

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:** CABINET

**DATE:** 10 JULY 2012

**REPORT BY:** HEAD OF HUMAN RESOURCES AND  
ORGANISATIONAL DEVELOPMENT

**SUBJECT:** PEOPLE STRATEGY – PROGRESS REPORT

**1.00 PURPOSE OF REPORT**

To provide Members with a progress report as at 30<sup>th</sup> May 2012 on the delivery of the People Strategy Action Plan for the 2009 – 2012.

**2.00 BACKGROUND**

**2.01** The People Strategy is one of the four Corporate Resource Strategies for the Council. It sets out the Council's vision and intentions in achieving effective Organisational change and transformation, improving Leadership and management practice, increasing performance and productivity and modernising our working practices and terms and conditions of employment to enable us to better meet the needs of our customers.

**2.02** The current strategy covers the period 2009 – 12 and is in the process of being reviewed to reflect the Council's on-going and future priorities for the next three years. Whilst appropriate focus and resources are being targeted to deliver the identified priorities, careful consideration is now being given to identify which projects and actions will extend into the next iteration of the strategy for 2012 – 2015.

**2.03** The strategy is structured under five key themes that correspond with the big strategic objectives for the Council and the associated challenges and priorities. These key themes are branded as the '5 Cs' and are Customer, Change, Collaboration, Consolidation and Capacity.

**2.04** The delivery of the strategy is owned by the Head of Human Resources and Organisational Development and the Chief Executive but it is made clear that managers, employees, elected members and trade union colleagues all have a responsibility and a part to play in delivering the priorities under the strategy and embedding these into our organisational practice successfully.

- 2.05** The progress on delivery of the strategy is reported on a regular basis (quarterly) to Cabinet and at Overview and Scrutiny Committees. In addition, the Quarterly Performance reports for Human Resources and Organisational Development provide details on progress and report, by exception, on actions that have not been delivered in accordance with the original timeframes set, the reasons for this and the recovery plan that has been put into place.
- 2.06** The Organisation Design Change Project and Phase II of iTrent (Employee and Manager Self Service) are projects which feature both in the People Strategy and in the Workforce Work stream for Flintshire Futures. These are key projects which will enable the transformation and modernisation of the organisation.

### **3.00** CONSIDERATIONS

- 3.01** The People Strategy Action Plan, shown at Appendix 1, provides a detailed progress update on each of the projects / work streams.
- 3.02** Overall, the delivery of projects / work streams are on track or completed. There are, however, some projects and actions which have been delayed on the plan and a revised date identified. These are:
- Actions within the 'Change' work stream associated with the Organisation Design Change Programme have all been delayed. This is to allow sufficient capacity to focus on delivering Single Status. This relates to actions identified from CHA/002 through to CHA/005.
  - The action 'Develop Career Progression Frameworks' (CHA/006) has been achieved earlier than scheduled in June 2012 as there is a clear inter-dependency with the Single Status project and implementation.
  - The implementation of the HR and OD Service review has been delayed (CUS/003). A new implementation date of October 2012 has been identified. The cause of the delay is the need for substantial strategic and operational input into the Single Status and Equal Pay projects from the Head of Service and senior managers within the HR and OD service.
  - The project 'Develop and implement New Manager Development Programme (E-learning)' (CAP/006) has been slightly delayed and a new date for completion of June 2012, has been identified. This is a substantial piece of work which required input from HR, Finance and ICT teams which has taken a little longer than anticipated.

- The deadline for the project on agreeing and implementing a 'Jobs at this Level' framework (CON/003) has been extended to July 2012. The draft framework is now completed and will be reviewed by the Corporate Management Team.
- The work on reviewing HR policies to promote Agile Working (CON/007) has been delayed until September 2012. This timeframe is now aligned with the Single Status and Agile working projects.

**3.03** The actions that are referenced as 'Carry Forward to 2012 – 2015 People Strategy' are those which we know will extend beyond the life of this current strategy, mainly because it will take years, rather than months to deliver these actions successfully and for them to become embedded in the organisation.

#### **4.00 RECOMMENDATIONS**

**4.01** That Members note the progress report on delivery of the current People Strategy Action Plan for 2009 – 12.

#### **5.00 FINANCIAL IMPLICATIONS**

**5.01** The financial / resourcing implications for each project are set out in the attached Action Plan.

#### **6.00 ANTI POVERTY IMPACT**

**6.01** None identified.

#### **7.00 ENVIRONMENTAL IMPACT**

**7.01** None identified.

#### **8.00 EQUALITIES IMPACT**

**8.01** Equality Impact Assessments will be undertaken for individual projects as appropriate.

#### **9.00 PERSONNEL IMPLICATIONS**

**9.01** None specifically arising from this report. Any actions arising from delivery of projects within the strategy which may impact on employees will have their own Communication and Consultation Plan.

#### **10.00 CONSULTATION REQUIRED**

**10.01** None specifically arising from this report. A consultation exercise will be conducted with Members, managers and Trade Unions on the proposed content of the People Strategy for 2012 – 15 at the appropriate time.

**11.00** **CONSULTATION UNDERTAKEN**

**11.01** Not applicable.

**12.00** **APPENDICES**

**12.01** Appendix 1 – People Strategy Action Plan with updates as at 30 May 2012.

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

**Contact Officer: Helen Stappleton**  
**Telephone: 01352 702720**  
**Email: Helen.stappleton@flintshire.gov.uk**