

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 13 January, 2022
<b>Report Subject</b>	People and Organisational Development Strategy 2022-2025
<b>Cabinet Member</b>	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Corporate Manager, People and Organisational Development
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The way we lead, manage and behave is fundamental to how people view Flintshire County Council. It has a direct impact on the services we provide, both to our external customers and to ourselves as internal customers.

The current People Strategy was due to be reviewed in 2020 but due to competing demands, a direct result of the response to the COVID pandemic, this was not achieved. However, on a positive note, with many of our staff still working from home, we have demonstrated that we are a people focused, agile, innovative and collaborative organisation. With the right people and the right technology, we have not only got through this difficult time, we have also seen a number of positive changes.

It is important that we build on these positives as there is likely to be further change as we move into a period of increased challenge created by the latest variant of concern (Omicron).

Our new People Strategy will provide us with an opportunity to set out our increased ambition for our people and our organisation, reflecting upon what has happened over the last 18 months, building on good practice; learning from our current business model and understanding what others have done well or not so well and incorporating this into our current ways of working.

### **RECOMMENDATIONS**

1	That the Committee supports the strategic priorities as a basis for developing the next iteration of the People and Organisational Development Strategy 2022-2025 prior to it being issued out to employees and Trade Unions for consultation and feedback, prior to being submitted to Cabinet.
---	--

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING WHAT WE WANT TO ACHIEVE BY HAVING A PEOPLE STRATEGY</b>
1.01	<p>Having a people strategy helps us to set out and frame our ambitions as an employer of choice and how we create a positive workplace culture. We want our employees to feel valued, and to feel part of, one team and One Council.</p>
1.02	<p><b>Key external factors</b></p> <p>Our new People Strategy will be influenced by a number of external factors, most notably the ongoing COVID-19 pandemic which has had a significant impact on the services and the way these are delivered and the way this will influence the organisation's future plans.</p> <p>Throughout the pandemic, the Council has prioritised the health, safety and wellbeing of staff and will continue to do so. The strategy will need to reflect this, as will the drive to build on the positive changes achieved through new ways of working.</p> <p>The pandemic has also had a negative impact on the national economy, which in turn, is likely to affect the Council's future budget. The mental health of the United Kingdom population continues to face significant challenges and it is more important than ever that we focus on supporting our employees' health and wellbeing.</p>
1.03	<p>The Council has a strong track record in developing its people, recognising that the way in which people are managed and motivated, and the availability of skills and expertise, is key to enabling the Council to deliver its Council Plan priorities.</p> <p>The People Strategy builds on this foundation, and the strengths of the current organisation, setting out the key steps to shape the organisation's culture, ensuring it has the right people with the right skills, attitudes and behaviours to deliver its priorities, achieve the ambitions for the community it works within and secures its future as a great place to work.</p> <p>The Strategy will focus on delivering the four themes set out below. Each theme focusses on the priority areas this strategy aims to address together with a number of set outcomes and planned actions.</p> <p><b>Recruit</b></p> <p>We will develop a clear employer brand and embrace modern working practices. It's important that people find the Council and our jobs more attractive. We need to be able to recruit the right people to deliver the highest quality service to our customers.</p>

Outcomes for this theme include:

- Design and roll out a refreshed employer image and website;
- Continue to make improvements in our recruitment and selection processes focussing on the candidate experience;
- Deliver targeted recruitment programmes in areas of high turnover or where posts are traditionally hard to fill, for example, adult social care and children's social care;
- Maximise opportunities through our apprenticeship programme.
- Refresh our approach to 'on-boarding and induction';
- Increase our media presence /digital footprint;

### **Retain**

We will ensure that all employees have a clear understanding of their role in the organisation and how they play their part and contribute to organisational goals, ensure they are supported in their role and are fairly recognised and rewarded for their contribution.

Outcomes for this theme include:

- Become an accredited living wage employer;
- Define our total remuneration package;
- Continue to develop a modern well-equipped workforce, maximising agile and flexible working practices;
- Ensure every employee has a personal development plan;
- Introduce a new, values based, performance review programme.
- Promote existing and develop new initiatives to increase participation of salary sacrifice schemes which contribute to Council climate change outcomes.

### **Develop**

We will provide excellent lifelong learning and development opportunities for people at all levels equipping them with the knowledge and tools to perform at their best. Managers and leaders will be supported to create and inspire great teams, look after their people, and create environments in which people from all backgrounds and abilities are able to flourish.

Outcomes for this theme include:

- Review and further develop organisational values and core behaviours and embed these into our policies, processes and everything we do
- Understand the skills and capabilities we need to become a digital council
- Develop a coaching and mentoring culture
- Ensure all of our people have access to the training and development they need to perform their roles at the right time
- Develop a new performance management process that meets the needs of a modern, flexible workforce and promotes regular high performance and regular communication.
- Begin a review of our organisational and role design and rewards structure

	<p><b>Support</b></p> <p>We want to create an environment where employees can maintain resilience and develop a positive work/home life balance. A healthy productive and motivated workforce benefits the experience of the people we are here for, our customers, residents and communities.</p> <p>Outcomes for this theme include:</p> <ul style="list-style-type: none"> <li>• Work with our employees and partners to create a strategic employee wellbeing programme incorporating the five ways to wellbeing.</li> <li>• Revisit policies to ensure practice is supporting workplace wellbeing</li> <li>• Ensure safety is prioritised in the workplace, risks to employees are managed effectively and all relevant information is shared</li> <li>• Provide access to a range of initiatives and services aimed at maintaining good physical, financial and mental health, helping them to remain in work and achieve their potential, regardless of any health issues</li> <li>• Develop opportunities for our leaders to grow knowledge and skills to manage wellbeing issues in the workplace.</li> </ul>
--	--

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	At this stage it is anticipated that there will be no additional resource implications associated with the people strategy, with any resource requirements expected to be met from within existing budgets.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	None to date.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None to date.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Sharon Carney, Corporate Manager, People and Organisational Development <b>Telephone:</b> 01352 702139 <b>E-mail:</b> <a href="mailto:sharon.carney@flintshire.gov.uk">sharon.carney@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
	None.