

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 that HR have now produced the HR People Strategy work plan for 2015/16. This quarter's update is to note progress on a number of HR Projects and work streams.

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 refreshed HR work plan for 2015/16.

- 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 finished their restructure and all staff are employed in their new/changed roles. The purpose of the Restructure was to help retain valued staff and experienced HR professionals and the new team is working very well with skill and knowledge gaps addressed. A copy of the new structure chart is included at Appendix C & D. The Learning and Employee Engagement Manager is commencing maternity leave in June so one challenge in the last quarter has been to organise suitable maternity cover.
- 8.2 Work has started in the last quarter to refresh the People Strategy and Workforce Development Plan for the period 2015 to 2020. The HR team will be meeting with the services to discuss their workforce needs over the coming five years. The People Strategy is planned for completion in September 2015 and the HR Service Plan 2015/16 work plan has been included in this JSCC update.
- 8.3 The recent project highlights since the last JSCC in March 2015 are listed below and show what a busy time it's been for the team.

8.3.1 - The pay awards for the period January 2015 to March 2016 negotiations were followed through with some further small lump sum payments in April and the Chief Officers 2% have been paid with arrears to January 2015. There has not been any new pay claims and nothing new in the way of pension changes coming up so there is no pay and pensions update this quarter.

8.3.2 - 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. There was 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. Such is the success of the scheme that demand has outweighed supply and Property Services will take on the last Apprentice appointed until spring 2016.

8.3.4 - The new salary sacrifice scheme for cars was launched in December but has not generated any orders as yet. The popular bike for work scheme was opened up again in May and the Child Care Voucher scheme continues to be popular but we will be investigating how free nursery care will impact on the scheme. The scheme does however cover after school care and is not just focused on the care of pre school age children. During the last quarter we have started to offer staff with relatives that live in the district, Careline Service discounts.

8.3.5 - The contract for the much valued, free, confidential employee assistance programme was renewed with the existing provider with effect from 1st April 2015 at a reduced cost per head for the same service. The contract is called off a Framework Agreement with HCC.

8.3.6 - The HR team have continued to actively manage the long term absence case load and the number of cases has again fallen very low so we are expecting better rates to start the year.

8.3.7 - As with the last 2 quarters, there have been some 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 again been a heavy work load for the team in the last quarter.

8.3.8 - The Statutory requirements regarding the introduction of shared parental leave with effect from 1st April 2015 were met and the development of the new policy and procedures including briefing details of these have taken place over the last quarter including the interesting discussion paper presented at the March JSCC.

8.3.9 - 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.

8.3.10 - We managed our first year end period with our outsourced payroll service and various year end procedures that the HR team needed to ensure were managed well.

8.3.11 - The Payroll Contract Management Audit report has been agreed with the outcome being a Substantial level of assurance.

8.3.12 - We prepared our annual Pay Policy Statement which included other pieces of the Local Government Transparency Regulations 2014. The pay policy statement along with other details of Senior Manager Pay can be found on the Council's Website.

8.3.13 - Work is getting started on the biannual Equal Pay Audit that requires significant HR resources.

8.3.14 - Payroll Self Service refresher sessions for staff and managers were run in early June.

8.3.15 - The annual appraisal cycle opened in April and a reminder was published in the March 2015 Team Talk. Planning is underway in HR to send reminders and to sort out the collection of appraisals to ensure the high completion levels continue. A reminder has also gone into Team Talk to raise awareness of our internal accredited coaches and mentors as one means of meeting the development needs of staff in the process.

8.3.16 - The review of the use of agency temporary workers within the Council has progressed and the available Framework Agreements are being explored to decide which best meets our needs in respect of procuring the type and quality of worker required by the Council at beneficial rates.

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.

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- 11.2 The Apprenticeship Scheme commenced in January 2013 with total budget provision of £424k made available to fund the first two years of the scheme. The approved investment proposal in the 2015/16 Corporate Business planning process was to continue to provide apprenticeship/ internship opportunities to NHDC residents, with eight apprentice posts incorporated into the staffing establishment. However the scheme remains subject to annual review, with recommendation on its continuation made as part of the annual budget-setting process.
- 11.3 The outsourcing of the payroll service was anticipated to deliver savings of £25k per annum. Following project implementation, a permanent on-going saving of £20,890 was reported to Cabinet in the 2014/15 First Quarter Revenue monitoring report.

