

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **CORPORATE RESOURCES OVERVIEW  
AND SCRUTINY COMMITTEE**

**DATE:** **THURSDAY, 8<sup>TH</sup> MAY 2014**

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

**SUBJECT:** **PEOPLE STRATEGY UPDATE**

### **1.00 PURPOSE OF REPORT**

- 1.01 To provide Overview and Scrutiny Members with a progress report on the delivery of the People Strategy for 2009–12 (extended to 2014) to conclude the current strategy as at March 2014.
- 1.02 To advise Overview and Scrutiny Members of the key themes and priorities for the next People Strategy for 2014 – 2017 prior to the full review and development of the new strategy.

### **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 Achievements**

Over the last five years, the Council has made significant achievements in delivering projects under the strategy, which is currently structured under five key themes and these include:

#### **Customer**

- Customer Care Award developed and completed
- Design, development and implementation of the new HR and OD service
- HRMIS (iTrent) employee self service completed
- Developing and improving the quality of workforce information

## **Change**

- 'Managing Change Successfully' programme established across North Wales (with Flintshire Council as the lead) and incorporated into the Workforce Development Programme
- Workforce Planning skills development for HR achieved
- Workforce Planning model developed
- Development of organisation design principles
- Development programme for 'Managing Agile Teams' designed and delivered

## **Capacity**

- People Development Framework Programme designed and implemented in partnership with Coleg Cambria
- Leadership Development options developed and identified for the existing leadership team
- New Manager Development Programme via E-learning implemented
- Development of new Behavioural Competency Framework and Competency Based Appraisal system

## **Consolidation**

- Single Status Agreement on pay and grading model and terms and conditions of employment negotiated, approved by County Council and implemented
- Equal Pay settlement strategy developed and negotiations successfully completed
- New HR policies on Agile Working and Flexible Working Scheme developed, with supporting guidance notes

## **Collaboration**

- Collaborative working achieved with Wrexham and Denbighshire Councils to manage agency working accruing procurement savings
- Agreed a partnership arrangement with Wrexham Council to act as host authority for providing Occupational Health services.

### **3.00 CONSIDERATIONS**

- 3.01 Flintshire Council is undergoing significant organisational change, commencing with the redesign of the Council's Operating Model and Senior Management structure to better meet our changing circumstances, save money and better use our senior talent to modernise the organisation. Services within the Council need to be improved and transformed at a faster pace, whilst protecting high performance.

- 3.02 Planning for this change and transitioning the organisation will require modernisation to be lean, productive, efficient, resilient and high performing.
- 3.03 The new People Strategy will support the organisation by developing and embedding leadership values and behaviours and managing the transition from the current to the future service models with a focus on organisation design principles, positive cultural change, talent management, sustainability and on high performance and productivity.
- 3.04 The main priorities for 2014 are:
- Provision of professional HR / OD advice and guidance on service redesign, alternative service delivery models and the strategic people implications
  - Availability of guidance and supporting toolkit documents on Organisation Design for Senior Managers Design and coaching / development programme on organisation change
  - Design and implementation of a new workforce planning model to inform effective organisational redesign and planning for the future
  - Define the impact on middle management tier following the implementation of Leadership reorganisation and enable the redesign of the remaining layers as the second phase of the Organisational Design Programme
  - Adapt and implement the appraisal system to include new leadership behaviours identified during the Leadership restructure
  - Actively promote and drive agile and flexible working styles
  - Finalise the implementation of Single Status and Equal Pay settlements
  - Establish and agree governance and monitoring of the new pay and grading model and terms and conditions following implementation of Single Status
- 3.05 The priorities for the next 3 years, under the new People Strategy, are proposed to be as follows, in three themes:
- Employee Development and Talent Management – to include employee engagement, talent management, behaviour and competencies development, learning and skills development,
  - Employee Performance and Productivity – to include modernised and lean organisational and job design, effective workforce planning; flexible working arrangements and working patterns, terms and conditions of employment and robust performance management,

- Health and Wellbeing – to include development and promotion of Flintshire Healthy Workplace, information channels using technology for all employees to manage health and welfare, to develop risk assessments and implement initiatives that support the reduction of sickness absence as part of the Council's Attendance Management Strategy.

#### **4.00 RECOMMENDATIONS**

- That Members note the achievements made in relation to delivery of the current People Strategy;
- That Members note and endorse the immediate priorities for 2014;
- That Members note the intention to draft a new People Strategy 2014 to 2017, following the leadership restructure in May 2014.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 The resourcing implications for the delivery of the new People Strategy 2014 – 17 will be considered as part of the design and project planning process.

#### **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. Further consultation will be undertaken with Members and other key stakeholders as the new People Strategy for 2014-17 is developed.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable.

**12.00 APPENDICES**

12.01 None.

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

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