

People Strategy Update

18/ 12/2018

Programme Map



STRONGER PLACE	STRONGER COMMUNITIES	STRONGER COUNCIL
St Johns	Customer excellence	Accommodation
North Weald	Partnership working	People
Local Plan	Insight behaviour (future proofing population)	Digital enablement
Growth, Skills, Employment		
House building programme		

PEOPLE STRATEGY

Developing Leadership	Developing the Organisation	Developing Skills & Capacity	Resourcing the Council	Pay, Grading & Benefits
COM	COM	Skills Audit	Recruitment Strategy	Job Evaluation
DMA	ITrent	New Corporate Programmes	Wellbeing Strategy	Pay Model
Essential Skills – Leadership	Culture Change	Essential Skills	ITrent	Terms and Conditions
Essential Skills – Management	Values & Behaviours		Apprenticeship Programmes	
Future Leaders Programme			Graduate Apprenticeships	

Developing Leadership : Decision Making Accountability

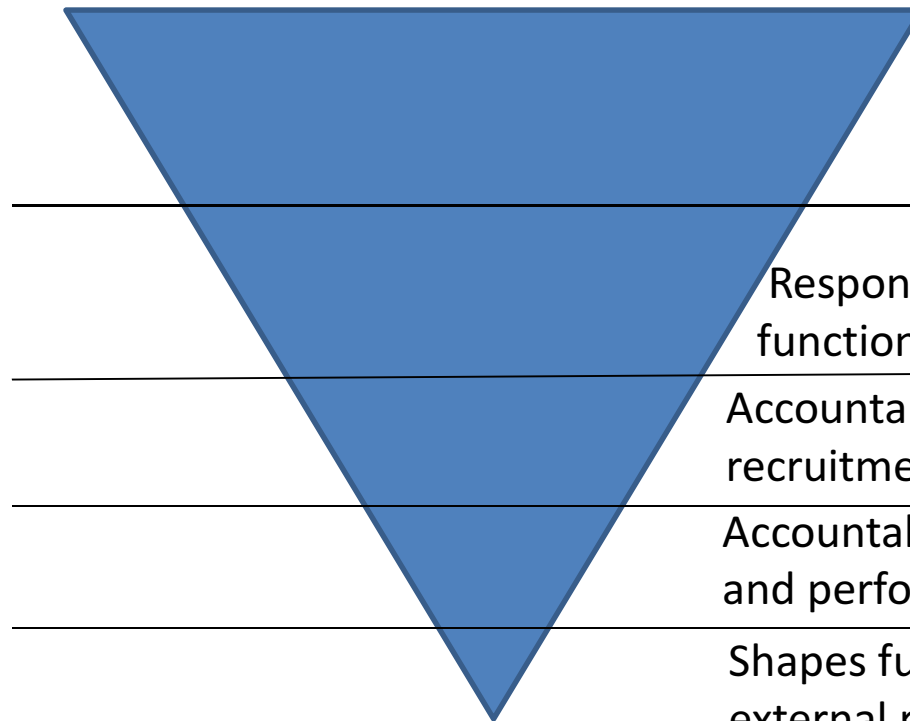
Staff

Team Managers

Service Managers

Service Directors

Strategic Management



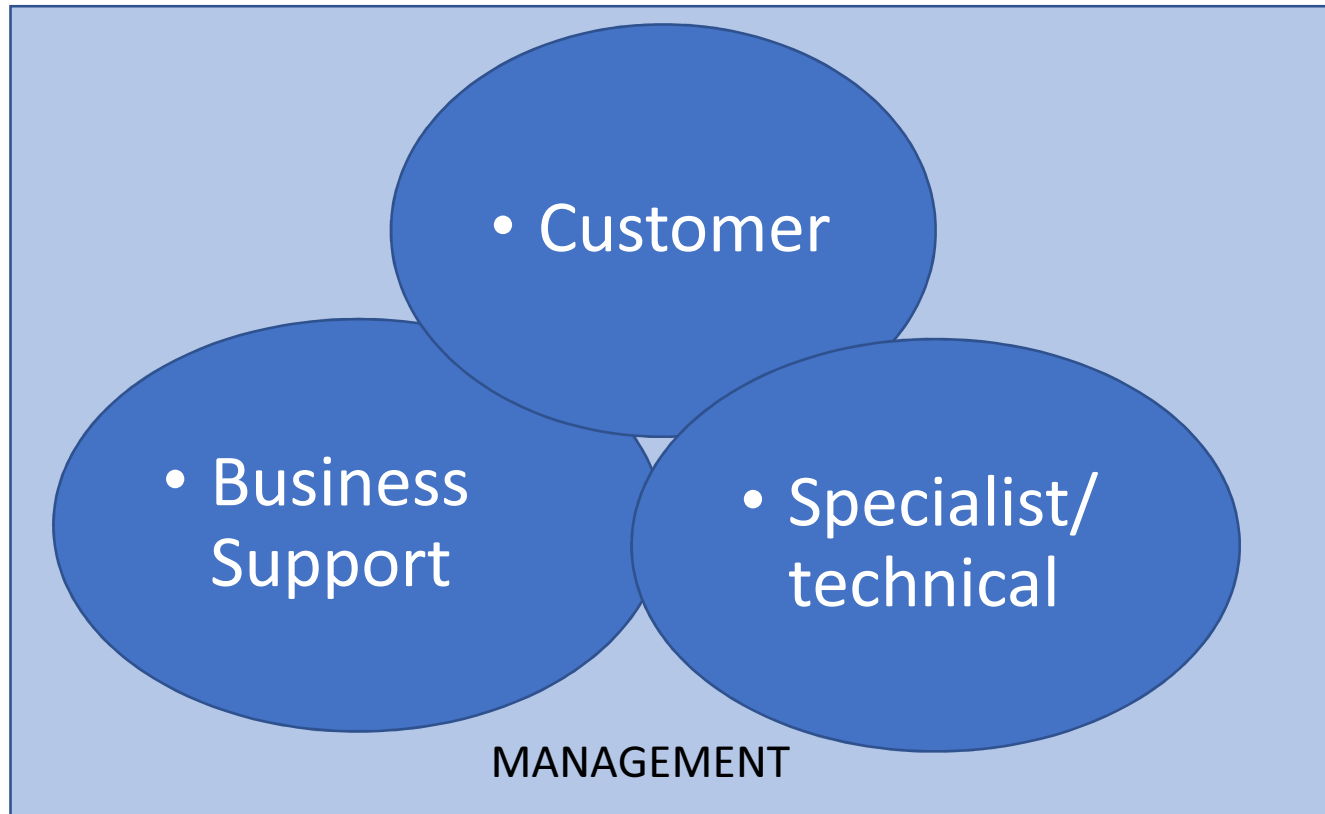
Responsible for day to day delivery of service function.

