

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 SEPTEMBER 2013**

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

SUBJECT: **PEOPLE STRATEGY UPDATE**

1.00 **PURPOSE OF REPORT**

- 1.01 To provide Members with a progress report on the delivery of the People Strategy Action Plan for 2009–12 as at 31 August 2013.
- 1.02 To extend the current People Strategy and associated Action Plan to 2014, pending a full review of the strategy by the new HR and OD Departmental Management Team (post HR and OD service review).

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 to achieve effective Organisational Change and modernisation, improved Leadership and people management practice, increased performance and productivity, updated working practices and pay and reward arrangements to better meet the needs of our customers.
- 2.02 The current strategy covers the period 2009-12. It has been reviewed recently to reflect the Council's on-going and future priorities for the next twelve months (2013 - 14), based on the priorities identified in the Workforce Work stream under the Flintshire Futures Programme, pending a full review of the strategy which will run from 2014.
- 2.03 The progress on the delivery of the strategy is reported on a regular basis to Cabinet and Overview and Scrutiny Committees. To supplement this, the Quarterly Performance reports for Human Resources and Organisational Development provide details on progress, by exception, focusing on actions that have been completed in accordance with the Action Plan and 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.

3.00 CONSIDERATIONS

3.01 The following actions / projects are reported 'by exception' as follows:

- The action CUS/003 in the 'Customer' work stream, i.e. to design and implement a new HR and OD structure is completed with the new service structure populated and operational with an effective date of 1 June 2013. During the first six months of operation, employees assuming new roles and responsibilities will be trained in line with the transition plan.
- The action CUS/006, i.e. employee and manager self service on iTrent has progressed well with the Expenses module fully implemented across Corporate Services with implementation across both Lifelong Learning and Environment achieved during May and June 2013. The Training module successfully 'went live' on 27 April allowing employees to apply for training courses on-line. The scoping of the Web recruitment module commenced on 22 April.
- The actions CHA/003 and CHA/004, i.e. Organisation Design and Change development and the Organisation Design Change Programme are both under review pending further scoping work. The size and scale of the Council's next phase of change will be fundamental, involving the design and delivery of a major change programme, given the projected budget gap is estimated at circa £50m over the next five years.
- With reference to the above, work streams will include a **Structural and Business Unit Review**, with the aim of creating a smaller number of bigger business units or divisions and exploring alternative delivery models and **Workforce Reduction**, including management and supervision reduction, the potential for targeted voluntary redundancy programme and other methods, e.g. reduction in hours, flexible retirement etc. The scope and planning for this programme will be completed during September 2013.
- The action CHA/006, i.e. to agree and implement the 'Jobs at this Level' Framework is complete. The framework has been used to determine the Career Grades in readiness for Single Status. A new Job Evaluation process has since been designed and is currently being implemented and the 'Jobs at this Level' framework will be used as a reference point for assessing the size of jobs as part of the new Job Evaluation approach.
- The action CAP/003 under the 'Capacity' work stream, i.e. to adapt / develop a new competency based appraisal system is largely complete. A new Behavioural Competency Framework has been developed which will form an important part of the

appraisal process.

- The action CON/001 under the 'Consolidation' work stream, i.e. to implement Single Status and Equal Pay is near completion. The Part 3 provisions have been provisionally agreed with the Trade Unions back in April 2013 and a preferred pay model has been developed jointly with the Trade Unions during July 2013. A written offer to the Trade Unions on a provisional Collective Agreement was made in mid August 2013. The aim is to achieve approval and adoption of the draft Collective Agreement at County Council in October 2013.
- The action CON/007, i.e. to review HR policies to enable / promote Agile Working is completed. The Agile Working policy, together with a revised Flexible Working Policy and the underpinning guidance / tool kit have been drafted and consultation with key stakeholders is concluded. Implementation of the new policies will commence from September 2013 onwards.

4.00 RECOMMENDATIONS

- 4.01 That Members note and endorse the extension of the current People Strategy to 2014 pending a comprehensive review.
- 4.02 That Members note the progress report on delivery of actions up to 31 August 2013.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The resourcing implications are set out in the attached Action Plan and in the project documentation for larger projects.

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.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Appendix 1 - People Strategy Action Plan with updates as at 31 August 2013.

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

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