

REPORT OF PERSONNEL MANAGER

SUBJECT: PEOPLE STRATEGY 2012-15: ANNUAL REPORT

Purpose of Report

This report asks members to review the first years' actions and progress relating to the 3-year People Strategy.

Introduction/Background

Members approved the current People Strategy in March 2012. That strategy identifies 5 main HR Objectives:

- Engagement: to achieve improved staff engagement (to handle issues arising from 2011 staff survey) along with overall engagement with internal and externally driven change and change management
- Learning: to retain liP in 2012 and to embed a learning culture
- Personnel Service: to implement an HRIS and on line recruitment and be able to demonstrate real efficiencies and procedural and cultural outcomes
- Management Competencies: to ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance
- Equalities: to support the actions within the Authority's Strategic Equality Plan.

Context

The Authority's Personnel Service has 2.1 full time equivalent staff, supporting a workforce of 170.

2012 saw an unprecedented level of recruitment, with 20 separate recruitment exercises between March and September. There have been several long term absences and other health issues, including the current long term absence of one of the Personnel team. There has been a successful secondment into the team from PCC for 1 day per week for 7 months.

Annual Report on each of the 5 Objectives

Engagement

Engagement: to achieve improved staff engagement (to handle issues arising from 2011 staff survey) along with overall engagement with internal and externally driven

change and change management

Best Companies 2013 Staff Survey

Staff participated in this external survey in autumn 2012 with results available spring 2013.

The response level was similar to last year at just over 70%

Overall score was similar to last year (around 2% down) and remains a relatively positive situation given the benchmarking organisations. However, the NPA likes to aim high (!) especially as regards staff 'happiness and satisfaction' – there may be a tendency to 'worry' about the few less happy employees (who are anonymous in the surveys) because we are a small organisation where people all know each other.

Staff reps and Employee Forum have considered the top level results – teams will look at detail in their team meetings over the next few months. It is likely that there are different 'good and bad' issues across the teams.

Staff Reps Group

Membership of this group was revised following the reorganisation; it is chaired by a member of staff and regularly attended by the CE. The group has several issues on the go with no major overall concerns.

Employee Wellbeing Group

This group has been 'active' since the autumn 2012. After scoping a definition of 'wellbeing' the group undertook a staff survey in the run up to Christmas. The 'good news' is that 50% of the staff who responded rate their own wellbeing as good or better. There are however concerns about several comments about work pressures. The group reported to Leadership Team in February, with particular emphasis on these concerns and on the managers' role.

The group reported back to staff at the staff meetings in March 2013 where staff took part in activities to help prioritise ideas. Feedback from staff at these meetings was positive.

The group arranged the successful Comic Relief 'bike ride' in March 2013.

Note: The Authority was able to make a 24 hour Employee Assistance Programme (EAP) available following a WG procurement exercise, from November 2012; the provider reports above average usage from our staff.

From summer 2012, the Authority has made available a 24 hour mobile phone based emergency contact system, useful for lone working and call outs (the system is managed by Carmarthenshire CC).

The Authority has provided defibrillators in 7 of its sites.

Learning

To retain liP in 2012 and to embed a learning culture

The Authority retained its Investors in People award in October 2012.

An action plan based on the assessor's recommendations has been prepared and

considered at Leadership Team, Staff Reps and Employee Forum, March 2013.
<p>Learning Policy and culture.</p> <p>A 'learning framework' is being drafted to replace the more formal training policy. Arrangements are in place to participate in this years' Learning at Work day, which will include an opportunity for staff to review their individual 'learning styles'. The Director of Planning and Direction arranges an on going programme of informal 'lunchtime' learning sessions.</p>
<p>Management and Leadership Development</p> <p>Significant results have come from the secondment from PCC to PCNPA of a Learning Adviser for 1 day per week up to end March 2013. This is being reported in a separate item at this committee and is referred to below..</p>
<p>Workplace Coaching</p> <p>A 4 day ILM coaching certificate course is in place for April/May - 6 volunteer staff will be undertaking this in order to coach other staff over coming months as needed. Coaching is a recommendation from the liP assessor.</p>
<p>Personnel Service</p> <p>To implement an HR Information System (HRIS) and on line recruitment and be able to demonstrate real efficiencies and procedural and cultural outcomes</p>
<p>HRIS being implemented, due to 'go live' May 2013. This project has been delayed due to other pressures on the team. The system has been named internally as Pobl y Parc. Evaluation will be provided March 2014.</p>
<p>On line job applications</p> <p>With other priorities in the IT team and concerns over security of data and bilingualism, this has been put on hold. The team have been able to make efficiencies in administrative processes.</p>
<p>Management</p> <p>Management Competencies: to ensure that our managers and leaders have and use the right skills and capabilities to make change effective and to deliver performance</p>
<p>The secondment referred to above has resulted in set of management behaviours, in place March 2013. Arrangements are in place for 360° feedback for leadership based on these behaviours. Leadership team have also undertaken the Myers Briggs personality type indicator assessment and have mapped these across the 12-person team.</p> <p>There are plans to extend some or all of the above to all managers in the Authority. The performance review/appraisal scheme will be reviewed to consider incorporating the management behaviours where appropriate.</p> <p>Further workshops are in place and more will be arranged over time.</p>

Equalities: to support the actions within the Authority's Strategic Equality Plan.

An Equality and Diversity consultant was engaged to deliver a workshop for leadership team in February 2013.
Leadership Team will engage further with diversity principles before rolling out any required awareness programme across the Authority – target date is December 2013.
Employment data reporting is delayed.
The action within the Equality Plan to raise staff awareness of hate crime is carried over to 2013

Financial considerations

Budgets have been agreed for the actions within the strategy. The service has available the following budgets for 2013-14:

Training	£36,000
Wellbeing group initiatives	£10,000
Staff provisions eg counselling	£6,500

Risk considerations

There are risks to the Authority's short term position and longer term chances of being a successful public body if we do not seek to achieve the objectives identified. In some circumstances these risks are legal (eg equalities legislation, duty of care), financial (loss of productivity, claims) and reputational (loss of liP award, impact of reputation as employer on staff).

Compliance

There is an expectation that public organisations will work to strategic plans. Some aspects are statutory requirements.

Human Rights/Equality issues

Principles and values of fairness and respect underpin the strategy. Actions are identified to specifically support the Authority's statutory Equalities duties.

Biodiversity implications/Sustainability appraisal

N/A

Welsh Language statement

The strategy supports bilingualism via learning, information systems, and equalities awareness.

Conclusion

Progress has been made towards all 5 objectives, including taking up new opportunities as they arose and progress will continue in 2013-14.

RECOMMENDATION

Members are asked to review this annual report.

Background Documents
PCNPA People Strategy 2012-15

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Consultees: