

**APPENDIX 5**

<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:***

- 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.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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***What we did in 2014/15:-***

- 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.**

The revised approach to job design and job evaluation piloted in Streetscene and Transportation is considered to be effective. A few minor variations to the process have been made by agreement of all parties, which has helped to streamline the process further. The revised Flexible Working Hours policy was implemented in April 2015. It is expected that utilising the increased flexibility will in turn enable the organisation to embrace agile working, extend the opening hours of the Council so services can be delivered at times when they are most needed.
- 2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.**

Chief Officers have used the new scheme with the Senior Management teams which includes an assessment against the

competencies as well as a talent assessment. HR Business partners are working with Chief Officer on the next stage of the process which is to assess the criticality of roles. Once completed, the role and employee assessment outcomes can be mapped into a single plan and used to develop a robust succession plan.

**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.**

The main focus of activity during this quarter has been around the development of interventions for employees requiring support with mental health and other psychological issues. Following a successful pilot of the Computerised CBT programme we will be rolling out access to this on-line support where it is appropriate. Courses aimed at reducing stress and increasing resilience have also been well received and have achieved good results and more courses will be developed over the coming months. In addition we have recruited an occupational health nurse on a fixed term basis who will be dedicated to developing our approach to mental health in the workplace including the development of initiatives and training aimed at raising mental health issues in the workplace.

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

Residual work relating to appeals on maintenance has been completed. There are a small number of Equal Pay COTs that remain unsigned as a result of ongoing queries, dialogue with the Claimants solicitors is ongoing to gain resolution. There are a small number of employees who have not signed a COT 3 and who, therefore, may be able to raise a claim against the Council on the outcome of the Single Status agreement. The majority of those not signed are as a result of outstanding queries which are nearing resolution.

**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	2014/15 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>10.66 days/shifts</b>	<b>R</b>	<b>R</b>
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below).		51%	90%	95%	<b>30.65%</b>	<b>R</b>	<b>R</b>
Reduced expenditure for agency / interim workers and consultants.		£2.7m	10% reduction	10% - 15% reduction	<b>£3.2m (includes 700k off contract spend)</b>	<b>R</b>	<b>R</b>

**Improvement Plan Progress**  
**Year End 2014/15**

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	<b>79 employees</b>	<b>A</b>	<b>A</b>
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria.		98%	90% - 95%	90%-95%	<b>98%</b>	<b>G</b>	<b>G</b>

**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	HR Business partners are working with Chief Officer on the next stage of the process which is to assess the criticality of roles.	M	M	A	The role and employee assessment outcomes can be mapped into a single plan and used to develop a robust succession plan. Workshops and ongoing support in developing line managers at the feasibility of the ADM.	Chief Officer - People & Resources	↔	L	L	G	June 15

Improvement Plan Progress  
Year End 2014/15

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)	
L	L	A	The first Equal Pay audit is due. The purpose of the review to identify any areas for concern in relation to equal pay and to make sure that these are managed. No issues were identified for concern.	L	L	A	A scoping meeting will take place during May 2015 to determine the methodology for undertaking the Equal Pay Audi.	Chief Officer - People & Resources	↔	L	L	G	June 2015

**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. Given the level of planned organisational change this is expected to continue for the duration of the year. Workforce communications will be provided periodically, as necessary to ensure employees are sufficiently on any changes that may affect their role.	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	June 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