

Pwyllgor Cyflogaeth ac Apeliadau

Man Cyfarfod
**Ystafell Bwyllgor A - Neuadd y Sir,
Llandrindod, Powys**



Dyddiad y Cyfarfod
Dydd Mercher, 17 Gorffennaf 2019

Neuadd Y Sir
Llandrindod
Powys
LD1 5LG

Amser y Cyfarfod
10.00 am

I gael rhagor o wybodaeth cysylltwch â
Stephen Boyd
01597 826374
steve.boyd@powys.gov.uk

12/7/19

Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

AGENDA

1.	YMDDIHEURIADAU
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I dderbyn unrhyw ymddiheuriadau am absenoldeb.

2.	DATGANIADAU O DDIDDORDEB
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I dderbyn unrhyw ddatganiadau o ddiddordeb.

3.	COFNODION
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I awdurdodi'r Cadeirydd i lofnodi cofnodion y cyfarfodydd a gynhaliwyd ar 5 Hydref a 5 Tachwedd 2018 a 16 Mai 2019 fel cofnodion cywir.
(Tudalennau 1 - 8)

4.	COFNODION IS-BWYLLGORAU
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I awdurdodi'r Cadeirydd i lofnodi cofnodion yr Is-bwyllgorau canlynol:

21 Tachwedd 2018	Is-bwyllgor llunio rhestr fer
11 Rhagfyr 2018	Is-bwyllgor Penodi
10 Ionawr 2019	Is-bwyllgor llunio rhestr fer
14 Ionawr 2019	Is-bwyllgor llunio rhestr fer
15 Ionawr 2019	Is-bwyllgor llunio rhestr fer

21 Ionawr 2019	Is-bwyllgor llunio rhestr fer
4 Chwefror 2019	Is-bwyllgor Penodi
5 Chwefror 2019	Is-bwyllgor Penodi
6 Chwefror 2019	Is-bwyllgor Penodi
3 Ebrill 2019	Is-bwyllgor llunio rhestr fer
15 Ebrill 2019	Is-bwyllgor Penodi

(Tudalennau 9 - 30)

5.	DYHEADAU I'R GWEITHLU
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I ystyried adroddiad gan Bennaeth Datblygu Sefydliadol a'r Gweithlu.

(Tudalennau 31 - 48)

6.	DIWEDDARIAD AR ABSENOLDEB SALWCH
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Derbyn diweddariad ar lefelau salwch.

(I ddilyn)

7.	DIWEDDARIAD AR GYFRAITH ACHOSION A CHYFLOGAETH
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Derbyn diweddariad ar gyfraith cyflogi.

(I ddilyn)

8.	TENDR IECHYD GALWEDIGAETHOL
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Diweddariad llafar gan Bennaeth Datblygu Sefydliadol a'r Gweithlu.

**MINUTES OF A MEETING OF THE EMPLOYMENT AND APPEALS COMMITTEE
HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS,
POWYS ON FRIDAY, 5 OCTOBER 2018**

PRESENT

County Councillor J M Williams (Chair)

County Councillors G Breeze, E Durrant, F H Jump, N Morrison, G W Ratcliffe,
K M Roberts-Jones, L Roberts and J Williams

1.	APOLOGIES
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Apologies for absence were received from County Councillor DR Jones.

2.	MINUTES
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The Chair was authorised to sign the minutes of the last meeting held on 15th June 2018.

3.	SUB-COMMITTEE MINUTES
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The Chair was authorised to sign the minutes of the following Sub-Committees as correct records:

Shortlisting Sub-Committee	20 June 2018
Shortlisting Sub-Committee	27 June 2018
Appointments Sub-Committee	2 July 2018
Appointments Sub-Committee	11 July 2018
Shortlisting Sub-Committee	14 August 2018.

4.	UPDATE ON THE PAPER FROM THE ACTING CHIEF EXECUTIVE ON ORGANISATIONAL TRANSFORMATION
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The Committee was briefed on the Acting Chief Executive's proposals for organisational transformation. Consultation with Directors and Heads of Service had ended and the proposals would be published shortly. The new structure would be aligned to deliver the vision and achieve £1m savings.

5.	APPOINTMENT OF NEW CHIEF EXECUTIVE
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The Committee was briefed on the arrangements for the appointment of the new Chief Executive. Shortlisting would be undertaken by the Employment and Appeals Committee on 5th November and the appointment by full Council on 20th November.

6.	WITNESSES AT HEARINGS/APPEALS
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The Committee discussed a recent hearing which had been postponed because witnesses had not attended. It was confirmed that witnesses could not be compelled to attend. Members agreed that a debrief on hearings would be useful to pick up learning points.

7.	MEMBERSHIP OF THE EMPLOYMENT AND APPEALS COMMITTEE
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The Committee discussed the membership of Sub-Committees and Panels. The Chair felt that the current limit of 5 members on Shortlisting and Appointments Sub-Committees was too low and could lead to problems if members had to drop out at short notice.

