

**NAME OF COMMITTEE / BODY - Appointments and Conditions of Service Committee**  
**23<sup>rd</sup> January 2014**

<b>Title of paper:</b>	People Plus Initial Review	
<b>Director(s)/ Corporate Director(s):</b>	Angela Probert Director of HR and Transformation	<b>Wards affected:</b> All
<b>Report author(s) and contact details:</b>	Emma Hodgett 015 8762122 Emma.hodgett@nottinghamcity.gov.uk	
<b>Other colleagues who have provided input:</b>		
<b>Date of consultation with Portfolio Holder(s) (if relevant)</b>	Councillor Graham Chapman Portfolio Holder for Resources and Neighbourhood Regeneration 14 January 2014	
<b>Relevant Council Plan Strategic Priority:</b>		
Cutting unemployment by a quarter		<input checked="" type="checkbox"/>
Cut crime and anti-social behaviour		<input checked="" type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City		<input checked="" type="checkbox"/>
Your neighbourhood as clean as the City Centre		<input type="checkbox"/>
Help keep your energy bills down		<input type="checkbox"/>
Good access to public transport		<input type="checkbox"/>
Nottingham has a good mix of housing		<input type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs		<input checked="" type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events		<input type="checkbox"/>
Support early intervention activities		<input type="checkbox"/>
Deliver effective, value for money services to our citizens		<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>		
<p>People Plus is the Council's internal resourcing strategy and was fully implemented in August 2013. An initial review has been undertaken to ensure this new approach is fit for purpose and is on track to deliver identified business benefits and colleague needs. The review includes feedback, from colleagues, recruiting managers and Trade Unions, that will be used to inform any developments, or improvements to be made.</p>		
<b>Recommendation(s):</b>		
1 To note the findings of the review		

**1. REASONS FOR RECOMMENDATIONS**

It is important that ACOS note the impact, so far, of the introduction of People Plus. Further progress will be presented to ACOS, including a full annual benefits realisation report later this year.

## **2. BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

ACOS agreed implementation of People Plus, in principle, in January 2012. The policies, processes and procedures underpinning the People Plus strategy were subsequently agreed by ACOS on 5<sup>th</sup> February 2013. Significant work was undertaken to implement this radical change, including:

- Researching other models in place at Sunderland and Manchester City Councils
- Proposals drafted for a Nottingham internal resourcing strategy
- Technology procured
- Re-design of process, policy and procedures in line with the new People Plus methodology
- Consultation with Trade Unions
- Communications, engagement and culture change activity with the workforce

Implementation took place on a phased basis. Phase one was Project People and the new approach to support redeployees was implemented on 1<sup>st</sup> April 2013. Phase two was voluntary opt-in from the wider workforce and this commenced on 1<sup>st</sup> August 2013.

People Plus was introduced to support the Council in developing and retaining internal talent. Colleagues would be considered for all vacancies and temporary project opportunities before external recruitment is considered. This would create internal movement and support the Council Jobs for Local People agenda by additional opportunities for Apprenticeships being identified.

There are two strands to People Plus; Project People, formerly known as redeployment and People Plus, which is the voluntary opt-in pool of colleagues. We have a legal duty to seek suitable alternative employment for Project People (colleagues whose positions are surplus, or who need redeploying for health reasons) and this group are always considered as the priority.

Matches to posts are made through an electronic system 'Match Jobs'. Colleagues complete an Occupational Personality Questionnaire (OPQ) and Skills Profile, and this is compared to the specific strengths based job profile created by the recruiting manager. The OPQ is a self reporting tool and identifies work style preferences known as strengths. The Colleague Skills Profile contains details of skills, experience, knowledge and, where applicable, qualifications.

### **2.1 BENEFITS**

The benefits to be realised through People Plus are:

- Increased number of entry level roles and apprenticeships for local people
- Reduced costs of redundancies
- Reduced costs of external recruitment
- Contribution to a further reduction of agency worker spend
- Flexible and timely workforce enabled through a simple internal resourcing framework
- Reduced levels of bureaucracy in relation to resourcing
- Better equipped workforce to meet the challenging demands on the Public Sector
- Increased colleague satisfaction, by using skills appropriately to support business need

- More efficient and effective Council
- A more settled workforce, who feel supported and who are offered real opportunities pre, during and post service redesign
- Creation of a new ethos and thinking towards recruitment and resourcing, making a clean break from negative language such as displacement

### **PROGRESS AS AT JANUARY 2014**

Initial indicators are positive:

- 40% of Project People have been placed in alternative posts, either on a permanent basis, work trial or as a project. This is an increase in success compared to 2012/13 which was 30%
- 1,438 colleagues have voluntarily opted in
- 41 appointments have been made without needing to recruit externally (a reduction of advertising spend by 38%)
- The savings achieved to date are:
  - 13% reduction in compulsory redundancies (£148,505)
  - 38% reduction in external advertising (£47,000)
  - 32% reduction in agency spend (£385,000)

To ensure longer term benefits are delivered, regular consultation takes place with Trade Unions and recruiting managers to identify any concerns and ensure issues are resolved at this early stage of implementation.

### **3. OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

None – not applicable

### **4. FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

Costs incurred to date in implementing People Plus are £252k. As noted above there have been reductions in expenditure on redundancy costs and external advertising which can be directly associated with the implementation. In addition there has been a reduction in agency expenditure which could, in part be aligned to the introduction of People Plus.

### **5. RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

It is recommended that there is ongoing monitoring of People Plus in order to avoid any disproportionate impact on under-represented groups taking into account existing and ongoing initiatives to address under-representation in the workforce.

**6. EQUALITY IMPACT ASSESSMENT**

Has the equality impact been assessed?

Not needed (report does not contain proposals or financial decisions)

No

Yes – Equality Impact Assessment attached

Due regard should be given to the equality implications identified in the EIA.

**7. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION**

Not applicable.

**8. PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

Not applicable.