

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 19 th September 2019
Report Subject	People Strategy Performance Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides a performance update on the achievements made towards the key priorities for 2018/19 which is the final year of the current People Strategy 2016-2019.

The report also identifies the emerging priorities from a workforce perspective to enable the Council to operate effectively as a smaller organisation whilst continuing to be a high performing and innovative public sector organisation providing high quality, accessible and cost effective public services.

RECOMMENDATIONS

1	That committee review and comment on the performance made during 2018/19 in support of the vision, outcomes and priorities identified in the 2016-2019 strategy and supports the extension of the strategy into 2019/20 to conclude ongoing work programmes.
2	That Committee supports the development of a new People Strategy for 2020/2023 and associated action plan which will be shared in draft for comment before being taken to Cabinet.

REPORT DETAILS

1.00	Background
1.01	<p>The People Strategy approved in January 2017 built on a set of solid foundation set by previous strategies and developed against a background of major organisational change, identified five key strategic objectives, namely :</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.
1.02	<p>The scale of organisational change and ‘leaning’ over the preceding few years has been rapid as a result of significant changes to service delivery and operating models across service portfolios and the introduction of a voluntary redundancy programme, which, 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 developing our approach to reward and recognition, managing our talent, succession planning and strategic workforce planning.</p>
1.03	<p>Over the past year significant progress has been made in delivering the key strategic objectives of the strategy taking into account emerging issues influenced by external factors including legislative changes, case law and changes to nationally agreed terms and conditions.</p>
1.04	<p>A number of priorities from the strategy have been incorporated into the revised Council Plan priorities 2019/20 under the theme of Serving Council in relation to effective resource management – workforce.</p>
	Pay and Reward – New Pay Model
1.05	<p>From a pay and reward perspective, the priority for the year has been a fundamental review of our pay model to accommodate the national pay agreement and implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and ‘equality proofed’ pay model.</p>
1.06	<p>Year Two of the NJC pay agreement included the introduction of a ‘new’ pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award. If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like ‘read across’ our pay model would be disrupted to such an extent that it would no longer meet our organisational design and pay policy principles, and might also be open to challenge on the grounds of gender inequality.</p>
1.07	<p>Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable.</p>

1.08	With the number of changes required to various factors (i.e. pay grade, spinal column point, and new salary) for 4820 records, occupied by 4200 employees, successful implementation of the pay new model necessitated a data cleanse and realignment of portfolios on iTrent along with vigorous testing before being transferred into the live environment.
1.09	The target date for implementation was July 2019 which was achieved, backdated to April 2019.
1.10	Whilst there are no changes to Terms and Conditions of Employment as a result of the pay award and changes to the pay model, updated contracts of employment will be issued to employees in scope by the end of September 2019. This means that everyone will have an updated contract with the full set of current Terms and Conditions for clarity, and for ease of access.
	Pay and Reward – Policy
1.11	As part of our commitment to the Armed Forces Covenant the Chief Executive and the Senior Manager, HR & OD agreed to offer Cadet Force Adult Volunteers (CFAV) the same special leave provisions for training commitments at annual camp etc., as the Armed Forces Reserves – Service in Non Regular Forces. This positive addition to our Special Leave Policy was implemented in April 2019 and has contributed to the Council being nominated for a Gold Award under the Defence Employer Recognition Scheme.
	Pay and Reward – Changes to AVCs
1.12	We have recently appointed AVC Wise to provide members of the LGPS with an opportunity to pay AVCs in a cost-effective way. The main advantage of AVC Wise over a standard AVC option is that, as well as receiving full Income Tax savings, employees will not pay National Insurance Contributions ('NICs') on the amount of pay sacrificed. As a result, employees save NICs in addition to Income Tax, therefore increasing take-home pay when compared to paying AVCs in the standard way. The introduction of this scheme also benefits the Council, who do not have to pay the 11.8% Employer National Insurance Contributions ('NICs') on the amount of pay sacrificed.
	Pay and Reward - Employee Assistance Programme (EAP)
1.13	<p>Access to the Employee Assistance Programme (EAP) which provides 24/7 support for employees on a range of issues has been extended to Members and continues to be received positively by those individuals who have self-referred and accessed support.</p> <p>Recognising that line managers have an important role to play in managing attendance, we are 're-launching' the scheme during Quarter 3 with a focus on the management support aspect of the programme, the use of which is not being maximised at present.</p>

	<p>Developing Workforce and Leadership Capacity</p>
<p>1.14</p>	<p>Apprenticeship Programme 2018/19 Working in partnership with Coleg Cambria, we have developed a programme that not only supports Apprentices who are school leavers with GCSEs, but those furthest away from the workforce (e.g. NEETS) and Returners who need to develop their confidence levels. This programme has enabled the Council to deliver on its promise to provide a clear transition path from education to employment. There have been a number of notable successes in delivering the 2018/19 Apprenticeship Strategy, namely:</p> <ol style="list-style-type: none"> a. Welsh Learner of the Year 2019 – one of our apprentices was named the Urdd Eisteddfods’ Welsh Learner of the Year after a day of challenges, set to test the language, confidence and knowledge of the finalists. These included doing a live interview with BBC Radio Cymru and speaking at a press conference in front of journalists and television cameras. b. PPMA Apprentice of the Year 2019 – our youngest apprentice was selected as a finalist and got to attend a two day session at Warwick Business School on 7 & 8 March 2019 where she received access to professional, experienced business and career coaches focussed on development and growth.
<p>1.15</p>	<p>Learning and Development The learning and development offer has been reviewed and enhanced with support for a coaching management style and culture to improve performance and build resilience across the management hierarchy. During 2018/19, employees accessed a range of learning and development opportunities which include the following:</p> <ul style="list-style-type: none"> • Attendance Management • Awareness of Stress at Work (Supervisor/Manager) • Competency Based Appraisals for Managers • Coaching Skills • Data Protection (GDPR/DPA 2018) • Equality Act 2010 • Health & Safety Training (Risk Assessment / Setting up your DSE workstation / Fire Evacuation / Manual Handling) • First Aid at Work / Paediatric First Aid • ILM Level 5 • Management Development Programme • Managing Stress at Work (Employee) • Mental Health First Aid - Adults • Mindfulness • Prevent Counter – Terrorism Awareness • Safeguarding Awareness • Tackling Modern Slavery • (VAWDASV) Violence against Women, Domestic Abuse & Sexual Violence Awareness • Welsh Language Awareness Training

