Flintshire County Council People Strategy Action Plan 2016 – 2019

	Areas for Action	Reliance on others (interdependencies)	Key Outcome(s)	Target Date	PS/Corporate Strategic Priority	Progress
1.	Launch and communicate the People Strategy	None	People Strategy document approved and communicated	2017/18	All People Strategy Priorities	Complete
2.	Develop a Health and Wellbeing Strategy to support staff in managing their own health and well-being	All Portfolios	• Health and Wellbeing Strategy document containing time frames and persons responsible/ accountable completed and implementation commenced. • Launch Employee Assistance Programme (EAP) • Collaborate and co-ordinate tasks with Occupational Health and Corporate Health & Safety functions • Implement Quarterly Health initiative based on organisational and public health priorities e.g. cardiac risk, lifestyle questionnaires	Q 2 2018/19 Q1 2017/18 Q 2 2017/18 Q1 2017/18	All People Strategy Priorities	Ongoing EAP launched 03/04/17. Complete Complete
3.	Provide, Safe, Effective, Quality Occupational Health Services		• Review current health surveillance processes to ensure effective and appropriate role specific programmes of statutory health surveillance to include: HAVS, noise, respiratory, skin, Night working • Introduce electronic referral and form and management reports • Transfer paper records to electronic format (OPAS)	Q1 2017/18 Q2 2017/18		Complete Complete Complete
4.	Ensure policies and		• Forward work-plan which prioritises	Q1	All People	Ongoing

				2017/18	Strategy Priorities	(forward work plan in place, regular reviews required to ensure it continues to meet need)
	procedures are designed to enable staff to maximise their work contributions and work life balance.		the HR policies. Procedures, guidelines to be reviewed and updated			
			• HR Policies, Procedures, Guidelines and Toolkits are reviewed and updated.	Ongoing		
			• Amended policies, procedures, etc are easy to read an accessible across the workforce (schools and non-schools)	Ongoing		
			• Employee Infonet page updated and accessible to all employees via own mobile device	Complete		
5.	Use data from Occupational Health, Corporate Health and Safety, CareFirst and other sources to identify staff concerns and offer timely support interventions		• Appropriate support system developed and communicated	2018/19		Ongoing
			• Pro-active approach to Mental Health taken to /support mitigate absence from work, facilitate/support return to work following absence. Improve knowledge and confidence of managers to deal with mental health related issues at work.			
6.	Review and amend existing job evaluation process	Chief Officers Trade Unions HAY/other external partners	• Consider and utilise alternative methods of job evaluation where appropriate.	2018/19	Recognition and Reward	Ongoing
			• Revised and streamlined process of evaluation, documented and implemented			
7.	Develop job roles which support changes and	Chief Officers Trade Unions	• Utilise alternative methods of job evaluation where appropriate.	2018/19	Planning the Workforce of the	Ongoing

	improvement in services	HAY/other external partners			Future Reward and Recognition	
8.	Provision of meaningful and timely management information	All Portfolios Governance (ICT)	• Provide regular data dashboards • Review/amend/add to measures	Q1 2018/19	Managing Performance	Dashboards provided on a quarterly basis.
9.	Attendance Management	All Portfolios Occupational Health Access to Work Recognised Trade Unions	• Revised Attendance Management Policy approved and implemented (and associated toolkits) • Case Management approach adopted for long term absence. • Increased use of case conferences • Improvement in attendance outcomes (PAMS001)	Q1 2017/18	Managing Performance	Complete 4 out of 22 Local Authorities for 2017/18
10.	Implement Competency Based Appraisal for all eligible employees	All Portfolios	• 100% completion rate for all eligible employees • All completed appraisals recorded on iTrent • All scheduled appraisals recorded on iTrent • Individual learning and development plan produced and actioned (and incorporated into service/portfolio workforce plan)	2017/18	Managing Performance Planning the Workforce of the Future Reward and Recognition	Ongoing
11.	Undertake Equal Monitoring, identify gaps and develop solutions to address		• Publish Equal Pay Audit on a three yearly basis • Develop action plan in support of	2018/19	Reward and Recognition	Complete

