

**JOINT STAFF CONSULTATIVE COMMITTEE
3 OCTOBER 2019**

PUBLIC DOCUMENT

TITLE OF INFORMATION NOTE: PEOPLE STRATEGY UPDATE
INFORMATION NOTE 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. STEPS TO DATE

- 2.1 The People Strategy Information Note contains the 2019/20 HR Service Work Plan.

3. INFORMATION TO NOTE

- 3.1 Progress against the People Strategy is reported to all quarterly JSCC Meetings. The terms of reference for the Joint Staff Consultative Committee are to be the corporate interface with employees on major Human Resources 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.

3.2 Recruitment

Recruitment is still very busy with restructure changes continuing. This involves a lot of work including job evaluation, individual and group consultation, assisting managers managing redundancy and HR processing documents for changes to contract and system changes for pay and reporting structures.

Our online recruitment system is a great help in improving the process for applicants and improved our recruitment process primarily with managers now being able to shortlist electronically. Work goes on to continually improve the recruitment process both for the applicant experience and for achieving a good outcome.

3.3 Apprentices

We have had some recent apprentice turnover. We now have 7 Apprentices in post, of these 5 are Entry Level (salary grade 1) and 2 are Higher Level Apprentices (salary grade 3). We do get the situation at times of leavers / job changers creating unexpected apprentice vacancies. Apprentice posts for CSC / Communications, Community Protection & Licencing and Events Assistant Town Hall are under recruitment now with a Housing Apprentice starting recruitment shortly.

Most of the placements are now 18 months aligned with the length of the Apprenticeship training. The two doing a Higher Apprenticeship have 24 month contracts. Allocating places and recruitment commences ahead of the apprentice end dates to ensure constant use of the budget and the Apprentice Levy.

3.4 Equal Pay and Equalities

There is a separate Information Note on the September JSCC agenda to provide a more detailed update on Equalities Data and the Gender Pay Gap.

3.5 Pay and Benefits

3.5.1 Payroll Services

We have now concluded the tender and procurement work in our search for a new provider and are now starting the implementation phase. This will be a very resource intensive project and work is now starting up with the new provider Liberata UK who will be providing the service through the ITrent system. Alongside this, work is underway with Serco to exit from the current contact and start with the new contract. This project will take up a significant amount of time and resources from HR but will also require support from other teams such as Finance, Legal Services and IT.

The new payroll service for staff and Councillors will commence from April 2020.

3.5.2 Pay

The Pay Policy Statement (PPS) for 2019/20 went to full council in February and is published on the Council's website.

3.5.3 National Pay bargaining

The unions have put in a pay claim for pay deal of 10% or £10 per hour, whichever is greater. The LG Employers have arranged regional pay briefings and the one for this region was on 16th September. They seek employer views on affordability and set out the work the employers have carried out in preparing to respond to the unions claim.

3.6 Benefits

The current contracts for the provision of an Employee Assistance Programme (EAP) and Occupational Health (OH) have been renewed, the services remain within a HCC Framework Agreement and both EAP and OH provision have gone down in price slightly. The EAP service is now available to Councillors as well as employees.

We have just launched a new GP consultation service for all NHDC employees and confidential health related advice and guidance is readily available. For staff to arrange a GP telephone consultation, or a GP online consultation (webcam) the numbers are now available on the intranet

The service also includes a private prescription service and a medical information service, where they will be able to access health, disease, lifestyle and travel information.

3.7 Learning and Employee Engagement

The organisation has now adopted Values and Behaviours which were developed by the Chief Executive, Deputy Chief Executive and Service Directors facilitated by Learning and Employee Engagement. This was a major recommendation at the last IIP review. Wide ranging consultation took place and the comments resulted in changes incorporated into the final version. The Values and Behaviours are now displayed around the organisation, they are integrated into the Regular Performance Reviews (RPR) and work continues to embed them into the organisations culture.

3.7.1 Regular Performance Review

The 2019 cycle of the RPR process started on 1st April. The emphasis this year will be on ensuring that the new Values and Behaviour framework is used as a basis for discussion. We also intend to encourage managers to use RPR in a more regular way replacing other one to one processes. We are working on moving the RPR process on-line via the GROW zone.

3.7.2 Leadership Development

The Development Programme for the Leadership Team is now well underway with initial 360 feedbacks profiling and coaching sessions now complete.

3.7.3 Career Development and Succession Planning

The career development survey has now been carried out with 177 staff responding. The results of the survey have been published to staff and an action plan is being developed. This involves follow up with individuals by the Learning and Employee Engagement Team to help, support and advise individuals on their career development. The Action Plan created by the survey and developed by the Gender Pay Gap group will assist with both short term and longer term initiatives to support career development.

