

## APPENDIX 7

**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:*

**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.**

Progress Status	Progress RAG	G	Outcome RAG	G
<p><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></p> <p>A modernised and shorter approach to job design and job evaluation was agreed in December 2014. The new process is being piloted in Streetscene and Transportation. The approach focuses on early consideration of the organisational design principles, leading to more consistent and effective job design and a slicker job evaluation process and outcome. The first batch of roles to be panelled using this method is expected to be completed in early March 2015.</p> <p><b>2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.</b></p> <p>This revised scheme has been approved by the Chief Executive and the Chief Officer Team. The Chief Officers are currently implementing the scheme with their Senior Management teams, with the aim that all senior management appraisals will be complete by the end of March. The new process includes an assessment against the competencies as well as a talent assessment which seeks to encourage career discussions to will aid succession planning.</p>				

**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.**

No new developments this quarter.

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

Implementation of the pay model as part of Single Status has been achieved with effect from 1 June 2014. Residual work relating to appeals on maintenance will be completed by the beginning of March 2015 and it is anticipated that results for maintenance will continue to the appeal stage with estimated completion by May 2015. The majority of Equal Pay claims brought prior to 23 August 2013 have been settled through COT3 signing process for current employees in November 2014. There are approximately 50 revised settlement offers pending. The COT3’s for claimants who have left the Council have been issued via the claimant representatives and the Council is awaiting receipt of signed COT3’s prior to making payment. The settlement approach for claims brought after August 2013 is to be agreed with Geldards, our legal advisers.

**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 and tracking of outcomes including ratings on performance and development requirements – roll out commenced January 2015.

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	10.38 days/shifts	9.6 days/shifts	8.3 days/shifts	<b>10.36 days</b>	<b>A</b>	<b>A</b>
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	<b>£2.018m (2.6% increase against Q3 13/14)</b>	<b>A</b>	<b>A</b>
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	An ongoing programme of development is underway. 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	Fortnightly meetings take place with the recognised Trade Unions (including Schools) during which updates in relation to proposed changes are provided. Workforce communications are provided periodically, as necessary via Change Exchange (Senior Managers) in the first instance, so that they are sufficiently briefed and able to respond to queries from their respective teams.	M	M	A	The fortnightly meetings with the Trade Unions are scheduled for the remainder of the year.	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. The Single Status Governance Group meet on a quarterly basis and ensure that the Pay and Grading Policy is being adhered to fully. An Equal Pay audit will take place annually to identify any areas for concern in relation to equal pay and to make sure that these are managed. The first meeting of the group was held in October 2014. The second Governance meeting has taken place in January 2015 and is scheduled every quarter. No issues were identified for concern.	L	M	G	No further actions at this time.	Chief Officer - People & Resources	↓	L	L	G	Apr 15