			audit to address/mitigate gaps (if any) identified			
12	Explore non-financial forms of reward and recognition		• Launch Employee Assistance Programme (EAP) • Launch E-Rewards initiative • Explore opportunities for additional, time-limited initiatives	Ongoing	Reward and Recognition	EAP with CareFirst launched 01/04/17 Vectis cards launched 01/10/16
13.	Review of Senior Manager Pay	Chief Officer Team HAY Leader/Cabinet Member Recognised Trade Unions	• HAY evaluated 23 x Service Managers posts using up to date Job Descriptions /Person Specifications, plus structures and clarification phone calls with relevant Chief Officers • Outcomes tested and rank order agreed with any natural "levels" found below the Chief Officer tier (and how they relate to our GLPC grades). • Pay benchmarking undertaken • New/amend pay policy covering these roles	Q2 2018/19	Reward and Recognition	Ongoing
14.	Review of GLPC pay model in light of NLW changes (actual and proposed) and Year 2 of Nationally agreed Pay Award (NJC)	Chief Officer Team Leader/Cabinet Member Recognised Trade Unions WLGA/LGA	• Understand impact of changes on existing GLPC model • Options for addressing impact fully costed and considered -	2018/19	Reward and Recognition	Ongoing
15.	Revised Trade Union Facilities Agreement	Chief Officer Team Recognised Trade	• Facilities Agreement signed off by all	Q4 2017/18	Reward and Recognition	Complete

		Unions	• signatory parties • Data capture/ analysis of utilisation			
16.	Improve and extend accessibility to self-service systems across the workforce (schools and non-schools)	Governance Schools	• Manager and Employee self-service available to employees (schools and none schools) • Increase number of users of manager and employee self-service • Explore alternative self-service options (i.e electronic payslips)	Q1 2017/18 Q3 2018/10	Planning the Workforce of the Future Digital Workforce	Complete Ongoing Ongoing
17.	Implementation of a new Infonet which is accessible across the workforce (schools and non-schools)	Governance Schools	• Increase number of users of manager and employee accessing the Infonet with their own devices • Increase the number of employees in remote locations accessing the Infonet.	Q2 2018/19	Digital Workforce	Ongoing Ongoing
18.	Simplify (streamlined) HR processes	Governance (ICT)	• Reduced number of forms to effect changes to positions/terms and conditions (HR Forms, Establishment control) • Partially populated forms to improve accuracy and speed up process	Q2 2018/18	All People Strategy Priorities	Ongoing
19.	Ensure access to learning and development opportunities based on strategic (including transformational) and service delivery priorities, and individual potential	All portfolios	• Conduct a review of existing learning and development processes and opportunities. • Introduce a centralised system for capturing training and development data, to support corporate understanding and workforce planning • Role out e-learning model in support	Q3 2018/19	Developing Workforce and Leadership Capacity	Ongoing

			of achieving Level 1 domestic VAWADA			
20.	Broaden the range of solutions to meet learning and development needs, focusing on technological solutions and informal opportunities eg, coaching, mentoring, webinars, etc.	All portfolios	• Further develop our internal coaching approach • Maintain a mentoring scheme open to all staff • Increase the number of modules delivered via Learning Pool or NHS platform • Increase the number of participants completing e-learning modules •	Q3 2018/19	Developing Workforce and Leadership Capacity	Ongoing
21.	Develop a learning and development plan that builds individual and organisation capacity and knowledge to build current and strategic requirements	All Portfolios	• Existing L&D activities across the organisation are scoped and mapped and take into account the emerging themes/priorities from portfolio workforce plans. • Learning and development plan developed for each portfolio which is communicated/published.	Q4 2018/19	Developing Workforce and Leadership Capacity Planning the Workforce of the Future	Ongoing
22.	Assess and develop the capability and capacity of current leaders against future service requirement, anticipated challenges and agreed leadership competencies	All portfolios Leadership competency framework	• Analysis of leadership competencies and support for current talent and future leaders designed with targeted actions outlined in Learning and Development Plan (see above)		Developing Workforce and Leadership Capacity Planning the Workforce of the Future	Ongoing
23.	Strategic Workforce Planning	All Portfolios	• High-level portfolio specific workforce plans identifying risks at leadership/management level	Q1 2017/18	All People Strategy Priorities	Ongoing Complete

			• Identification of critical posts by portfolio.			Ongoing
			• Detailed workforce plans for operational layers of each portfolio	2018/19		Ongoing
			• Monitoring process developed and communicated.			Ongoing
			• Single Consolidated Workforce Plan			
24.	Enabling Change through Alternative Models	All Portfolios	• Measure effectiveness of service provided via service level agreement against a set of Key Performance Indicators for the life of the agreements (3 years). • Develop bespoke policies, procedures and tailor the learning and development offer to support the development of the businesses supported.	2017/19 Ongoing		Ongoing