3.8 Absence

The 2018/2019 final absence rates were long term 2.41 and short term 4.10 with a total of 6.51 days per FTE. The short term absence target is 3.5 days so we finished 0.60 over target. The rate of 6.51 is 2% less than the Shire District Local Government average as reported by the Local Government Workforce Survey. More details on absence rates are shown under the key performance absence data.

3.9 Balanced Scorecard

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 their Regular Performance Review (RPR)

4.0 NEXT STEPS

- 4.1 Progress against the People Strategy and the annual work plan will be reported to all quarterly JSCC Meetings and an annual report presented to the December meetings.

5.0 APPENDICES

- 5.1 Appendix A – Key Performance Measures
- 5.2 Appendix B – HR People Strategy Work Plan for 2019/20

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7.0 BACKGROUND PAPERS

- 7.1 People Strategy 2015 – 2020

Appendix A

Key Performance Measures

Appraisal (now RPR) 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%
31 July 2016	94%
31 July 2017	95%
31 July 2018	97%
31 July 2019	97%

Turnover

Year (1 April – 31 March)	%
2008/09	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	15.14%
2016/17	9.74%
2017/18	12.97%
2018/19	12.8%

(Turnover figures exclude redundancies, apprenticeships ending and end of fixed term contracts)

Absence Rates

August 2018 to July 2019 rolling year - Days Lost Per FTE By Month. 5.46

The Headcount figure at end July 2019 was 344 staff and a full time equivalent (FTE) of 300.84

For the full calendar year 2018/19, 4.10 per FTE days short term absence was lost against a target of 3.50 days, 0.60 over target.

Long term absence fell considerably in the latter part of the year and has remained very low 2.41 days long term absence was lost. So far this year the low rates have continued.

Work is underway arranging Flu vaccinations, that should reduce the number of days lost over winter months for influenza.

For the 4 months April to July compared to the same 4 months of last year Short Term absence is marginally down by 0.22 days per FTE, Long Term absence however is down by 0.97 almost 1 day per FTE.

	Long Term	Short Term
Aug 2018	0.43	0.16
Sept 2018	0.26	0.35
Oct 2018	0.41	0.36
Nov 2018	0.08	0.29
Dec 2018	0.09	0.20
Jan 2019	0.10	0.61
Feb 2019	0.00	0.51
Mar 2019	0.01	0.37
Apr 2019	0.02	0.23
May 2019	0.04	0.20
June 2019	0.07	0.26
July 2019	0.00	0.41
Total	1.51	3.95

Appendix B
2019/2020 HR Service Work plan

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Organisational Development								
Support organisational structure changes to meet Council budgets	Responsive & Efficient	Provide HR support for service ongoing restructure work	Staff are well supported through change.	Communications, consultation including informal, group, TU/SCF and individual. Paperwork, administration advice and support for any redundancy including appeals Outplacement activities and any recruitment	SD restructure plans approved SD communicates rationale with staff. Consultation opens, consultation closes, feedback is provided on the final outcome and the changes are implemented.	Kerry Shorrocks and HR team	01/04/2019	31/03/2020
Continually promote use of coaching	Responsive & Efficient	Continue to develop the Councils use of coaching as a development tool and to support the pool of coaches in their professional development.	Demonstrable increasing uptake of coaching as a development option by all staff.	Arrange regular coaching supervision sessions and regularly promote coaching benefits.	In house coaching group report increased coaching activity both formal and informal coaching.	Keith Crampton	01/04/2019	31/03/2020
Support Organisational Change/Well-Being	Responsive & Efficient	Provide Learning and Employee Engagement activities that proactively support the challenges of change faced by the organisation in the coming years.	Managers and staff feel equipped with the skills, knowledge and attitudes needed to achieve positive change outcomes.	Resource and run development activities that support organisational change in line with new organisational values.	Programmes and workshops run throughout the year both strategically and in response to specific requests.	Keith Crampton	01/04/2019	31/03/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Organisational Development								
New Values and Behaviour Embed Values and Behaviours framework performance by 1st April 2020	Responsive & Efficient	Following facilitation of the development of Values and Behaviour framework they now need to be embedded in and form a major part of organisational culture.	Values used for RPR, talent/succession planning, recruitment and performance management	Visible and referred to in all processes and communications	making a significant impact on organisational development and change	Keith Crampton and Helen Bylett	01/04/2019	31/03/2020
Final year liP recommendations and managing out scheme	Responsive & Efficient	Arrange and manage the liP interim review	Act on final recommendations which will take the organisation to the end of accreditation period in June 2020	Undertake final interim review in June 2019	Going Forward use new Values and Behaviours to provide a suitable framework to develop the organisation	Keith Crampton	01/04/2019	30/06/2020
LMS (Grow Zone)	Responsive & Efficient	The GROW ZONE fully functional and developing to meet organisational needs for the next 5 years.	A Learning Management System or alternative that meets the needs of the organisation for the next 5 years.	Continue to develop the use of the system with more generic training content and possible capacity for hosting RPR process	Wider use of GROW Zone as portal for individuals to manage all learning and development and to record RPRs	Helen Bylett	01/04//2019	30/06/2020

