

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 12 January 2016
Report Subject	People Strategy 2016-2019
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

To achieve the Council's vision for the next five years we will need our organisation to be innovative, agile, connected and transparent, with workforce issues high on the agenda.

Much work took place during 2014/2015 to develop the Council's People Strategy which reflects our changing organisation and the changing world of work. It also plays an important part in the achievement of the Council's aspirations, ambitions and values of being a modern, high performing and trusted public sector organisation.

This report provides an update on the People Strategy work, incorporating the findings and actions resulting from the independent corporate assessment undertaken by the PA group.

Attached to the report is an updated People Strategy 2016-2019 that has been designed to be a simple yet meaningful document which is easily accessible and provides a clear vision and outcomes for future work force related work across the organisation.

Moving the strategy forward is critical so it is clear in terms of priorities, actions, roles and responsibilities. There are key actions for Human Resource and Organisational Development. Equally as important is the clarity it provides about the roles and responsibilities of Chief Officers, Managers/Supervisors and Employees in the delivery of this strategy.

RECOMMENDATIONS

1	That Committee endorses the revised People Strategy 2016-2019 including the vision, outcomes and priorities and the specific roles and responsibilities of Human Resources and Development, Chief Officers, Managers/Supervisors, and employees, in implementing this strategy.
2.	That the Committee supports the development of a detailed action plan which will be shared in draft for comment before being taken to Cabinet.
3.	That the Committee invites period performance reports against key success measures (twice per annum).

REPORT DETAILS

1.00	DEVELOPMENT OF THE PEOPLE STRATEGY 2016-2019
1.01	The new People Strategy has been developed against a backdrop of rapid change. Firstly the changing face of local government in Wales with the role of the Council now fully including not just delivery of services, but commissioning of different types of service provision, and enabling communities to deliver services. This includes implementing a range of emerging priorities from the strategy e.g. full implementation of the Councils appraisal scheme and consolidating emerging priorities from an independent assessment of corporate services.
1.02	The 2016-2019 People Strategy builds on a set of foundations set by previous strategies which includes: <ul style="list-style-type: none"> • A good track record of achievement with the successful implementation of Single Status and settlement of Equal Pay claims, • Creation of an Employment Service Centre • Implementation of agile and flexible working • Providing an integrated end-to-end HR Transactional service • Development of e-learning modules to support Alternative Delivery Models, leadership and management development
1.02	The scale of organisational change and 'leaning' over the preceding few years has been rapid as a result significant changes to service delivery and operating models across service portfolios and the introduction of a voluntary redundancy programme, which, following two formal cycles, remains open on a rolling basis. This has resulted in significant turnover and loss of experienced people leaving the organisation and places a stronger emphasis and importance on managing our talent, succession planning and taking a more creative approach to our reward strategy.
1.03	We have successfully managed the organisational changes undertaken to date and confident the next phase of necessary change will be as successfully managed. Following the initial voluntary redundancy programme we undertook a voluntary self- assessment of our performance in managing what was a major programme of workforce reduction against the recommendations of the Wales Audit Office in it's national study of

	public sector practice and performance. The Council either met or exceeded each of the relevant recommendations.
1.04	<p>Through development of the strategy, including member workshops and discussions with unions, we have identified five key strategic objectives that will enable the vision to be realised, these are:</p> <ul style="list-style-type: none"> • Planning the Workforce of the Future; • Developing Workforce and Leadership Capacity ; • Managing Performance; • Recognition and Reward; • Enabling Change through Alternative Models.
1.05	<p>For 2016-19 this enables the identification of a clear vision, outcomes and priorities.</p> <p>To achieve the vision we need the whole of our workforce to be:</p> <ul style="list-style-type: none"> • Customer focused; • Aspirational and optimistic with a 'can do' attitude; • Resilient to the challenges ahead; • Motivated, talented, competent and skilful; • Dynamic and responsive to the changing needs of our residents, customers and stakeholders. <p>If the strategy is achieved, some of the key outcomes will be:</p> <ul style="list-style-type: none"> • Increased leadership and management capability; • A single consolidated workforce plan and supporting action plans; • Change will be managed fairly, consistently and transparently; • An environment in which managers are given the authority to take/accept responsibility; • A workforce which is encouraged and supported to consider the health and well-being of themselves and others; • Simplified policies and procedures which are accessible and easy to read; • Improved attendance management interventions; and • The development of an effective pay, recognition and reward framework.
1.06	<p>Communication and ownership are key to the success of the People Strategy. For the first time the strategy is clear about the role of Human Resources, Chief Officers, Managers and Supervisors and Employees in support of each of the key strategic objectives. Alternative communication methods and forums are being considered to ensure the strategy and associated action plan are easily accessible and understood by the whole of our workforce.</p>
1.07	<p>If the aims of the strategy are achieved then it will contribute to the achievement of the Council's Improvement Priorities without any extra resource. It will also ensure that the workforce is able to respond to future challenges facing the council.</p>

1.08	A detailed action plan is being developed which will highlight the immediate, medium and long-term priorities (including success measures) to enable the delivery of each of the strategic objectives detailed at 1.04.
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2.00	RESOURCE IMPLICATIONS
2.01	The strategy can be delivered within current resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None. Any changes to policy or practice as a result of the strategy will be undertaken in line with the Human Resources policy framework and subject to an Equality Impact Assessment (EIA).

4.00	RISK MANAGEMENT
4.01	Implementing the strategy should not create or generate any new risks for the council.

5.00	APPENDICES
5.01	Appendix A – Proposed People Strategy 2016-2019

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None Contact Officers: Sharon Carney Telephone: 01352 702139 E-mail: sharon.carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Commissioning of Services – The development of service provision that includes the specifying of requirements and procurement of organisations other than the Council to deliver services.