be determined 09/09/2014.	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	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

			redundancy cases including any appeals and. outplacement activities.				
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	01/11/2014

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 and 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 Live testing to start in August	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 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	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 and 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	01/11/2014
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