

Quarterly Performance Report – Human Resources & Organisation Design

Report Author Head of HR&OD - Helen Stappleton
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Introduction

The report is produced on a quarterly basis and provided to Cabinet members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams Human Resources and Organisation Design, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

1. Foreword

The People Strategy and HR and OD's Service Plan are based on five key themes (the 5 C's) as set out below. The highlights and achievements under the five themes are as follows:

Customer	<p>HRMIS (iTrent) - Manager Self Service is available to all managers and all users can view basic payslips on-line. All managers now have access to their employees' data. The expenses module has been implemented for Corporate Services and the next phase of roll out commenced in March for Lifelong Learning and Environment.</p> <p>The Learning Administration module has been launched on iTrent.</p> <p>All employees with access to iTrent will be able to view and access all Corporate Training events via iTrent Employee Self Service and once they have completed an event with an associated qualification or skill such as ILM, NVQ or First Aid, this will automatically be captured on their "Personal Learning Account" in the iTrent system.</p> <p>Applying for courses on-line will speed up the application process and remove the need for paper forms (any employees without IT access can apply directly through Corporate Training, Support Services on ext 2340) and any authorisation will also be electronic. Automating these processes will also enable us, as an organisation, to report on take up and cost of training and in the longer term will provide a better understanding of training requirements for the organisation through detailed skills match and gap functionality and reporting.</p> <p>Progress continues to be made with the HR and OD review – the new service will be effective from 1st June 2013.</p>
Change	<p>Preparation work is continuing to take place on developing improved systems for increasing the pace of change (e.g. more recently, a new Job Evaluation process that is simplified and slicker).</p> <p>The next phase of organisational change, to be led by the Chief Executive, is currently being scoped with the initial phase focusing on the integration of business units across the Council.</p>
Capacity	<p>The current appraisal process has been reviewed by a working group of managers and team leaders and the draft is completed.</p> <p>The Council's Competency framework has been redesigned and the appraisal process incorporates these new competencies. The proposed framework and approach to appraisals has been reviewed by the Corporate Management and Leadership teams. The new framework will be implemented from Spring 2013.</p>
Consolidation	<p>Single Status is progressing and the Council is at the closing stages of drafting a Single Status Collective Agreement. The Council has achieved a provisional agreement with the Trade Unions on Part III provisions (terms and conditions of employment) and is testing the affordability of pay and grading models.</p>
Collaboration	<p>A North Wales coaching framework is in place and effectively delivering Institute of Leadership and Management (ILM) Level 5 coaching</p>

	programmes. The partnerships with Deeside College for delivering the Council's Leadership and Management Development Programmes and the partnership with Wrexham County Borough Council for Occupational Health services continue to operate successfully.
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2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and the progress against the desired outcome of the Council Improvement Priorities on which the HR&OD Service lead.







KEYS

Progress RAG

R	Limited Progress - delay in scheduled activity; not on track
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track
G	Good Progress - activities completed on schedule, on track

Outcome RAG

R	Low - lower level of confidence in the achievement of outcome(s)
A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
3. To be a modern, caring and flexible employer with fair and equal terms and conditions of employment under a Single Status Agreement				
3.1 Achieve a legal, acceptable and affordable Single Status Agreement	TBA			Progress has been made on achieving Collective Agreement – Please see paragraph 3a
3.2 Negotiate an Equal Pay Settlement	TBA			Strategy for settlement links directly with the Project Plan for achieving a new Single Status Collective Agreement - Please see paragraph 3a
3.3 To complete the review of human resources policies as a modern employer	On-going			The review of HR policies is an on-going.







				Excellent progress has been made in completing key policies – e.g. Agile Working, Flexible Hours Scheme, Domestic Violence etc.
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2.2 Strategic Assessment of Risks and Challenges (SARC)

The table below summarises the position of SARCs at the end of the reporting period.

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity




SARC	Previous RAG Status	Current RAG Status	Green Predictive
CG10 People Strategy			March 2013 (with a further review imminent for the next phase of the strategy)
CG11 Terms and Conditions of Employment			TBA
CG16 Workforce and Succession Planning			March 2013 (as part of Service Planning process)

2.3.1 Performance Indicators and Outcome Measures

The status of the indicators are summarised for this quarter below:

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Graphs and / or commentary are included in section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

Indicator	Annual Target	Previous Year End Outturn	Current Quarter Outturn	Current Year End Outturn	RAG (Year End)	Change e.g. Improved / Downturned (since previous year end)
* CHR/002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	9.8 FTE Days Lost	10.54	3.2	11.03		Downturned (Please see Section 3)
REM3 HR&OD – Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	100%	93%	N/A – reported annually only	76% (for HR and OD only)		Downturned (Please see Section 3)
REM3 by Directorate – Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	100%	Not Reported	N/A – reported annually only	Corporate Services - 38% Community Services – 70% Environment – 66% Lifelong Learning – 84%		This is the first year these figures have been reported. Completion rates in some areas are low primarily because of the high number of Service Reviews that are in the process of being implemented (this applies particularly to Corporate Services). Further work will be undertaken by

					service areas to increase the completion rates.
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2.3.2 Improvement Target Action Plan Monitoring

