Human Resources Committee

24 November 2021

Present: Councillor M James (Chair)
Dr R Heath-Davies, Mrs J James, Mr GA Jones, Councillor PJ Morgan, Councillor A Wilcox and Councillor S Yelland.

[Councillor P Harries arrived during consideration of the Human Resources Update (Minute 5 refers)]

(Virtual meeting: 2.30p.m. – 4.30p.m.)

1. Apologies
Apologies for absence were received from Councillor Mrs D Clements and Councillor ML Evans.

2. Disclosures of interest
There were no disclosures of interest.

3. Minutes
The minutes of the meeting held on 15 September 2021 were presented for confirmation and authentication.

It was **resolved** that the minutes of the meeting held on 15 September 2021 be confirmed and authenticated.

4. Listening Service
Noting that it had been six months since the 'Listening Service' had been put in place, one Member asked for an update on the trial. The HR Manager replied that informal feedback from both staff and Members had been positive, although he did not believe that the service had been widely used due to the availability of other avenues for raising concerns. He agreed to prepare a short report for the next meeting of the Committee so that a decision could be taken as to whether to continue with the service.

Noted.

5. Human Resources Update
The HR Manager provided a verbal update on four key areas of work in which his team had been engaged during the last quarter.
a) Core Values – It was reported that it was widely evidenced that one of the characteristics of successful organisations was agreement by staff and management of a set of core values. Staff had identified a long list of 26 values and would shortly be asked to prioritise these so that the five

or six values with the highest collective score could be developed and embedded into the life of the organisation.

b) Resilience and Stress Management Training – The Committee was reminded that a coaching programme to help staff manage stress and build resilience had been piloted, and the HR Manager was pleased to report that there was evidence that this had helped those who had participated to better cope with pressure and stress. Work had been undertaken to develop the programme for use by the Development Management Team and if that proved successful it would be rolled out to teams across the Authority.

c) Health and Safety and Wellbeing – Work had been ongoing to digitise accident and incident reporting data and it was hoped to introduce an App in January which staff could access through any mobile device to report accidents and incidents going forward.

d) Key Metrics - Finally the HR Manager presented a dashboard of key metrics to the Committee for comment. Metrics included detailed headcount, joiners and leavers, age, length of service, attainment in Welsh language skills and absence rates. A context would be provided for future meetings highlighting trends, and actions being undertaken to address any that were of concern.

Members thanked the officer for a comprehensive update and were impressed by the two page dashboard of metrics, however they asked if this could be circulated to them by email as some of the detail was difficult to read on the screen. It was suggested that for some of the measures it would be helpful to have the general statistics for Pembrokeshire to identify whether the Authority was representative of the county as a whole. They also commended the work on values, which they acknowledged as important, but noted that these were often difficult to agree and embed.

Noted.

6. **Exclusion of the Public**

It was **resolved** that the public be excluded from the meeting as exempt information, as defined in Paragraphs 15 and 18a of Part 4 of Schedule 12A to the Local Government Act 1972, would be disclosed.

(Councillor M James presented his apologies at this juncture, as he had to leave the meeting. Mrs J James, the Deputy Chair, presided for the rest of the meeting. Dr R Heath-Davies also tendered her apologies and left the meeting during the debate on the following item.)

7. **Organisational restructure**

Members were reminded that, at the last meeting of the Committee, an update had been requested on the pay and grading review which would follow on from the planned review of the Authority's structure.

However, before the paper on the grading review project was presented, officers thought it would be beneficial to provide Members with an overview in the first instance of the general process that would be applied in restructuring the organisation, summarising the key milestones to be followed in implementing the new structure.

Members thanked the Chief Executive and HR Manager for the report and presentation, and supported the direction of travel. However, they wished to be kept regularly informed of progress made and stressed the need to ensure there was a robust communication and support package surrounding the process.

The Chief Executive reported that a consultation process would begin with staff and the Trade Unions in the New Year and he would bring a report back to Members following that process.

Noted.

8. **Grading review project**

It was reported that the last grading review across the Authority had been undertaken many years ago. As an organisational restructure was now being embarked upon, it had been determined that the time was right to undertake a grading review in tandem with that process.

The report before Members that day detailed the current process being used with regard to pay grading and set out the reasoning behind moving to a different model to ensure that the revised pay structure would be fit for purpose and was future proofed.

Members supported the proposed framework as set out in the report, but emphasised the need to keep all staff informed of timescales and key milestones throughout the process.

Noted.

9. **Prioritisation process**

The Chief Executive provided Members with a verbal update on progress made to date on the prioritisation process.

Noted.

The Minutes of this meeting were confirmed at the meeting of the Human Resources Committee held on 25 March 2022 without amendment