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Organisational Development								
Resource cost-effective learning to meet needs	Responsive & Efficient	Support both corporate and departmental learning by sourcing cost effective learning solutions and looking for opportunities to generate income	Best value obtained from budgets available.	Explore opportunities to operate in a more commercial way and to work in partnership where this provides opportunities to achieve the desired outcome.	Regular reviews of all training budgets undertaken with group accountant on a monthly basis.	Keith Crampton & Helen Bylett	08/04/2019	01/04/2020
Gender Pay gap and general talent/succession planning for staff	Responsive & Efficient	Survey staff on career aspirations to develop a strategy for planning succession to meet individual needs and future organisational requirements.	Strategy agreed and in place together with a framework which is successfully identifying and developing talent for future roles.	Survey of staff and supporting personal development plans and learning solutions.	Survey Development analyse survey results , report to senior managers and HR provide support advice and learning solutions.	Communications Team, HR Team with L&EE lead	01/05/2019	31/03/2020
Preparation for renewal of People Strategy for 2020 to 2025	Responsive & Efficient	Research for creation of an efficient strategy to meet the needs of the council's workforce and people resources which gives the Council value for money. Deliver on findings.	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	Kerry Shorrocks	31/10/2019	31/03/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Pay & Reward								
New Payroll Contract Procurement of Payroll Contract	Responsive & Efficient	Prepare detailed specification and go out to tender	New payroll provider is found to start implementation for 2020 payroll	Prepared Tender Tender out Evaluation of Tenders Payroll demonstrations Tender evaluations and Selection	Prepared Tender Tender out Evaluation of Tenders Payroll demonstrations Tender evaluations and Selection	HR Services Manager and HR Team	01/04/2019	Complete
Payroll Exit Plan	Responsive & Efficient	Value efficient and fit for purpose payroll service	Serco Exit to run alongside implementation with new provider	Manage an organised exit from Serco contract in line with the call off contract including transition Costs assessments from both sides of transfer.	Exit plans agreed with key dates and costs identified and agreed	Maggie Williams & Kerry Shorrocks and finance officers	30/03/2019	31/03/2020
Payroll Implementation project to new payroll for 1 April 2020	Responsive & Efficient	Value efficient and fit for purpose payroll service	New provider /NHDC and Serco work leading to implementation	Project plan developed to cover each step leading up to migrating pay data from old to new provider	Parallel pay runs carried out and tested	Rebecca Webb & HR Managers IT Procurement finance	30/06/2019	01/04/2020
Training and Guidance for use of new payroll systems and embed new contract for payroll service from 2020	Responsive & Efficient	Provision of accurate information in relation to reporting requirements.	Training and guidance for all self service users	Self Service training on the system for all staff and councillors and self help guides created.	Training design Guidance created Communications	HR Managers and Business Partners	01/01/2020	30/6/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Pay & Reward								
Annual Pay Policy Statement	Responsive & Efficient	Prepare the annual pay policy statement incorporating all recent changes in regulations and guidance.	Publication to comply with Section 40 of the Localism Act & the Local Government Transparency Code 2014 and proposed changes arising from the Enterprise Bill.	Use of Guidance, drafting report to Council, Council approval, final amendments and publication.	Approval at Full Council and Publication.	Kerry Shorrocks	30/12/2019	01/03/2020
Follow and implement any changes to Exit payments and recovery and changes to LGPS and Early Severance Policy	Responsive & Efficient	Regulations implemented	Contribute feedback to Govt Consultation Follow progress of Govt Consultation	Report outcome and options and communications and any policy changes/development	Close of Consultation Outcome of Consultation	Kerry Shorrocks	01/04/2019	31/3/2020
Equalise Shared Parental Leave provision	Responsive & Efficient	New Policy in place	Provision of NHDC shared parental leave payments to male employees to pay the same as NHDC Maternity Pay	Shared Parental Leave Policy updated	Policy redrafting Communications and new policy in place	Rebecca Webb	01/04/2019	31/08/2019
Explore modernising the approach to both long Service awards and retirement recognition	Responsive & Efficient	Look at what is in place currently and be	Fit for purpose reward schemes for retirement and Long service	Benchmarking others Pulse survey of staff considering alternatives	Policies updated and communications	Maggie Williams	01/04/2019	31/3/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Recruitment & Retention								