Ref	Action & Planned Completion date	Progress
CHR/002	<p>There is a continued programme of attendance management reporting and action planning across each Directorate. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.</p> <p>Where necessary, capability measures are taken to address poor attendance. This includes first stage disciplinary through to dismissal.</p> <p>The review of the Attendance Management Strategy has been completed and focused work is being undertaken between HR / Occupational Health and Directorate Management Teams to implement early interventions to reduce levels of sickness absence particularly in services where sickness absence is a concern e.g. Environment and Community Services. The Physiotherapy pilot in Streetscene has commenced and its impact is currently being evaluated with a view to extending the service to other services in the Council.</p> <p>New initiatives such as the creation of a Pathway to support employees to return to work following long term absence are being piloted in Community Services. Specific coaching support is being provided to supervisors to ensure that attendance is being managed robustly in accordance with the Council's procedures. A further report on measures being taken to improve performance will be presented to the Cabinet Committee in June 2013.</p>	✓

2.4 Key Actions from Service Plan Monitoring

The following table shows the progress made against key areas of improvement/actions in the HR & OD service plan. A ✖ indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Key - ✓ on track, ✖ behind schedule, C completed

Improvement Area	On-track?	Commentary
Customer		
To provide the tools and development to meet the requirements of our customers, ensuring that our structures are shaped with the primary aim of delivering excellent customer services.	✓	<p>Progress continues to be made with the HR and OD review and it is on track for implementation on 1st June 2013.</p> <p>iTrent Self Service modules has now been implemented for employees and managers, allowing changes to personal details and on-line access to pay information.</p> <p>The efficiency benefits from this project will be realised through the Cross Organisational Administration Review (e.g. automation of e-expenses, e-payslips etc) in the re-design of posts within that review and the reduction in headcount, together with evidence of improved management capability to manage teams and performance remotely, supported by clear performance and workforce data.</p> <p>The following has already been achieved:</p> <ul style="list-style-type: none"> • All Employees (Non Schools) have IT access to Employee Self Service and can view basic payslips • All Managers (Non schools) with IT access have access to their employees' person and position data via Manager Self Service • The roll out of automated expenses to all employees within corporate Services is complete. Work has commenced in implementing this module in Environment and Lifelong Learning. • Corporate Training module fully developed and tested. Learning Events are now available through Employee Self Service to all Employees with access to iTrent. <p>This project will carry forward into the new 2013 – 2016 People Strategy.</p>
To develop a 'world class' HR service; supporting the facilitation of change; developing and retaining talent in the organisation	✓	See above
To support the delivery of strategic objectives and the provision of responsive transactional HR services to achieve customer excellence	✓	See above

Change		
To ensure that managers are confident and competent in being able to lead and manage change effectively	C	Regional 'Managing Change Effectively' programme in place with managers from Flintshire attending. Further work is required to embed improved practice.
To achieve planned organisational change and on going modernisation of service delivery	✓	Next phase of change is being scoped as part of Flintshire Futures Programme which will be more fundamental, focusing on the whole Council and reviewing service delivery models, support costs and overheads and organisational layers and spans of control. The first phase of scoping will relate to the identification and integration of Business Units across the Council. Lean review work, re-engineering of processes and implementation of agile working styles will continue to contribute to the modernisation of service delivery.
To create and design a framework for managing change effectively	✗	The timescale for the development of a new guide on Organisation Design has been re-prioritised in the People Strategy Action Plan. The timescale has been amended so that the appropriate capacity can be directed at the Single Status project. This will re-emerge as a key priority when the next phase of organisational change is scoped out (see above).
To promote a culture whereby employees and teams understand and participate in organisational change	✓	Managers developing effective skills on managing change following regional development programme. The implementation of tools and techniques such as 'lean' and greater involvement of employees in Job Design activities and through improved consultation practice demonstrates a positive shift in culture in relation to participation in Change Programmes. The implementation of a new competency framework, that defines 'desired' behaviours in relation to 'change' will also support the promotion of a culture where employees understand and participate in organisational change. This work will carry forward into the new 2013 – 2016 People Strategy.
Capacity		
To promote desired behaviours, in line with the 'Flintshire Competency Dictionary' across the organisation	✓	This project has also been integrated with the development of a new competency based Appraisal system under the Council's People Strategy / Workforce Worksteam (Flintshire Futures Programme). See 3c