Accountable overall delivery of service function in recruitment, objective setting and performance.

Accountable for delivery of operational excellence and performance improvement.

Shapes future strategy. Proactive management of external relationships. Chief Executive and Strategic Directors.

Developing the Organisation: Common Operating Model



Resourcing the Organisation: Recruitment Completed to date

- Strategic Directors x 2 August 2018 x1 post filled, 2nd post on hold
- Service Directors x 8 September 2018 in post, from January reduced to 7

Principles followed:

New roles created, new more generic outcome based Job Descriptions

Internal ringfence in the first instance

Behavioural Assessment

Application and Interview Process

Appoint successful candidates, manage on an individual basis those not appointed

The same principles and process applies for the next level of management: Service Manager Level 2 in the Decision Making Accountability model (LGA)

Resourcing the Organisation: Recruitment ongoing

- 56 ringfenced Managers for Level 2 Service Manager Process
- 17 Service Manager Posts in draft structure
- In addition a number of non management roles of a specialist nature will report directly to Service Directors
- A small number of Team Managers will also be direct reports to Service Directors
- Expected overall number of direct reports to Service Directors 3-4, a combination of Service Managers, Specialists and Team Managers

Resourcing the Organisation: Service Managers Timeline

- October 18 10 18 - Update Cabinet on People Strategy Progress
- November – Consultation process for new Service Manager structure begins
- December pre Christmas – Jobs out for advertisement (ringfenced to internal candidates)
- December pre Christmas – Overview and Scrutiny (People strategy)
- January 2019 – interviews. Appointments end of January 2019
- Induction process February, intensive and ongoing
- Next level of Management restructure programmed, appoint June 2019 (Team Managers Level 1).

Developing Skills and Capacity – Essential Management Skills



Pay, Grading and Benefits: Potential benefits of making a change

Future organisation:

- Align pay and grading to support the future COM
- “One size does not fit all” – diverse and new services
- Ensure EFDC recruits and retains talented people

Managing our costs:

- Ensure people paid correctly and fairly – not too high, not too low
- Provide better budget control of pay rises
- Ensure fair distribution of pay across all roles/grades

External pressures:

- Address impact of increases in National Living Wage and LG spine points
- Address “compression” in pay rates at lower grades
- Respond to broader wage pressures impacting public sector pay

Equality and fairness:

- Improve perception of pay and grading
- Equality of Terms and Conditions, i.e. Annual leave

Pay, grading and benefits:

Proposed timetable to achieve Collective Agreement

Date	Action
12 November 2018	Leader / Head of paid service approval to begin TU negotiations
29 November 2018 - 11 January 2019	TU Negotiations
10 December 2018	Joint Cabinet/Management Board
14 January -18 January 2019	CA agreed with TU/HOPs/Leader
January 2019	TU EFDC/Region formal notification
14 January 2019	JCC meeting
21 - 22 January 2019	Communicate outcome of negotiations to employees
21 January 2019 - 15 February 2019	TU ballot sessions on pay proposals
07 February 2019	Cabinet meeting
18 February 2019	Outcome of ballot known
20 February 2019	Notice of change to all employees, subject to ballot outcome
21 February 2019	Full Council meeting
25 February – 26 March 2019	30 day consultation
27 March 2019 - 10 April 2019	Contract/letters issued
May 2019	Pay outcomes required for May pay (backdated to April)

People Strategy Financial Outcome

- Overall target set for £1.5m savings by 20/21
- Year 1 (18/19) target of £647k ongoing savings banked – **Completed**
- Year 2 (19/20) target of £1.5m plans in place, target owned by Leadership Team
- Year 3 (20/21) target £353k is anticipated to rise given financial pressures

Questions