

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th November 2018
Report Subject	People Strategy Performance Report
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides a performance update on the People Strategy 2016-2019 with a summary of the key priorities for the remainder of 2018/19.

RECOMMENDATIONS

1	To review and comment upon performance and the appropriateness of the priorities for the remainder of the year.
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REPORT DETAILS

1.00	BACKGROUND
1.01	The People Strategy approved in January 2017 was developed against a background of major organisational change.
1.02	The People Strategy supports the delivery of the business and financial plans of the whole organisation.
1.03	Overall Progress
	<p>The People Strategy 2016-19 has five strategic priorities:-</p> <ul style="list-style-type: none"> • Planning the Workforce of the Future; • Developing Workforce and Leadership Capacity ;

	<ul style="list-style-type: none"> • Managing Performance; • Recognition and Reward; and • Enabling Change through Alternative Models.
1.04	Progress during 2017/18
	<p>Over the past year significant progress has been made with the delivery of our People Strategy:-</p> <ol style="list-style-type: none"> 1. Delivery of the 2017/18 Apprenticeship Strategy. Our programme accommodates the range and levels of staff development needed. 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. The latest cohort comprises of 25 apprentices across 11 disciplines, covering an age range of 16 to 33 and continues to build on the success of the programme which is now in its 22nd year. 2. Re-engagement of Matrix SCM as our strategic partner for the delivery of agency worker capacity following a joint procurement exercise with Denbighshire County Council. A reduction in agency spend in 2017/18 of 40% compared to the previous year. The reduction of 'Off-Contract' spend has contributed to the overall reduction. This shows that the organisation is using agency workers more appropriately via the Matrix contract. 3. A continued downward trend in sickness absence levels which for 2017/18 resulted in an out turn of 8.89 FTE days lost. This is a further improvement from previous years and compares favourably against other Welsh local authorities (4th out of 22) and nationally based on the 'Absence Management Survey 2016' conducted by the CIPD, which found the absence rate for staff in Local Government to be 10.5 days per employee per year. 4. An Employee Assistance Programme (EAP) which provides 24/7 support for employees on a range of issues, was launched on 03/04/2017 and has resulted in the following: <ul style="list-style-type: none"> • An increase in the number of calls/contacts made directly to CareFirst this quarter when compared with the same quarter last year. • Circa 60% of contacts result in face to face counselling, 15% receive telephone counselling, the remainder receive a mixture of on- line support or advice. • An increase in employees accessing help and legal advice for debt related issues. • A 50% increase year to date in employees using the website for on-line advice. • The promotion of CareFirst has freed up capacity for our in-house

counsellor to deliver stress awareness sessions, mindfulness sessions, and resilience courses to schools and service portfolios.

5. A review of our statutory health surveillance processes has resulted in Occupational Health colleagues conducting 206 HAVS assessments during 2017/18 for employees working in Housing, Streetscene, Countryside Services and Theatr Clwyd.

In addition, all employees who've had HAVs assessments have had health surveillance for noise and skin and respiratory function, provided with advice with regard to both their results and also how to recognise early signs of ill health which have potential to be caused by exposures in work. Managers have been provided with advice with regard to fitness for work, any results outside of normal perimeters have been reviewed by Occupational Health (OH) and appointments for review when appropriate. An escalation procedure has been introduced and is followed by the OH team when reviewing results. An ongoing health surveillance programme is in operation which is reviewed in line with latest HSE guidelines.

6. 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 2017/18, 1,872 employees accessed a range of learning and development opportunities which include the following:

- Attendance Management
- Awareness of Stress at Work (Supervisor/Manager)
- Coaching Skills
- Data Protection Training
- Health & Safety Training (Risk Assessment / Setting up your DSE workstation / Fire Evacuation / Manual Handling)
- First Aid at Work / Paediatric First Aid
- Managing Stress at Work (Employee)
- Mental Health First Aid - Adults
- Mindfulness Training
- Prevent Counter – Terrorism Awareness
- Safeguarding Training
- (VAWDASV) Violence against Women, Domestic Abuse & Sexual Violence Awareness
- Welsh Language Training

Based on an average headcount for the year of 6,275, this means that 29.83% of the workforce have attended/received some form of training.

A significant amount of First Aid training has also been provided across all portfolios and schools.

7. Significant support in enabling change through alternative delivery models has been a priority for the service through 2017/18 and will continue to be if we are to deliver on the commitments made in the service level agreements developed with NEWydd and Aura Leisure &

	<p>Libraries. Some of the success achieved to date includes, the development of design principles for the restructure and development of the management and supervisory structure. The development of new, bespoke, recruitment processes which fit the new operating model and commercial environment in which these new businesses now operate.</p> <p>8. The above is in addition to the daily advice and guidance given to customers in portfolios, schools, AURA and NEWydd.</p>
1.05	Priorities for 2018/19
	<p>Pay modelling is the main priority for the remainder of the year if we are to implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and 'equality proofed' pay model.</p> <p>This is a significant piece of work which requires us to model, cost and impact assess for all employees in scope. Once we have a fully costed model that is agreeable to all parties and meets the above tests, the Trade Unions will ballot their members. A positive outcome, will result in a new collective agreement which will supersede the Single Status agreement approved at County Council in October 2013 and implemented in June 2014.</p> <p>The development of an employee well-being strategy is also a key priority for the coming year. Work has commenced with a range of stakeholders including Trade Union colleagues and Coleg Cambria with a view to accessing external funding to support the delivery of a programme which will offer a range of mental health courses, from awareness through to the certified mental health first aid course to enable managers and staff to identify and support mental health related issues in the workplace.</p> <p>We have created a single source of information on the Infonet in readiness to support the strategy. This has links to the CIPD's People Managers Guide to Mental Health, produced in collaboration with the mental health charity MIND, and offers broad guidance and practical advice to improve support for employees experiencing stress or dealing with mental health issues.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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).

4.00	RISK MANAGEMENT
4.01	The agreement of a new pay model has major risks in acceptability and affordability.

5.00	APPENDICES
5.01	Appendix A – People Strategy 2016/19.
5.02	Appendix B – People Strategy delivery plan.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
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>HAVS – Hand, Arm Vibration Syndrome.</p> <p>CIPD – Chartered Institute of Personnel and Development.</p>