Brexit and impacts on employment Law	Responsive & Efficient	Legislation emanating from the EU has been the leading source of UK employee legislation over the last 15 to 20 years	HR must be abreast of the changes arising from Brexit and implement correct employment law to protect the council.	Following employment law changes, reading CIPD ACAS and seminars	Employment law changes HR Policy amendments	HR Managers	01/04/2019	31/03/2020
Managing an effective Apprentices Scheme	Responsive & Efficient	Manage a scheme targets, Apprentice training levy and new higher apprentice opportunities	A continued well regarded apprentice scheme that meets the needs of individuals and the organisation including improved demographic profile and talent management.	Regular reports to SMT to ensure efficient use of budgets and Apprentices appointed to areas that have a need and can support and develop Apprentices	Further use of Higher apprentices phased in.	Kerry Shorrocks/ Helen Bylett	18/04/2019	31/3/2020
Support services going through Shared services or outsourcing/TUPE changes	Responsive & Efficient	Provide HR support for managers during restructures and TUPE negotiations.	Staff are well supported through change.	HR Business Partners to support and advise managers through periods of change management.	Consultation process successfully concluded.	Rebeca Webb/ ER Team	Ongoing	Ongoing
Gender pay gap reporting	Responsive & Efficient	Ensure statutory requirements are met.	Provision of accurate information in relation to reporting requirements.	Prepare a business case to consider purchasing software that allows better analysis of data to drill down and identify where the issues are occurring.	Report run on required date. Submission of data by required date and in the required manner. Detailed analysis of figures using new tool if purchased.	Maggie Williams	01/05/2019	30/3/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Recruitment & Retention								
Gender Pay Gap Delivery of action plan	Responsive & Efficient	Creation and delivery Provision of an GPG action plan	Reducing Gender Pay Gap year on year.	Working Group established Action plan created Action Plan agreed Items delivered over the 2108/19 period Actions include regularising shared NHDC parental leave payment with that of maternity leave. A Career Development survey of staff and Unconscious bias training	New SPL Policy in place. CD survey results and action planning from that.	Kerry Shorrocks, Keith Crampton Other managers and volunteers	01/04/2019	31/3/2020
Providing an HR Service								
Continued move to paperless HR	Responsive & Efficient	Work with IT and other relevant departments to automate processes and move away from use of hard copies to cut down on scanning and filing etc.	Service more suited to remote working and to cut down on manual document storing and HR scanning work	Implement changes to administration and process handling of HR work	Each new electronic system implemented	HR Managers	08/04/2019	31/03/2020
Review of format and content of all HR Policies	Responsive & Efficient	Ensure all policies are fair, necessary and consistent and are formatted with a customer facing focus.	Completion of policy transition and easier navigation for end users	HR Policies are gradually moved to new style consistent with other Council policies	Each policy in the new format	HR Managers and BP's	01/11/2018 (two year project)	31/3/2020
Increased HR automation of processes and continued move to paperless HR	Responsive & Efficient	Building on work already completed further streamlining and automation of HR processes	Service more suited to remote working and to cut down on manual document storing and HR scanning work	Implement changes to e-administration and process handling of HR work.	Each new systems and new process implemented	HR Managers	01/04/2019	31/3/2020

Action Title	Objective	Description of the Action	Desired Outcome	Sub-Action	Milestones	Assigned To	Planned Start Date	Due Date
Recruitment & Retention								
Savings and potential Income generation from HR services	Responsive & Efficient	Deliver savings and generate income from acting on ideas and opportunities.	Deliver savings and or generate income	Act on staff suggestions and initiatives.	Each saving / income made	Kerry Shorrocks and HR Managers	01/04/2019	31/3/2020
Policy Reviews	Responsive & Efficient	Follow a planned and regular review schedule for existing policies, introduce new policies as required and respond to changes in legislation and good practice.	Clear, fair and consistent policies which cover all required aspects of the employment relationship.	Regular policy reviews and monitoring of developments.	All policies regularly reviewed as required and new policies introduced to meet any deadlines imposed.	HR Team	01/06/18	31/3/2020