

**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.
- 7.4 HR projects do require support from other support services such as IT, Finance, Legal Services and others.

## **8. ISSUES**

- 8.1 Over the last quarter the HR team have been going through a restructure during what has been a very busy period. The Restructure is to help retain valued staff and experienced HR professionals. The temporary payroll contract expert has now finished their assignment.
- 8.2 Work is due to commence in the next quarter on a refreshed People Strategy and Workforce Development Plan for the period 2015 to 2020. The People Strategy is planned for completion in September 2015 and the HR Service Plan including the 2015/16 HR work plan will be ready for the June JSCC update.
- 8.2 The recent project highlights since the last JSCC in December 2014 are listed below and show what a busy time it's been for the team.
- The National Pay negotiations were followed through with new rates of pay in January. There will some further lump sums to be paid in April to some employees. Chief Officer pay has also progressed and details of this is in the JSCC Pay and Pensions Update agenda item for March 2015.
  - The flu vaccination scheme ran again this year, Five sessions were offered at DCO during October with 80 members of staff attending. We offered vouchers for staff who chose to have the vaccination at another time and these were could be used on a drop in, no appointment needed basis. 27 employees opted for vouchers and we put out a reminder at the end of November for any last few wanting it. The cost of each vaccination is £7 each whether using the voucher or onsite option making the total cost of running this scheme around £749 this year.
  - The Apprentice scheme is still running extremely well. We currently have apprentices/interns in, Sports Development, Customer Service Centre, Careline, HR, Housing and Planning and Revenues and Benefits. Eight of our original apprentices are still with us in new roles. We are also in the throes of starting recruitment for another 4 Apprentices in Environmental Health, the Management Support Unit and the Customer Service Centre.
  - The new salary sacrifice scheme project for cars has been launched.
  - The HR team are actively involved in managing our long term absence case load. The number of long-term sick cases has been higher this year but rates are now falling as cases are being resolved.
  - As with the last quarter, there have been a number of complex departmental restructures for the team to support. This involves helping with policy advice, consultation and any job evaluation or outplacement support required and this has been a heavy work load for the team in the last quarter.

- Statutory requirements regarding the introduction of shared parental leave with effect from 1st April 2015 have required drafting of a new policy and procedures and considerable review of our current maternity, paternity, adoption and parental leave policies and procedures. An outline of the regulations and its possible impact is included as the discussion topic for the March JSCC agenda.
- Commencing April 2015 we will be working with IT on Phase 2 of the online recruitment project to modify the 'back end' process for managers once applications have been submitted for shortlisting, and review the reporting facility for HR. The aim is for managers to have electronic access to applications for shortlisting purposes, and to further develop the reporting facility.
- Work has been ongoing regarding the renewal of our Employee Assistance Programme contract. Currently we take advantage of the terms negotiated under a Framework Agreement with Herts County Council. The Framework Agreement has been renegotiated with the same programme provider, Optum Health, at a reduced rate per employee with effect from 1<sup>st</sup> April 2015 and NHDC will renew their contract from that date for three years at the same preferential rates.
- A review has been undertaken on the use of agency temporary workers within the Council. Work is now underway to call off from a Framework Agreement in respect of procuring the type and quality of worker required by the Council at beneficial rates.
- The specific duties under the general Public Sector Equality Duty require public bodies to annually publish relevant, proportionate information demonstrating their compliance with the Equality Duty. This information was produced and sent for publishing by the end of January 2015 in accordance with our obligations. More details of this data is given in the Retention and Equalities Update on the March JSCC agenda.
- The annual appraisal cycle is due to begin shortly. A reminder will be published in March 2015 Team Talk.
- To contribute towards building our coaching culture, a reminder has also gone into Team Talk to raise awareness of our internal accredited coaches and mentors.
- We ran a training session to top up our pool of Hay Job Evaluation trained evaluators. We ran this as an in-house session and attracted lots of interest from other local authorities. This pushed the cost of the training right down for us and we ended up generating income that was returned to the training budget.

## **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 with the exception of the paragraphs that follow. Any additional costs arising from the recommended actions in the action plan will also be contained from within existing budgets.
- 11.2 The Council has budgeted on the basis that there will be some turnover of staff and that vacant posts will be held for an average of 3 months. This budget is not being achieved in 2014/15 and an adverse variance of at least £100k is expected. This is partly because of the cost of agency staff and partly because many posts have been filled quickly on the basis of being “business critical”.
- 11.3 The Apprenticeship Scheme was originally approved with a budget of £400k. There is a proposal in the 2015/16 Corporate Business planning process to continue the scheme indefinitely with a budget adequate for up to 8 Apprentices/Interns.
- 11.4 The outsource of the payroll service was anticipated to deliver savings of £25k per annum. Following project implementation the actual annual on-going saving is anticipated to be around £20k per annum.
- 11.5 The agreed pay offer for 2014/15 and 2015/16 (2.2%) will ultimately cost the Authority slightly more than the amount anticipated in the Medium Term Financial Strategy (1% per annum).

## **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.

### **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%
31 July 2014	96.7%
31 July 2015	

### 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%
2014/15	12.58%

## Absence Rates

Absence rates rolling 12 months		
	Long Term	Short Term
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
August	0.29	0.17
September	0.15	0.24
October	0.28	0.17
November	0.21	0.30
December	0.20	0.22
January 2015	0.06	0.31
Total	2.60	2.88



**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>							
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 Complete
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 revised HR Service plan inc people Strategy Action plan 15/16 March 2015 - People Strategy and WFDP refresh September 2015

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 Complete
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	Ongoing
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 The Annual Payroll Audit is just starting up and a further Audit of contract management is also due to start in December	01/02/2014  31/12/14	01/08/2014 Complete
New Salary Sacrifice Scheme	Living within our means	Implementation of SS Car Scheme	Scheme implemented	Mini competition. Join framework agreement. Plan and implement payroll aspects of the Scheme. Communicate. Open scheme and manage delivery	Mini competition. Join framework agreement. Establish scheme rules Plan and implement payroll aspects of the Scheme. Communicate. Scheme launched December 2015. Manage Payroll and contract of employment aspects for those participating	01/05/2014	01/02/2015  Complete  Ongoing

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,	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
			paperwork and administration,				<b>Due Date</b>
			advice, and support 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	Not requested by Corporate Board	01/04/2014	CF to 15/16 review not agreed in 14/15
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.	01/05/2015	01/11/2015 Complete
Renewal of Employee Assistance Programme contract	Renewal of Employee Assistance Programme contract	Renewal of Employee Assistance Programme contract	Ensure Council provides a high quality EAP programme for all employees	New EAP contract in place	Review outcome of HCC retendering process. Research other options. Recommend and receive sign off on new contract proposals.	01/08/2014	01/04/2015

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 Live testing to start in August	01/04/14	Phase 1 complete
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	31/03/15
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	01/07/2015
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