

*PART 1 – PUBLIC DOCUMENT	<p align="center"><b>AGENDA ITEM No.</b></p> <p align="center"><b>6</b></p>
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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 2015 - 2020 which covers the Workforce Development needs.

**2. RECOMMENDATIONS**

- 2.1 To note the progress made in the last quarter, September to December on a number of HR Projects and work streams as part of the new People Strategy for the period 2015 – 2020.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 The People Strategy supports the achievement of the Authority's key objectives.

**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. Attached at Appendix B is the HR work plan for 2015/16. 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. 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 continued to have some structure pressures with one HR manager on maternity leave and a second due to commence maternity leave from December onwards, however the cover arrangements for this are now in place. A recent increase in turnover and a number of departmental restructures has resulted in an increase in recruitment activity which is administered by the HR team.
- 8.2 The recent project highlights since the last JSCC in September 2015 are listed below and show it's been another very hectic quarter for the team.
- 8.3 The Apprentice scheme is still running extremely well. We currently have apprentices in Customer Service Centre, Careline, HR, MSU, Revenues & Benefits, Environmental Health and Property Services. This compares favourably with the figures from the latest LGA Workforce Survey published in March 2015, which shows the average number of apprentices in shire districts to be 5. A Corporate Business planning invest to save request for a permanent budget to fund 8 apprentice places was put forward for consideration in November.
- 8.4 The new salary sacrifice scheme for cars launched in December 2014 was recently promoted with an event on 11<sup>th</sup> November; a further roadshow is planned for the spring. Interest in the scheme remains low however and staff perception seems to be that the package is expensive. Work is underway to review what is on offer and to ensure employees are fully aware of the details of the package and its potential benefits, in addition to being able to make an informed choice as to whether the significant financial commitment it entails is right for them.
- 8.5 Following the introduction of the shared parental leave policy in April 2015, only one employee has contacted HR to discuss this new statutory leave. Unfortunately it would appear from the approach made that there is disappointment about what this type of leave actually offers and this adds weight to the decision to review the policy after a year of operation to determine whether changes should be considered. A request for information regarding shared parental leave and pay arrangements in other local authorities has been made to the EELGA to benchmark our current provisions.
- 8.6 The HR team have continued to actively manage the long term absence case load and by mid August there were no cases. As of mid November this figure has risen to 2. HR Business Partners are advising managers on ways to support a successful return to work programme.
- 8.7 We are 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 as well as improving the shortlisting process.
- 8.8 The new recruitment process has replaced the former vacancy control process and is now in use.
- 8.9 The data and analysis for the Equal Pay Audit has taken a significant amount of time in the last quarter but its hoped to finish this in the next quarter.
- 8.10 Work is progressing on the review of our appraisal form and processes and progress was recently discussed at a meeting of the Senior Managers Team. It is hoped that the new process will be ready for use for the 2016 spring summer appraisal period with the required support and training having taken place.
- 8.11 A drop in event was held on National Stress Awareness day on 8<sup>th</sup> November and this was followed by two staff Well Being workshops on November 26<sup>th</sup>. The intention is to support staff in maintaining well being generally and in particular through significant organisational change.
- 8.12 An Institute of Leadership and Management level 5 programme is being run in the early part of 2016 and the Learning and Development team continues to develop the opportunities available for staff at all levels.

- 8.13 Essential learning both through the Learning Management System and training sessions is being reviewed to ensure the most effective use of time and resources.
- 8.14 The annual joint funded Unison and NHDC Kids Christmas tea party has been arranged by the HR Intern with help from the Trade Union and other officers including our own Father Christmas. This is always a really lovely event and this year's party was held on 11<sup>th</sup> December.
- 8.15 Considerable difficulties have been experienced in progressing with the Council's aim of joining an existing framework for agency temporary workers due the relatively small nature of our spend compared with other local authorities. As a result a review of how we proceed with this issue is currently underway.
- 8.16 This year's Seasonal Flu vaccination programme was popular again, with around 100 staff receiving a vaccination. 70 staff attended the lunch-time clinics supported by a nurse from Superdrug, with another 30 opting for the vaccination voucher which can be redeemed at any local Superdrug pharmacy. The cost of the vaccination is £7.00 per person and is paid for by NHDC. This has a number of benefits; for individuals with long term health conditions, those who have caring responsibilities for young or elderly relatives, as well as for the Council in ensuring a flu epidemic does not compromise availability of sufficient staff to keep services running at a time of high demand.

