

# People Plan

2016 - 2018



**Developing the workforce and supporting the culture required to ensure that the people of Gwynedd are central to everything we do**

# INTRODUCTION

This People Plan sets the direction for developing the workforce for the period between 2016 and 2018 in order to be able to meet the needs of the People of Gwynedd. It looks at introducing a collection of work arrangements, behaviours and culture which will allow us to place the people of Gwynedd at the centre at all times. Also, the Plan identifies the fields to be developed in order to achieve this vision.

**Every service provided by the Council relies, to various degrees, on its staff. Ensuring an appropriate workforce in order to meet the challenges is all important in order to realise the Council's vision for the future.**

## The Purpose of the People Plan

The People of Gwynedd expect and deserve the best possible services and the quality of the workforce that the Council employs is an important factor to this end. Considering the way in which the Council recruits and selects staff, develops their skills and ensures that they have the ability to work to their full potential, in a safe environment, is crucial.

The People Plan sets out a programme of developmental work drawn up with the intention of enabling the Council to create the most suitable workforce to;

- realise the priorities of the Council's Strategic Plan
- meet the challenges which derives from the financial situation

eliminate the obstacles which prevent the ability to deliver for the needs of the people of Gwynedd

The plan is based on the following headings:

- ❖ **THE DRIVERS - WHY ARE THE CHANGES IN THIS PLAN REQUIRED?**
- ❖ **THE AMBITION - WHAT IS THE REQUIREMENT?**
- ❖ **THE WORK PROGRAMME - WHAT NEEDS TO BE DONE TO REACH OUR AMBITION?**
- ❖ **RESPONSIBILITIES - WHO IS RESPONSIBLE FOR IMPLEMENTING THIS PLAN?**
- ❖ **THE MEASURES - HOW DO WE KNOW IF WE ARE SUCCEEDING?**

# THE DRIVERS

## WHY ARE THE CHANGES IN THIS PLAN REQUIRED?

### The Council's Strategic Plan

#### *Supporting the People of Gwynedd to prosper in difficult times*

The Council's Strategic Plan contains a series of visions which describe the difference that the Council wishes to make within specific fields. One of the main fields is the "Council's Culture and Business Arrangements" with the vision of ensuring that the "People of Gwynedd are central to everything we do". The outcomes for this vision are:

### Ffordd Gwynedd

Ffordd Gwynedd is the name given to the "way" Gwynedd Council will ensure that it places the people of Gwynedd at the centre of everything it does. As a body which exists to serve the people of Gwynedd, the culture and working arrangements should support this aim.

The strategy identifies several fields which require attention if the Council is to follow Ffordd Gwynedd successfully. Specific fields which are related to the workforce have been identified within the Ffordd Gwynedd Strategy, such as:

- Leadership
- Managers
- Staff
- Engagement Arrangements
- Performance Framework
- Governance Arrangements
- Service Provision Arrangements
- Policies
- Employment Frameworks

This includes undertaking a review of existing services which will inevitably lead to a change in culture.

The People Plan contains the work which needs to be done of the coming years in order to ensure that these specific fields reach the necessary standard to support Ffordd Gwynedd.

#### FFORDD GWYNEDD



As part of human resources management arrangements in the Council, several key measures are collected which are used to assess effect and as evidence to set direction.



## Financial Situation

The Council is facing unprecedented financial challenges during the period of the People Plan. A reduction in the budget together with an increase in demand for services is forcing us to aim for more innovation, flexibility and efficiency. This means that staff need to develop and practise new skills.

A smaller workforce is unavoidable as a result of the financial austerity and the introduction of new working methods. It will be necessary to ensure that the Council can support workers to continue in employment, whether that be within or outside the Council.

## The Well-being of Future Generations (Wales) Act 2015

The Council has a duty to work in accordance with the sustainable development principle, namely seeking to ensure that present needs are met without endangering the ability of future generations to meet their needs.

The Council needs to consider the importance of the long-term effect the proposed developments contained in this Plan will have in accordance with the requirements of the Act.

## Staff Engagement

During periods of change, it is important to maintain high levels of staff engagement. In order to reduce the effect that the uncertainty and instability of the coming years could create, it will be essential to work hard on all aspects of staff engagement. Without committed staff who promote change, it is unlikely that the Council will succeed to deliver its plans.

## The Council's Values

This People Plan states how we will support our workforce to develop in order to meet the challenges in a way which supports our values. **"Respect, Serving, Positive, Team-work, Value for money"** are the values embraced by the Council staff.

Gwynedd Council is a complex and varied organisation. If we are to allow our workforce to work effectively across our wide range of activities, we must be clear about the way we work, and the requirements expected in the future.