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 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 2015/16

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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 2014/15 Full Year - Days Lost Per FTE By Month		
	Long Term	Short Term
April 2014	0.35	0.17
May	0.32	0.27
June	0.22	0.20
July	0.25	0.25
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
February	0.06	0.30
March	0.07	0.31
Total	2.40	2.83

- Long term absence amounted to 0.91 days more per FTE (Full Time Equivalent) than in 2013/14 which was a very unusual year with long periods where no staff had any serious illness.
- The target was to achieve 3.5 days or less short term absence. The 2.83 days achieved was 0.56 days less per FTE than 13/14, more than half a day less per FTE.
- 2015/16 has started well with April Long Term Absence at 0 and Short Term at 0.16.

**APPENDIX B People Strategy Action Plan
2015/16**

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Organisational Development							
Shared Parental Leave Policy Implementation	Living within our means	Introduction of Policy and procedures to ensure meet statutory requirement and best practice	New policy and procedures introduced	Consultation process followed	Revised Policy issued for consultation, reviewed, agreed and published	01/01/15	01/05/15
Senior Manager/Organisation Restructure 2015/16	Living within our means	HR support for the 2015 Senior Management Restructure during autumn 2015/16	Staff are well informed and supported through change	Communications, Consultations, informal, group TU and individual. Paperwork, administration, advice and support redundancy cases including any appeals. Outplacement activities and any recruitment.	CEX announces restructure plans and communicates rationale with staff. Reports to Cabinet, Council and holds staff briefings. Consultation opens, consultation closes, feedback final outcome and changes implemented	Majority of projects expected to match the Corporate Business Planning timetable	Corporate Business Planning timetable
Create an Employee Engagement Work Plan	Living within our means	Create an Employee Engagement Plan which reflects what we already offer and additional activities	Employee Engagement activities are aligned and embedded	Meet with relevant stakeholders. Launch work plan Sept 2015	Meetings, communications, intranet pages, work planned in delivery of employee engagement initiatives	01/06/15	31/03/16
Plan for Investors in People (IIP) interim review JSCC (24.6.15)	Living within our means	Investors in People status must be reassessed every 3 years an interview reviews due December 2015	Retain Investors in People status	Meet with assessors to scope interim requirements	Meet with Assessor Sept 2015 with the review taking place Dec 2015	03/08/15	31/12/15

Corporate Business Planning, supporting any service restructures	Living within our means	Supporting Organisational Restructure during 2015/16	Staff are well supported through change	Restructure reports, staff briefings, consultation opens, consultation closes, feedback final outcome, changes implemented	Restructure reports, and implementation	Majority of projects expected to match the Corporate Business Planning timetable	31/03/16
Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Prepare for 2016 Staff Survey	Living within our means	2016 Staff Survey	Survey completed and analysed	Staff survey results reported and communicated. Action plan created	Staff survey launched, staff survey closed, headlines results, corporate results, service results, full report published and action plans created	01/01/16	01/09/16
Support Shared Services or other means of changes to service delivery	Living within our means	HR support and advice on a complex mixture of TUPE, Redundancy, Selection, Terms & Conditions, Change, Consultation, Communications, Employment Law, Policies, Equalities, People Management, Training & Development & Outplacement support.	Staff are well supported through change	Meetings, communications, consultation informal, group TU and individual, paperwork and administration, advice and support, redundancy, TUPE cases including any appeals	Implementing, planning, consultation, pilot, go live	01/04/15	31/03/16
Phase 2 Online Recruitment Project	Living within our means	Extend access for recruiting managers to electronic application form (with equalities data and names removed)	Improved recruitment process and reduction in administration time	HR/IT to review online application form in use since October 2014 and plan and develop implementation of Phase 2 manager access	Recruiting Manager access to electronic application forms	27/04/15	31/10/15
Herts Civil Service Shared Support Services	Living within our means	Work with the HR Partnership to explore and progress towards partnership services for HR and to support the possibility of shared Finance,	Efficient cost effective services provided during any planning, transition and onwards	Attend regular meetings of the HR Partnership Group. Seek commitment from NHDC to HR and other support	Preparation of high level then detailed business cases and planning of pilot/big bang implementation	01/04/15	31/03/2016 & onwards