## **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 within existing budgets with the exception of the paragraph. Any additional costs arising from the recommended actions in the action plan will also be contained within existing budget provision.
- 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. The bid made as part of the 2016/17 annual budget-setting process is that this becomes a permanent budget.

## **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. The provision of employee benefits such as childcare vouchers, salary sacrifice car schemes and flu jabs help to ensure that the authority attract and, at a time when turnover has increased slightly, retain the best possible staff to take the organisation forward.

### **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**

People Strategy 2015 – 2020

## 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	93%

### 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 2014/15 rolling year - Days Lost Per FTE By Month		
	Long Term	Short Term
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
April	0.00	0.16
May	0.07	0.28
June	0.23	0.14
July	0.31	0.29
August	0.14	0.29
September	0.29	0.33
	1.92	3.10

## Absence

Headcount (Sept 2015 Figures) 321 – Full Time Equivalent (FTE) 281.5

The target for short term absence is 3.5 days. The latest October 15 figures show short term absence at its lowest since covalent records began.

## 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 Policy, procedures, guidance and standard letters published on the intranet.	01/01/15	01/05/15 Completed
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	Living within our means	Investors in People status must be reassessed every 3 years, an interim review is due December 2015	Retain Investors in People status	Meet with assessors to conduct interim review in Dec 2015	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	To be programmed once shared service projects are identified	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 partnership services for HR and to support the possibility of shared Finance, Legal Services and Facilities through the same partnership	Efficient cost effective services provided during any planning, transition and onwards	Attend regular meetings of the HR Partnership Group to maintain watching brief. Contribute to work required and support HR and others teams through the uncertainty of potential change	Preparation of high level then detailed business cases and planning of pilot/big bang implementation	01/04/15	31/03/2016 & onwards

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 DAW materials including policy, procedures, supporter arrangements and training to ensure best practice is met.	Updated policy, procedure and workshop materials	Review of policy and procedures. Refresh of supporter list and training. Review of material used for staff workshop	Revised Policy issued for consultation, reviewed, agreed and published. Supporter arrangements updated. Refreshed workshop available	01/12/2015 01/12/2015 31/05/2015	30/6/2016 30/6/2016 30/06/2016 Complete
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 Discount scheme launched 1.5.2015.	01/02/15	01/05/2015 Complete
Pay Policy Statement	Working with our communities	Compliance with Government Transparency Code 2014 and consideration of DCLG severance/off payroll arrangements guidance	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 Complete
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  At data analysis stage
Epaycheck	Living within our means	Introduce Epaycheck system, our jobs to the catalogue, input salary and allowance data, reports as and when required.	To enable us to have robust market data for the East of England which will support our recruitment process and ensure our salaries are benchmarked appropriately.	To enable us to have robust market data for the East of England which will support our recruitment process and ensure our salaries are benchmarked appropriately.	To enable us to have robust market data for the East of England which will support our recruitment process and ensure our salaries are benchmarked appropriately.	01/07/15	Project underway

[illegible]

## Recruitment and Retention

Apprentice & Intern Scheme	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 other temporary position or manage termination of contract with outplacement support to help them obtain another job	App placements, App recruited, Apprentice works & learns, App completed, redeployments or outplacement	01/04/15	31/03/16
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	31.12.15
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 and associated financial control requirements	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 Complete

Review of selection process	Living within our means	Redesign process to improve effectiveness and reduce managerial time	Streamline process whilst managing risks	Manager feedback, research and HR input to design new process, implement, communicate	Process established. New process agreed and communicated effectively.	1/6/15	31/10/15
<b>Providing a Human Resources Service</b>							
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. Launch the 2015 - 2020 Strategy	Progress on the work from the People Strategy and any completed projects are reviewed quarterly at JSCC meetings	01/03/15	31/08/15 Complete