

APPENDIX 7

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| Priority: | Modern and Efficient Council |
| Sub-Priority: | People Change & Development |
| Impact: | The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation |

We said in 2014/15 that we would: -

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|---|--|--|--|--|
| Implement the People Strategy focusing on: | | | | |
| 1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management. | | | | |
| 2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development. | | | | |
| 3. Health and Wellbeing – including development of ‘Flintshire Healthy Workplace’, information channels for employees to manage health and welfare; initiatives that support the reduction of sickness absence as part of the Council’s Attendance Management Strategy. | | | | |
| 4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities. | | | | |

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|------------------------|---------------------|----------|--------------------|----------|
| Progress Status | Progress RAG | A | Outcome RAG | G |
|------------------------|---------------------|----------|--------------------|----------|

We have completed the following actions during 2014/2015 as at June 2014

- The competency based appraisal process has been reviewed and compared to the behavioural competencies used by Hay Group in the selection of the Chief Officer team. The implementation will commence when the detailed communication and implementation plan has been agreed with COT.
- The Flexible Working and Agile Working policies were agreed by Cabinet and will be implemented from September 2014.
- A new approach to effective organisational design has been developed, together with a new Job Evaluation process, which will be applied for new service change reviews.
- Single Status was implemented on 1 June 2014, providing new, modernised terms and conditions of employment and enabling extended and flexible working patterns to be introduced at an affordable cost.
- Drop In sessions for employees have been arranged to run from July for employees to waive their rights to bring Equal Pay claims, in exchange for Single Status payments (e.g. pay protection) to safeguard the Council from further liabilities.










- A new Occupational Health Infonet section has been introduced which includes advice and guidance on a range of health and wellbeing topics including relevant monthly topics aligned to regional and national health campaigns. Health promotion activities including promotion of smoking cessation and the national exercise referral scheme have been delivered.
- A review of the Attendance Management Policy has been undertaken and recommendations for change have been made to the management of long term absence following a self assessment of the existing policy against the NICE (National Institute for Health and Clinical Excellence) public health guidance.
- Following completion of the physiotherapy pilot in Streetscene during 2013/2014, physiotherapy has been made available to all employees (where clinically advised) and future campaigns will target areas where there are high levels of musculo-skeletal absence.
- Access to psychological support has been reviewed and a broader range of support interventions have been introduced.

Achievement will be measured through:

- Minimising cost and increasing flexibility of services e.g. by extending service hours there is no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives and surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Achievement Milestones for strategy and action plans:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs (Date TBC)
- Implementation of competency based appraisals by June 2014 and tracking of outcomes including ratings on performance and development requirements

| Achievement Measures | Lead Officer | 2013/14 Baseline Data | 2014/15 Target | 2016/17 Aspirational Target | Current Outturn | Performance RAG | Outcome Performance Predictive RAG |
|--|------------------------------------|-----------------------|-------------------|-----------------------------|---|---|---|
| CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence | Chief Officer - People & Resources | 10.82 days/shifts | 9.6 days/shifts | 8.3 days/shifts | 2.67 days/shifts |  |  |
| REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below) | | 51% | 90% | 95% | 20% |  |  |
| Reduced expenditure for agency / interim workers and consultants | | £2.7m | 10% reduction | 10% - 15% reduction | £565k spend £108ksavings |  |  |
| Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria | | 92 employees | 115-120 employees | 105-110 employees | 22 |  |  |
| Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria | | 98% | 90% - 95% | 90%-95% | None completed as yet – period of completion is 18 months | N/A |  |

REM 3 – The current outturn figure shown for the completed appraisals is based on the information recorded on the iTrent system only and is therefore likely to be an under-estimate. Chief Officers will be managing the transition from retaining locally based records to recording all appraisals corporately on the iTrent system from this quarter onwards, which will be reflected when we next report on appraisal completion rates.

Risk to be managed - Ensuring organisational capability to make the changes happen and sustain the new operating model

| Gross Score (as if there are no measures in place to control the risk) | | | Current Actions / Arrangements in place to control the risk | Net Score (as it is now) | | | Future Actions and / or Arrangement to control the risk | Manager Responsible | Risk Trend | Target Score (when all actions are completed / satisfactory arrangements in place) | | |
|---|--------|-------------|--|-----------------------------|--------|-------------|---|------------------------------------|---------------|---|--------|-------------|
| Likelihood | Impact | Gross Score | | Likelihood | Impact | Gross Score | | | | Likelihood | Impact | Gross Score |
| (L) | (I) | (LxI) | | (L) | (I) | (LxI) | | | | (L) | (I) | (LxI) |
| M | M | A | The Council has developed HR employees to advise and support on Organisational Design and Change Management skills to support effective implementation. Managers will develop these skills via direct training and coaching. | M | M | A | Initial discussions have commenced as part of the Strategic Business Planning work to identify succession plans for key roles with the Council. The details of the output from these sessions will determine the types of skills and capabilities required within the new operating model | Chief Officer - People & Resources | ↔ | L | L | G |

Risk to be managed – Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action

| Gross Score (as if there are no measures in place to control the risk) | | | Current Actions / Arrangements in place to control the risk | Net Score (as it is now) | | | Future Actions and / or Arrangement to control the risk | Manager Responsible | Risk Trend | Target Score (when all actions are completed / satisfactory arrangements in place) | | |
|---|--------|-------------|--|-----------------------------|--------|-------------|--|------------------------------------|---------------|---|--------|-------------|
| Likelihood | Impact | Gross Score | | Likelihood | Impact | Gross Score | | | | Likelihood | Impact | Gross Score |
| (L) | (I) | (LxI) | | (L) | (I) | (LxI) | | | | (L) | (I) | (LxI) |
| M | M | A | A programme of corporate workforce communications is being planned and implemented. Positive engagement and communication with the Trade Unions has been maintained. | M | M | A | The new Chief Officers are implementing transitional arrangements for their own portfolio service areas to maintain good morale and are encouraging fuller engagement in relation to options for change and the development of efficiency options. | Chief Officer - People & Resources | ↔ | L | L | G |

Risk to be managed – Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.

| Gross Score (as if there are no measures in place to control the risk) | | | Current Actions / Arrangements in place to control the risk | Net Score (as it is now) | | | Future Actions and / or Arrangement to control the risk | Manager Responsible | Risk Trend | Target Score (when all actions are completed / satisfactory arrangements in place) | | |
|---|--------|-------------|---|-----------------------------|--------|-------------|--|--|---------------|---|--------|-------------|
| Likelihood | Impact | Gross Score | | Likelihood | Impact | Gross Score | | | | Likelihood | Impact | Gross Score |
| (L) | (I) | (LxI) | | (L) | (I) | (LxI) | | | (L) | (I) | (LxI) | |
| M | M | A | Following the completion of the Appeals and Maintenance there will be a review of the rank order to ensure that the pay and grading arrangements are equality proofed. An Equal Pay audit will take place every quarter to ensure any areas for concern for equal pay are managed. This will be defined as a responsibility within a member of the OD team. | M | M | A | A Governance Group has been created to oversee the implementation and maintenance of the Single Status Agreement to ensure that new local agreements do not emerge in the organisation. At an operational level, the People and Resources team will be implementing controls on a day to day basis to maintain the integrity of the Single Status Agreement, thereby managing potential risks. | Chief Officer - People & Resources | ↔ | L | L | G |