# THE AMBITION - WHAT IS THE REQUIREMENT?

Discovering the current situation was crucial as a starting point to identify what needs to be changed in order to meet the requirements of the future. This was done by speaking with leaders, staff and managers on all levels of the Council. By using all the information available and by looking in as much detail as possible into the future, the following objectives have been identified as ones which encompass the changes which will be necessary to implement in order to ensure our future success. The following paragraphs, which outline the ambition for the workforce, have been grouped under the developmental fields of Ffordd Gwynedd.

**It is recognised that this is not an easy objective. Any effort to change culture takes significant time to embed and is a continuous development.**

**Leadership that highlights the importance of Ffordd Gwynedd and maintains the vision**

#### **We will have ensured:**

- leadership which inspires and motivates staff and which leads by example
- an effective internal communication framework which continually conveys and promotes the Council's vision

**Managers who are “at work” empowering and equipping staff to meet the needs of customers and looking for methods of deviating the demand for our services; understand the needs of customers and get rid of obstacles.**

**Staff who are empowered and equipped to work flexibly to address customers' needs and to go after opportunities to eliminate demand for services.**

#### **We will have ensured:**

- a workforce who are aware of their role
- a workforce with the appropriate skills, a positive attitude towards work and the confidence to make appropriate decisions in the interests of the people of Gwynedd
- a healthy and committed workforce
- a culture which is positive towards health, safety and well-being
- managers who use the suitable methods and style in order to develop the potential of the workforce
- managers and staff who have been prepared and equipped to face change and who have the skills and knowledge to cope with change in order to deliver effectively
- that all members of the workforce feel a part of the Council and are appreciated via the use of effective communication methods

**Suitable engagement arrangements to ensure that we do the right things in terms of what matters to the people of Gwynedd and where to prioritise our resources**

**We will have ensured:**

- A workforce which contributes to meeting needs
- Consultative services which realise the needs of managers and staff

**Performance Management Procedure which measures what is important to the people of Gwynedd (and uses those measures to drive continuous improvement)**

**We will have ensured:**

- a work culture which supports, inspires and encourages continuous improvement
- a culture of learning from other people's good practice and sharing the Council's best practices with partners
- individuals and teams which are supported to reach their full potential
- a workforce which takes ownership for delivering and is accountable for its behaviours
- an opportunity available for each member of staff to nurture information, skills, experiences, understanding and the qualifications they require to be able to deliver innovative methods of learning and developing

**Governance arrangements that make decisions on the basis of firm evidence of the effect on the people of Gwynedd**

**We will have ensured:**

- A procedure which nurtures and supports the appropriate behaviours
- Consistent use of data and trends to lead decisions regarding the workforce

**Service provision arrangements that create value for the customer.**

**We will have ensured:**

- staff who focus on creating value for the customer
- a high level of attendance at work
- suitable managerial structures in order to support the workforce to deliver
- working in partnership with other organisations in the interests of the people of Gwynedd.
- a workforce which can provide a service through the medium of Welsh and English
- flexibility within the workforce in order to respond to the needs of the people of Gwynedd

**Policies that promote and support the ability to meet the needs of our people rather than create obstacles**

**We will have ensured:**

- the promotion of collaboration across the Council and its departments and beyond
- a 'One Council' culture which maintains the mind-set of acting as a whole organisation
- positive and constructive links with staff and their representatives with the ambition of working in partnership
- planning the workforce for the future including identifying and developing potential
- flexible working options which promote a work-life balance

**Employment Arrangements that equip staff and reinforce those behaviours which place the people of Gwynedd at the centre**

**We will have ensured:**

- recruitment and appointment processes which include an assessment of applicants' attitude and potential
- an inclusive learning and development culture which focuses on the ability to achieve
- financial and non-financial benefits available in order to attract and retain quality staff
- Gwynedd Council is recognised as an employer of choice within the area
- a working environment which promotes the Welsh language as the natural language in all aspects of the Council's work
- that the Council is recognised as a pioneer in the field of human resources
- an inspiring working environment, which supports self-development for the entire workforce



# **THE WORK PROGRAMME - WHAT NEEDS TO BE DONE TO REACH THE AMBITION?**

In order to realise the ambition, a comprehensive work programme was drawn up for the period of the People Plan. There will be consistent and increasing change over the course of the coming year and the Plan will need to be revised to reflect that. It is recognised, therefore, that the Plan will not stand still, but the projects listed below have been identified as the main current interventions.

