

**APPENDIX 7**

<b>Priority:</b>	<b>Modern and Efficient Council</b>
<b>Sub-Priority:</b>	<b>People Change &amp; Development</b>
<b>Impact:</b>	<b>The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation</b>

***We said in 2014/15 that we would: -***

<b>Implement the People Strategy focusing on:</b>			
<ol style="list-style-type: none"> <li><b>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.</b></li> <li><b>2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.</b></li> <li><b>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.</b></li> <li><b>4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.</b></li> </ol>			

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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<ol style="list-style-type: none"> <li><b>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.</b> <ul style="list-style-type: none"> <li>• Discussions have commenced with union representatives regarding a revised, shorter approach to job evaluation post single status. This will focus upon early organisation change discussions involving a representative team from employees, HR and managers in the design of the structure followed by job design using the GLPC scheme and completed by Organisation Design Officers. The aim is to have these discussions concluded by December 2014.</li> <li>• A target date of January 2015 has been set for the roll out and implementation of a competency based appraisal scheme initially for Senior Managers. A detailed project plan will be developed in November 2014.</li> <li>• A Flexible Hours Scheme and Agile Working policy has been agreed with Members, implementation is being planned with a target roll out of December 2014.</li> </ul> </li> </ol>
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**2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.**

The target date of January 2015 has been set for the roll out of competency based appraisal for Senior Managers. Discussions will be held in November 2014 to ensure that appraisals will include talent management, succession planning, learning and skills identification, and core objectives for Managers.

**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.**

Work has commenced on the review of the current Attendance Management Policy. Following initial consultations with key stakeholders, a scoping document has been developed and includes the following recommendations be included in any revised policy:

- Clearer, more explicit responsibilities for Managers and employees.
- A simplified and explicit process for managing unacceptable attendance.
- The introduction of some additional levels of sanction in process.
- The development of a “Case Management Approach” for employees who are absent long term or have recurrent short term absence with Managers, HR and OH working more closely together to develop actionable return to work plans with employees.
- The introduction of a more robust Medical Redeployment Process.
- More clarification around Injury at work arrangements, sick pay and the Ill Health Retirement Process.

**4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.**

- Single Status went ‘live’ in June 2014. There followed a period of appeals and maintenance, results of appeals and maintenance have now been released and the next stage of concluding appeals on the maintenance results is underway. A final date of 31 October for completed appeals documentation has been issued. A target date of December 2014 has been set for completion of all appeals.
- There is an ongoing requirement for all non issued claimants to sign COT3 agreements relating to Single Status and waiving the right to bring an equal pay claim. In November 2014 COT3 signing will take place for all Issued Claims and settlements will be made.

- The first Single Status Governance Team meeting has taken place in October 2014, the second will follow in January 2015 and every six months thereafter.

**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 January 2015 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 January 2015 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	9.71 days/shifts	A	A
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below).		51%	90%	95%	N/A – reported annually at year end	N/A	N/A
Reduced expenditure for agency / interim workers and consultants.		£2.7m	10% reduction	10% - 15% reduction	£732k spend (1% reduction on Q2 2013/14)	A	A
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	N/A – reported annually at year end	N/A	N/A
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria.		98%	90% - 95%	90%-95%	N/A – reported annually at year end	N/A	N/A

**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	Target Date
(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	Apr 15

**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	Target Date
(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	Apr 15

**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	Target Date
(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	The first meeting is to be held in October 2014 and a second meeting will be held in January 2015 with an agreed approach to Management Information Required on an ongoing basis.	Chief Officer - People & Resources	→	L	L	G	Apr 15