

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**           **CABINET**

**DATE:**               **TUESDAY, 20 NOVEMBER 2012**

**REPORT BY:**       **HEAD OF HUMAN RESOURCES AND**  
                                  **ORGANISATIONAL DEVELOPMENT**

**SUBJECT:**           **PEOPLE STRATEGY**

### **1.00 PURPOSE OF REPORT**

1.01 To provide Members with a progress report on the delivery of the People Strategy Action Plan for 2009–2012 as at 30 September 2012.

### **2.00 BACKGROUND**

2.01 The People Strategy is one of the four Corporate Resource Strategies for the Council. It sets out the Council's vision and intentions in achieving effective Organisational Change and transformation, improving Leadership and management practice, increasing performance and productivity and modernising our working practices and terms and conditions of employment to enable us to better meet the needs of our customers.

2.02 The current strategy covers the period 2009–12 and is in the process of being reviewed to reflect the Council's on-going and future priorities for the next three/four years. Whilst appropriate focus and resources are being targeted to deliver the identified priorities, consideration is being given to which projects will extend to the next phase of the strategy.

2.03 Given the interdependencies between the People Strategy and the ICT Strategy, there is the opportunity to re-align the timeframes for the review of the respective strategies. This would ensure that the 'enabling' actions on the part of both HR and OD and the ICT teams, to support the delivery of key projects such as Agile Working, are fully co-ordinated.

2.04 To achieve the above, work is underway to commence some joint planning of activities and priorities for the new strategies. The likely outcome is that the implementation dates and duration of the respective strategies will be the same.

2.05 The progress on the delivery of the strategy is reported on a regular basis (at least quarterly) to Cabinet and at Overview and Scrutiny Committees. In addition, the Quarterly Performance reports for

Human Resources and Organisational Development provides details on progress, by exception, focusing on those actions that have been completed in accordance with the action plan and actions that have not been delivered in accordance with the original timeframes set, the reasons for this and the recovery plan that has been put into place.

### **3.00 CONSIDERATIONS**

3.01 The People Strategy Action Plan, shown at Appendix 1, provides a detailed progress update on each of the projects/work streams.

3.02 The majority of projects and actions are on track to be completed within the stated deadline, or are completed. Some of the deadlines were revised and reported on in the previous People Strategy progress report in July. For example, the deadline for the delivery of the Organisational Design Change Programme was delayed, to allow sufficient capacity and resources for the Single Status project.

3.03 The following actions/projects are reported 'by exception' as follows:

- The action CUS/003, in the 'Customer' work stream, i.e. to design and implement a new HR and OD service structure, has been delayed. The new service structure and jobs within it have been re-designed and are currently undergoing job evaluation. Individual consultation with affected employees will not start until November 2012, resulting in the new service being fully operational by March 2013. This delay is as a result of the Head of Service and other senior managers in HR and OD being responsible for leading on the delivery of the Single Status and Equal Pay projects, both of which have had to take priority over other projects.
- The action CHA/006, in the 'Change' work stream, i.e. to develop Career Progression Frameworks has been completed and implemented as part of the Single Status Project.
- The action CAP/006, in the 'Capacity' work stream, i.e. to develop the E-learning modules for new managers, is now completed. The date for the roll out and implementation of the modules is still to be determined.
- A new task has been added to CAP/005 in the 'Capacity' work stream to identify a new programme for 'aspiring leaders' which is currently being explored as part of developing the partnership arrangement between Flintshire Council and Deeside College further.
- The implementation date for the action CON/001 for Single Status and Equal Pay is shown as November 2012 but is currently under review. All data verification work on the posts and people in scope

of the project has been finalised and pay modelling and Part 3 negotiations have recommenced and are on-going. Whilst the projects are progressing, the date for implementation is under review. A further report relating to the Single Status Project will be presented separately for the Cabinet Committee.

**4.00 RECOMMENDATIONS**

4.01 That Members note the progress report on delivery of the current People Strategy Action Plan for 2009–12.

**5.00 FINANCIAL IMPLICATIONS**

5.01 The financial/resourcing implications for each project are set out in the attached Action Plan.

**6.00 ANTI POVERTY IMPACT**

6.01 None identified.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None identified.

**8.00 EQUALITIES IMPACT**

8.01 Equality Impact Assessments will be undertaken for individual projects as appropriate.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None specifically arising from this report. Any actions arising from delivery of projects within the strategy which may impact on employees will have their own Communication and Consultation Plan.

**10.00 CONSULTATION REQUIRED**

10.01 None specifically arising from this report. A consultation exercise will be conducted with Members, Managers and Trade Unions on the proposed content of the next phase of the strategy at the appropriate time.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Not applicable.

**12.00 APPENDICES**

12.01 Appendix 1 – People Strategy Action Plan with updates as at 30<sup>th</sup> September, 2012.

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985**  
**BACKGROUND DOCUMENTS**

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