		Legal Services and Facilities through the same partnership		services in the frame for potential shared services. Contribute to work required and support HR and others teams through the uncertainty of change			
Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
Review of Dignity at Work Arrangements	Living within our means	Review of policy and procedures to ensure best practice is met. Refresh of supporter list and training. Review of material used for staff workshop	Updated policy and procedure	Send details out to partner networks and other contacts to see if there is nay interest. Meet with any people expressing an interest i.e. a secondment. Finalise details, advertise post, appoint, handover period, cover	Revised Policy issued for consultation, reviewed, agreed and published. Refreshed workshop available	31/05/15	31/12/15
Pay and Rewards							
Careline Staff Discounts	Promoting sustainable growth	Determine if discount on Careline Services would be a valuable addition to the staff benefits package	Introduction of a discounted Careline Service to staff	Survey staff to determine interest. Promote scheme to staff	Outcome of survey decision to proceed or not. Communicate discounts	01/02/15	01/05/2015
Pay Policy Statement	Working with our communities	Government Transparency Code 2014	Publication to comply with Section 40 of the Localism Act & the Local Government Transparency Code 2014	Use of Guidance, drafting report to Council, Council approval, final amendments and publication	Council approval and publication on the Council's website	01/01/15	09/04/15
Equal Pay Audit	Living within our means	Undertake audit of salaries across the Council with respect to gender differentiation	Audit complete and action plan formulated	Produce and analyse salary data, produce report and determine any required actions	Data and conclusions produced and discuss with Union. Report and action plan published		Equal Pay Audit

Payroll Service Contract Management	Living within our means	To effectively manage the Serco outsourced Payroll Service contract through the HSS Shared Managed Service Framework	Cost effective satisfactory service running	Monitor and feedback on contract performance, quarterly performance meetings with Serco, fortnightly issues log, issues reaching completion, Payroll Audit outcomes	Performance reports, issues log completion, Payroll Audit outcomes	01/04/15	
Plan & Implement Learning & Employee Engagement Manager Maternity Cover	Living within our means		Continuous Learning & Development Service is maintain and for internal customers	Send details out to our partner networks and other contacts to see if there is any interest. Meet with any people expressing an interest i.e. a secondment. Finalise details, advertise the post, appoint, handover period, cover commences	Appointment, handover, commencement of cover - Completed	01/06/15	
Payroll Audits 2015/16	Living within our means	Annual Payroll Audit - Outcome Substantial level of Assurance and Payroll Contract Management Audit - Outcome Substantial Level of Assurance	Completed Audit action plans with outcomes achieved	Agree final audit plan and implement and review actions to ensure recommendations are implemented and embedded	Audit coping, fieldwork, draft audit action plan, audit actions planned, completed and embedded	31/03/15	
Recruitment and Retention							
Apprentice & Intern Scheme JSCC (24.6.15)	Living within our means	Continue the scheme into 2015/16 and onwards	Some Apprentice and Intern retention and, improve demographic age profile	Complete review of scheme, secure ongoing funding, expressions of interest form, services recruitment of Apprentices and Interns. Transition in to permanent or	App placements, App recruited, Apprentice works & learns, App completed, redeployments or outplacement	01/04/15	31/03/16

				other temporary position or manage termination of contract with outplacement support to help them obtain another job			
Agency Temporary Staff Framework	Living within our means	Proceed with use of Framework Agreement for effective ongoing management of agency temporary workers use at the Council	Effective arrangements in place	Effective ongoing management of agency temporary workers at the Council	Framework Agreement established. New arrangements effectively communicated	01/04/15	01/09/15
Phase 2 Online Recruitment Project	Living within our means	Extend access for recruiting managers to electronic application form (with equalities data and names removed)	Improved recruitment process and reduction in administration time	HR/IT to review online application form in use since October 2014 and plan and develop implementation of Phase 2 manager access	Recruiting Manager access to electronic application forms	27/04/15	31/10/15
Review of Vacancy Control Form and Process	Living within our means	Redesign of form and process as per audit action/outcomes	Updated fit for purpose to suit managers and finance and workforce planning purpose	Corporate Board discussion redraft form/process Corporate Board to consider, implement and communicate	New form and process, approval for launch	01/03/15	30/06/15
Providing a Human Resources Service							
Refresh People Strategy for period 2015 to 2020	Living within our means	Create a People Strategy to reflect the current demands on Local Government, the Economy and the impact on the Council going through continual change	To be able to respond to the needs to the business within our means	Meet with relevant stakeholders. Use outputs from Challenge Board, Research and planning draft People Strategy and Workforce Development Plan and communicate the updated plan.	Progress on the work from the People Strategy and any completed projects are reviewed quarterly at JSCC meetings	01/03/15	31/08/15

				Launch the 2015 - 2020 Strategy			
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APPENDIX C
Human Resources New Structure Spring 2015 – 7.48 FTE (excluding HR Intern)