<b>Leadership that highlights the importance of Ffordd Gwynedd and maintains the vision</b>	<b>Leader</b>
Create and maintain a leaders' development programme	GO
An internal communication system for all	SGW
<b>Manager who are "at work" empowering and equipping staff to meet the needs of customers and look for methods of deviating the demand for our services; understand the needs of customers and getting rid of obstacles. Staff that are empowered and equipped to work flexibly to address customers' needs and to go after opportunities to eliminate demand for services;</b>	
Ensure that managers and staff have the appropriate skills to implement	SJB
Review schemes to welcome new staff and managers	JCC
Improve the standard of health among staff by developing and extending the health and well-being promotion programme and its impact on all parts of the Council	CL
Ensure effective arrangements for hearing and listening to the voices of staff	SJB
Provide business models which support empowering and enabling managers and staff	EHW
Introduce innovative methods of learning and developing in order to identify and address various requirements	JCC
<b>Suitable engagement arrangements to ensure that we do the right things in terms of what matters to the people of Gwynedd and where to prioritise our resources</b>	
Introduce a system to discover the satisfaction level of the human resources advisory services	GO
<b>Governance arrangements that make decisions on the basis of firm evidence of the effect on the people of Gwynedd</b>	
Introduce and implement a system which uses human resources information and data to lead decisions	EE
Introduce a system which ensures the most benefits from the information which derives from the staff surveys	SJB



<b>Performance Management Procedure which measures what is important to the people of Gwynedd (and uses those measure to drive continuous improvement)</b>	
Establish a culture of continuous performance reviewing	GO
<b>Service provision arrangements which create value to the customer and to the people of Gwynedd in a wider sense</b>	
Service Reviews	GR
Embed the visual campaign in order to promote the culture	SJB
Incorporate good practices of designing structures into the restructuring process	EHW
Increase staff attendance levels	EHW
Promote the consistent use of the Welsh language in order to address the needs of the people of Gwynedd	GO
<b>Policies that promote and support the ability to meet the needs of our people rather than create obstacles</b>	
Ensure that corporate policies are in-keeping with the culture of delivering	JR
Review and ensure that working conditions reflect the culture that we seek to establish	EHW
Promote, support and facilitate workforce planning arrangements	EHW
Promote, support and facilitate alternative working patterns and arrangements	SJB
Build and develop and understanding of working in partnership with staff and their representatives	EHW
<b>Employment Arrangements that equip staff and reinforce behaviours to place the people of Gwynedd at the centre</b>	
Introduce good practices in terms of managing talent across the Council	JCC
Adapt recruitment arrangements in order to ensure that measuring "people skills" is a part of the process	EHW

# **THE RESPONSIBILITIES**

## **WHO IS RESPONSIBLE FOR IMPLEMENTING THIS PLAN?**

It would be easy to limit accountability for delivering this Plan to the Corporate Support Department alone, but in truth, it relates to the entire Council. To succeed, it requires all our commitment and energy.

- The Leadership Team and Elected Members have the responsibility to lead by example and present a direction which is clear and unambiguous with appropriate behaviour to support them.
- Every manager is responsible for ensuring that each member of the workforce can achieve to his/her full potential.
- Ownership and input from the workforce is essential in order to make this Plan live and to set it as part of our culture. Through our actions and behaviours we can show that the Council is serious about what we are doing.
- The support departments have a responsibility to create, review and maintain relevant policies and processes to support this Plan, and ensure that they are innovative ones which continue to meet the requirements via continuous development.
- Officers within the Corporate Support Department will co-ordinate the individual projects and will ensure input from others across the Council's services.

### **GOVERNING THE PLAN**

Responsibility for monitoring the progress of the Plan remains with the Cabinet Member (Resources) and the Head of Corporate Support Department will report to him. In addition, a group of representative officers will keep an overview and will suggest adaptations to resolve changes in the situation.

### **REVIEWING THE PLAN**

The matters which drive this Plan will evolve over its implementation period with some new ones arising and the emphasis and priority of others changing. It will be all important that the Plan itself evolves in the same manner. We will assess the progress and effect of our work regularly in order to ensure that we continue to work towards the Council's vision and satisfy the drivers which affect it.

The Plan will be reviewed formally every year but the emphasis will be on continuous review. This will be done through a combination of reporting to the Cabinet Member (Resources) and consulting with the Management Group and the cross-departmental Senior Managers Group.

# MEASURING THE IMPACT –

## HOW DO WE KNOW IF WE ARE SUCCEEDING?

A combination of measures and management data as well as consulting/engaging with staff and managers across the Council

### Measures

- Percentage of staff who are positive and satisfied with the Council as an employer
- Level of positivity among Gwynedd residents in relation to the Council as an employer
- Percentage of suitable internal and external candidates for jobs on all levels within the Council
- Percentage of staff who can provide a service through the medium of Welsh and English
- Number of days of sickness absence per head
- Number of flexible working arrangements and the opinion of officers regarding their efficiency
- Number of employment cases referred to the Employment Appeals Committee, and the number of appeals allowed by that Committee
- Opinion of Council staff regarding the nature and content of the benefits package offered

### Management Data

We will also use a series of management data across the work fields in order to ensure clarity of the situation and progress in our work programme.