		<p>This project is progressing well with a new set of behavioural competencies having been mapped across into regional and FCC's original competency dictionary.</p> <p>The following has been achieved</p> <ul style="list-style-type: none"> • A new set of FCC behavioural competencies have been designed. • Consultation has been completed with the Leadership group, Corporate Management Team, Trade Unions and employees (including those with protected characteristics) • The new Competency Framework will be published during April / May 2013. <p>Implementation of this project will carry forward into the new 2013 – 2016 People Strategy and be completed in the early part of the plan.</p>
<p>To remodel the workforce as part of corporate and service planning to ensure we have the right people with the right skills, in the right place at the right time</p>	✓	<p>Workforce Planning framework is under development as per the revised People Strategy Action Plan. This will be incorporated into a 'People Plan' which will be built into the service planning process.</p> <p>Directorate Management Teams have incorporated workforce planning principles into their service planning process for 2013.</p> <p>Workforce planning principles will also be followed during the organisation design process as part of the next phase of organisational change.</p> <p>This work will carry forward into the new 2013 – 2016 People Strategy.</p>
<p>To promote succession and continuity planning; identifying the potential and nurturing talent at every level of the organisation</p>	✓	<p>This project has been integrated with the development of a new set of behavioural competencies.</p> <p>The following has been achieved:</p> <ul style="list-style-type: none"> • A new competency based Appraisal process has been drafted. • Consultation has been completed with the Leadership Group, Corporate Management Team, Trade Unions and Employees (including those with protected characteristics)

		<ul style="list-style-type: none"> • A new Competency based development framework has been designed. The framework aligns to all four levels of competency and links to the Appraisal process. This will enable staff and managers to plan and nurture talent at every level • The new competency based Development Framework has been created with our partners in Deeside College and TUC Wales - incorporating nationally recognised qualifications and the Essential skills agenda. <p>In May 2013, the following action will have been completed:</p> <ul style="list-style-type: none"> • Publication and communication of a Competency based Appraisal scheme • Incorporation of the new Performance development model • Promotion and communication of the competency based development framework <p>Implementation of this project will carry forward into the new 2013 – 2016 People Strategy.</p>
To develop key skills, experience and knowledge for employees to support the delivery of services now and in the future	C	Development programmes in place - People Development Framework
Consolidation - and reward the contribution of employees and to support the organisation in recruitment and retention		
To enhance Flintshire's reputation as a 'modern employer of first choice' to attract and retain talent within a highly competitive labour market	✓	No change from last quarter. The Council is working towards Single Status which will modernise its pay and reward arrangements. The current phasing in of Flexible and agile working styles and the underpinning HR policies and procedures will further enhance the Council's reputation as a modern employer. The underpinning HR policy framework to support Agile has been developed, together with a suite of policies to support the effective implementation of Single Status, e.g. Workload Management, Annualised Hours, Working Time policies – all are positive in the promotion of

		Flintshire as a 'modern employer of first choice'.
To ensure we set and meet high standards in organisational, team and individual performance through sound people management practice, with specific priorities in applying consistent practice in attendance management, performance appraisals and recruitment	✓	The focus on improved practice in relation to attendance management, the drafting and agreement of a new Competency Framework and Appraisal system will enhance our practices across the Council. The roles and responsibilities of employees in the new HR and OD service will enable an improvement in the level of professional HR support and targeted HR service delivery and OD initiatives to be achieved.
To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees and to support the organisation in recruitment and retention	✓	Linked to achievement of Single Status and new pay and grading structure and the development of a Reward Strategy.
Collaboration		
To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with trades unions	✓	Effective partnership working in place with TUs
To lead collaborative working innovative and responsive Human Resources shared solutions across the North Wales region	✓	<p>Full participation in Collaborative working – e.g. sharing and co-development of HR policy and Outplacement services.</p> <p>Work has taken place to identify the policies that will be developed collaboratively.</p> <p>The Occupational Health partnership with Wrexham County Borough Council and partnership with Deeside College to deliver Leadership and Management Development programmes continue to operate effectively</p> <p>This work will carry forward into the new 2013 – 2016 People Strategy.</p>
To develop good practice principles and capacity to lead and participate effectively in collaborative working projects	✓	Development and implementation of a Human Resources Toolkit for Collaboration and Integration Projects is near completion.
To promote mobility across the public sector to achieve workforce planning, protect recruitment and retention and develop talent	✓	Every effort is made to promote mobility where possible in relation to regional collaborative projects and joint working across local authorities and public sector.

2.5 Internal & External Regulatory Reports

The following internal or external audit/regulatory work has been completed during the quarter and the outcome of the work can be summarised as follows. Negative outcomes are discussed in more detail in section 3 and page numbers are referenced in the table below.

Undertaken By	Title & Date Report Received	Overall Report Status
Helen Rees, Internal Audit	Disciplinary Policy Review – final report yet to be received	To be confirmed

3. Exception Reporting

3a - Improvement Plan Monitoring

3.1. Achieve a legal, acceptable and affordable Single Status Agreement (Amber RAG status). Whilst the original target date for full implementation has not been achieved, the Council has made good solid progress in negotiating Part III terms and conditions of employment as part of a provisional agreement and is currently testing the affordability of pay and grading models with a view to achieving a proposed Single Status Collective Agreement in the near future. Further information on the progress of the project will be provided over the coming weeks.

3.2 Negotiate an Equal Pay Settlement (Amber RAG status – comment / position remains unchanged from end of year reporting). This project has clear inter-dependencies with the Single Status project. The Council's intention to settle Equal Pay claims (without prejudice) within a similar timeframe to Single Status will increase the complexity of both projects and requires careful consideration of the legal context with the need to protect the Council from future liabilities wherever possible. The Council will be entering into discussions with the Trade Unions once a Single Status Collective Agreement is close to being provisionally agreed.

3b - Performance Indicators and Outcome Measures (Amber RAG status).

***CHR/002 – (NI24) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (Amber RAG status).**

There is a continued programme of attendance management reporting and action planning across each Directorate. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.

Where necessary, capability measures are taken to address poor attendance. This includes first stage disciplinary through to dismissal. Further work is being undertaken in partnership with the Occupational Health service to proactively reduce levels of sickness

absence with the introduction of physiotherapy service pilots within key services such as Streetscene.

The downturn in performance for CHR/002 focuses on each Directorate and the actions being taken to improve performance is as follows:

Community Services

The Community Services Directorate Management Team continues to carry out the actions within the Attendance Management Strategy. The end of year report shows improvements in the attendance rates in Housing and the Development & Resources Services which is encouraging. However both Social Services for Adults and Social Services for Children have seen an increase in absence levels at the end of the financial year. The Directorate's absence rates remain above the corporate target.

Long term absence continues to have the greatest impact on attendance rates across all services and although managers have been working hard to keep absences to a minimum, clearly there remains more work to be done to ensure that there is a greater focus on the importance of managing attendance. A Return to Work pathway has been developed for Community Services to assist managers to facilitate early returns to work. This pathway involves early intervention by managers to identify alternative work opportunities where employees are temporarily unable to return to their substantive role for health reasons. These supportive measures should result in employees returning to work much sooner and should have a positive impact on absence rates this coming financial year as we start to embed this new approach. Directorates are being asked to set service and team targets which will provide better management information on which areas are improving and which areas require further support and intervention.

Corporate Services

In line with the Attendance Management policy, short term and long term absence continues to be actively managed by DMTs across Corporate Services and remains high on respective agenda's. Process requirements are reiterated from time to time and a check maintained corporately on long term absentees and persistent short term absences to ensure triggers are being adhered to. Any concerns are raised with Heads of Service for immediate remedial action.

Environment

Managing attendance at work is still a priority for the Directorate with the main focus for the Directorate continuing to be Streetscene. A new method of recording absence has been introduced in Streetscene to support Supervisors and Managers on a daily basis. This involves employees calling a dedicated number and leaving a recorded message which the Administration team retrieve and pass onto the relevant Manager/Supervisor. In addition, refresher training has been scheduled to offer additional support/coaching for those responsible for managing attendance at work.

We are pleased to report that three out of the six service areas in the Environment Directorate have achieved figures which are better than the Corporate target for 2012/13.

Long-term absences have increased in some of the service areas and SMTs are working with HR & OH colleagues to establish the long-term prognosis of those cases in order to expedite ill-health dismissals, where appropriate.

Lifelong Learning

The Quarter 4 absence figures for Lifelong Learning show a very slight increase on Quarter 3. Development and Resources continues to have the highest absences with a disappointing increase from Quarter 3 to Quarter 4. Whilst the figures for School Services have fallen very slightly from Quarter 3 to Quarter 4, over the year there has been a significant increase. Monthly trigger reports and long term sickness reports continue to be distributed to managers. There have been no first or second stage capability meetings held this quarter; however arrangements are in place for meetings to take place over the forthcoming weeks.

REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%.

The new HR and OD service is being implemented from June 2013. As a result of this, 17 performance appraisals have been placed on hold (last completed in March 2012) as a number of roles will be changing significantly from June. 7 of these appraisals are planned to be completed by the end of May 2013 and the remaining number by the end of July 2013 to achieve 100% completion.

3c - Service Plan Monitoring.

As previously reported, the People Strategy Action Plan was reviewed in September 2012 to better reflect the organisation's priorities. The timescale for the development of a new guide on Organisation Design has been re-prioritised in the People Strategy Action Plan. The timescale has been amended so that the appropriate capacity can be directed at the Single Status project. This will re-emerge as a key priority when the next phase of organisational change is scoped.