	<p>We continue to work closely with Coleg Cambria who access funding directly from Welsh Government on our behalf, including the direct costs associated with the apprenticeship frameworks. This enables us to access nationally recognised programmes relatively frequently and at low cost.</p>
	<p>Enabling Change through Alternative Models</p>
1.16	<p>We continue to provide significant support via the service level agreements developed with NEWydd and Aura Leisure & Libraries. Some of the success achieved to date includes, the development of design principles for the restructure and development of the management and supervisory structures. The development of new, bespoke, recruitment processes which fit the new operating model and commercial environment in which these new businesses now operate. Such was the extent of change and support for Aura, that we were recognised by the Chartered Institute of Personnel and Development (CIPD) in Wales and selected as a finalist in the category of Management of Change.</p>
	<p>Planning the workforce of the future</p>
1.17	<p>If we are to continue to deliver services to a high standard for the benefit of the residents of Flintshire, managers need to have access to timely, accurate management information, and simplified processes to aid changes in the composition of their workforce including but not limited to changes to working patterns, starters and leavers. To support this we have, in conjunction with colleagues in IT, developed and implemented two new IT solutions, HR forms and Attendance Management Database.</p>
1.18	<p>The development of electronic forms to replace hard copy paper forms resulted in a new streamlined HR Forms database having merged 10 forms into 3 forms which are partially populated via data held in iTrent. This ensures consistency, provides an audit trail and has resulted in a simplified, quicker process for all. Phase 2 includes the development of a schools specific database which will improve the quality and consistency of data held and provide for a simplified, streamlined process.</p>
1.19	<p>A new database has also been developed to support the Job evaluation process which itself has been simplified. A more flexible approach is taken to job design and evaluation which has helped meet the changing needs of the organisation. The development of a hybrid evaluation methodology coupled with a bespoke house agreement for the Theatr is a good example of how alternative, flexible approaches can help facilitate change.</p>
1.20	<p>The Attendance Management Database, has eliminated another paper based process, provides visibility, ensures consistency and provides individual managers in addition to HR and payroll with real time information, and an ability to run reports. The built in work-flow provides auto-generated email prompts to managers to take action in relation to any employees absent due to sickness in their service.</p>

1.21	The introduction of these two systems has been received positively by our customers as well as internal audit and has contributed significantly to the overall payroll process in terms of accuracy and expediency.
	Managing Performance
1.22	<p>Investing in employee wellbeing can lead to increased resilience, reduced sickness absence and higher performance and productivity. Recognising that employees who feel supported tend to be more focussed and motivated to deliver services to the citizens of Flintshire, a draft Health and Wellbeing strategy has been developed which aims to introduce new as well as bring together initiatives already in place for supporting and maximising the health and wellbeing of our employees.</p> <p>The Occupational Health Department advises on all matters concerning the effects of work on health and have a pivotal role in supporting the organisation deliver on the emerging strategy. They provide confidential information and support to managers and employees regarding health, employment and attendance at work on matters including, Health surveillance, Health and Lifestyle Advice and Management and Individual Referrals.</p> <p>Priorities identified for action include the following, each of which at the time of writing this report are proactively being pursued.</p> <ul style="list-style-type: none"> • To identify, train and support workplace wellbeing champions and Mental Health First Aiders in all portfolios • The development of a clear action plan leading to a formal 'Time to Change' Pledge.
	Next Steps
1.23	<p>A new People Strategy for 2020-2022 will be developed and associated action plan which will be developed over the next couple of months which will be shared in with committee in draft for comment before being taken to Cabinet.</p> <p>One of the key priorities for the new strategy is to finalise and launch our Health and Wellbeing Strategy. The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work.</p> <p>Another priority is the development of a new appraisal model, and a range of tools in support of performance management with a view to adopting a new, simplified process which is sufficiently flexible to accommodate the diverse range of services and positions occupied across the Council. It is anticipated that a simplified process will improve the quality and quantity of appraisals undertaken, in a consistent manner, will provide qualitative data</p>

	which supports the development of detailed workforce plans including updated succession/talent plans.
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2.00	RESOURCE IMPLICATIONS
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2.01	None arising directly from this report.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	None arising directly from this report although there is frequent consultation with the recognised Trade Unions. 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).
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4.00	RISK MANAGEMENT
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4.01	None arising directly from this report.
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5.00	APPENDICES
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5.01	Appendix A – People Strategy 2016/19
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>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.</p> <p>CIPD – Chartered Institute of Personnel and Development PPMA - The Public Services People Managers Association LGPS – Local Government Pension Scheme AVCs – Additional Voluntary Contributions EAP – Employee Assistance Programme NEETS – Not in Education, Employment or Training</p>
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