

**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, December to March 2016 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 the last quarter of 2015/16. The Service plan for 16/17 is currently being drawn up. 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 two HR managers now on maternity leave. However the L&EE Manager is due to return in April, she will assist with the cover of The HR Operations Manager while Keith Crampton will remain with us to continue Covering Learning & Employee Engagement. Recruitment remains one of the challenges at the moment due to turnover and a number of departmental restructures.
- 8.2 The recent project highlights, since the last JSCC in December 2015 are listed below.
- 8.2.1 There are major changes coming forward for how Apprenticeships will be run in the future with a new apprentice training levy and public sector targets to employ apprentices coming in 2017. This will require some changes to the scheme, where we will probably have a scheme that is a mixture of standard and higher apprenticeships. Higher apprenticeships will be posted on the UCAS website from this year onwards. These changes are being planned and in the interim the current scheme is running extremely well. We currently have apprentices in the Customer Service Centre, Careline, HR, MSU, and Property Services
- 8.2.2 The salary sacrifice scheme for cars launched in December 2014 was promoted with a further event at the end of last year. The one member of staff to join the scheme so far has now received his new car and the arrangements put in place to process the order and ensure the correct salary deductions are made, have been proven to work successfully.
- 8.2.3 Following the introduction of the shared parental leave policy in April 2015 we have had our first application which is being processed for leave to be taken in September 2016. A review of the Policy, including a further benchmarking exercise, will take place after one year of operation.
- 8.2.4 There are further changes ahead to pay and pensions for Local Authority Staff. The Single Tier State pension ends contracted out NI rates from April 2016 and communications have commenced so people will understand why their take home pay goes down in April. As well as the new exit payment cap and recovery regulations there is another consultation under way with proposals to amend redundancy entitlements and access to unreduced pension for redundancies for people aged 55 and over.
- 8.2.5 The HR team have continued to actively manage the long term absence case load and we have had two people on LT sick leave since November with HR Business Partners advising managers on ways to support a successful return to work programme.
- 8.2.6 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, The aim is for managers to have electronic access to applications for shortlisting purposes, and to further develop the reporting facility. The new improved shortlisting process is currently being trialled with a small number of jobs, with feedback to be reviewed before rolling it out to all new vacancies.
- 8.2.7 The Equal Pay Audit was finished in the last quarter. A summary of the findings forms part of the Equalities Update item on the JSCC Agenda.
- 8.2.8 The Equalities Data for 2015 required to comply with the Public Sector Equality Duty of the Equality Act 2010 was sent for publication ahead of the 31st January 2016 deadline. A summary of this forms part of the Equalities Update item on the JSCC Agenda.
- 8.2.9 After consultation and discussion at Senior Management Team and Corporate Board the new Regular Performance Review (RPR) process that replaces the former appraisal process is ready to be launched in April for the spring/summer review period. Briefing sessions have been arranged and the updated information is available on the intranet.

- 8.2.10 A drop in event was held on National Stress Awareness day on 8th November and this was followed by two staff Well Being workshops in November. The intention is to support staff in maintaining well being generally and in particular through significant organisational change. Further workshops will be arranged in the coming months.
- 8.2.11 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.
- 8.2.12 Essential learning both through the Learning Management System and training sessions is being reviewed to ensure the most effective use of time and resources.
- 8.2.13 The bi-annual Staff Survey is currently open until 1st April. Results will then be collated and a final report published at the end of May. The results will help to inform HR and L&EE work going forward.
- 8.2.14 Considerable difficulties have been experienced in progressing with the Council's aim of joining an existing framework for agency temporary workers due to the relatively small nature of our expenditure compared with other local authorities. As a result a review of how we proceed with this issue is currently underway.
- 8.2.15 The team are currently supporting four service area restructures, and a TUPE proposal in addition to the usual employee relations case work.

## **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 and 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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## **18. 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%
2015/16	

<b>Absence Rates 2015/16 rolling year - Days Lost Per FTE By Month</b>		
	Long Term	Short Term
2015 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	0.00	0.31
August	0.00	0.14
September	0.03	0.29
October	0.17	0.13
November	0.19	0.21
December	0.32	0.30
2016 January	0.14	0.36
	<b>1.29</b>	<b>2.93</b>

2.93 days is the projected outcome against the Short Term absence target of 3.5 days.

4.22 days is the forecasted total outcome for 15/16

The Headcount figure at January 2016 was 323 and the Full Time Equivalent (FTE) figure was 282.4

**Organisational Development**

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
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	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 Complete
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, consultation implementation and	Majority of projects expected to match the Corporate Business Planning timetable	31/03/16



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	Staff survey live Feb 2016
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 Complete
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	The Herts Civil Service Project appears to be on hold as at March 2016

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
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**Pay and Rewards**

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
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 report stage

Epaycheck	Living within our means	Introduce Epaycheck system, match our jobs to the catalogue, input our salary and allowance data, create 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.	Input relevant NHDC information into Epaycheck system	Instant access to up to date salary benchmarking data	01/07/15	Complete
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, weekly errors log, 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	Last two Audits were given a substantial level of assurance

### Recruitment and Retention

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
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 Planning for the changes necessary to accommodate public sector apprentice targets and the training e levy is underway and this will be on the HR service plan for 2016-17
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 Revised project underway
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  Complete	31/10/15 Shortlisting developments are currently being tested this will be carried forward to the 16/17 HR service plan
Review of Vacancy Control Form and Process <b>JSCC (30.3.16)</b>	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  Complete	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

**Providing a Human Resources Service**

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date
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 Complete	31/08/15 Complete