RESOLVED

- (i) that Shortlisting Sub-Committees and Appointments Sub-Committees comprise 7 members of the Employment and Appeals Committee, to include at least 1 male and 1 female, in addition to the relevant Portfolio Holder.**
- (ii) That Dismissal and Grievance Appeals Panels comprise a maximum of 5 members, to include at least 1 male and 1 female.**

8.	WORKFORCE PROGRAMME
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The Committee was updated on the workforce strategy which was currently being drafted. The strategy would set out the staffing levels needed by services and the skills needed in the years to come. The Acting Chief Executive was leading on this.

The other element of the workforce programme was the well-being of staff. A staff benefits scheme had been introduced and further benefits would be added to the scheme. The Committee was also advised that the occupational health scheme that had seen reductions to the point where there was only one counsellor available, was being re-tendered. The Chair asked for an update on this for the next meeting.

9.	UPDATE ON SICKNESS LEVELS
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The Acting Head of Highways, Transport and Recycling briefed members on actions being taken by the service to tackle high levels of sickness. The service faced continuing budget cuts and needed to reduce sickness levels to free up capacity. He had visited every depot to make sure all staff knew what the service was doing and their part in it. A trial, supported by colleagues in HR, in one of the depots had reduced sickness levels to virtually nil. The trial would be rolled out to other depots across the county. Members suggested that it should be applied by other services. The Committee was advised that the Acting Chief Executive was

holding a series of workshops with staff to get to the bottom of the causes of sickness absence levels in the authority.

The Chair asked for the emergency leave policy to be put on the agenda for the next meeting.

10. IPR /APPRAISAL PROCESS

The Committee was advised of the new appraisal process being introduced. The new process would be mandatory and would require one formal annual appraisal and one formal review at six months with the details recorded on Trent.

11. NUMBER OF APPEALS

County Councillor Durrant left the meeting at 12.33.

There had been two disciplinary appeals and three grievance appeals to date in 2018.

The Chair stressed the need for managers to keep better written records as it was a lack of records that had led to the Disciplinary Appeals Panel overturning two disciplinary actions taken by managers.

12. REDUNDANCY POLICY CHANGES
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The Committee was briefed on changes to the Council's redundancy policy reducing the compensation to 30 weeks. Despite negotiations with the Trade Unions there had been no agreement so the policy would be announced later in the day for implementation on 8th October.

13. EMPLOYMENT LAW UPDATE

This item was deferred to the next meeting.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE EMPLOYMENT AND APPEALS COMMITTEE
HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS,
POWYS ON MONDAY, 5 NOVEMBER 2018**

PRESENT

County Councillor J M Williams (Chair)

County Councillors G Breeze, M R Harris, D R Jones, F H Jump, P C Pritchard,
K M Roberts-Jones, L Roberts and J Williams

1.	APOLOGIES
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Apologies for absence were received from County Councillors E Durrant,
DW Meredith, N Morrison and G W Ratcliffe.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	SHORTLISTING FOR THE POST OF CHIEF EXECUTIVE
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The Committee considered applications for the post of Chief Executive.

RESOLVED to shortlist two candidates for interview.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE EMPLOYMENT AND APPEALS COMMITTEE
HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS,
POWYS ON THURSDAY, 16 MAY 2019**

PRESENT

County Councillors G Breeze, D R Jones, F H Jump, N Morrison, P C Pritchard,
L Roberts and JM Williams

1.	ELECTION OF CHAIR
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RESOLVED that County Councillor JM Williams be elected Chair for the ensuing year.

2.	ELECTION OF VICE-CHAIR
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RESOLVED that County Councillor K Roberts-Jones be elected Vice-Chair for the ensuing year.

3.	APOLOGIES
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Apologies for absence were received from County Councillors E Durrant, P E Lewis, DW Meredith, C Mills, G W Ratcliffe and J Williams.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
WEDNESDAY, 21 NOVEMBER 2018**

PRESENT

County Councillor J M Williams (Chair)

County Councillors G Breeze, S M Hayes, DW Meredith, K M Roberts-Jones and
J Williams

1. APOLOGIES

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. EXEMPT ITEMS

RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4. SHORTLISTING FOR THE POST OF HEAD OF ADULT SERVICES

The Sub-Committee considered applications for the post of Head of Adult Services.

RESOLVED to shortlist 5 candidates for interview.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE APPOINTMENTS SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
TUESDAY, 11 DECEMBER 2018**

PRESENT

County Councillor J M Williams (Chair)

County Councillors G Breeze, S M Hayes, DW Meredith and K M Roberts-Jones

1.	APOLOGIES
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Apologies for absence were received from County Councillors J Williams.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	INTERVIEWS FOR THE POST OF HEAD OF ADULT SERVICES
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The Sub-Committee interviewed candidates for the post of Head of Adult Services.

RESOLVED to appoint Michael Gray to the post of Head of Adult Services.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
THURSDAY, 10 JANUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors G Breeze, E Durrant, M R Harris, F H Jump, P C Pritchard,
K M Roberts-Jones, L Roberts and J Williams

1.	APOLOGIES
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There were no apologies for absence.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	SHORTLISTING FOR THE POST OF CORPORATE DIRECTOR TRANSFORMATION
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RESOLVED to shortlist 4 candidates for the post of Corporate Director Transformation for further shortlisting on 21st January.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
MONDAY, 14 JANUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors P Davies, E Durrant, F H Jump, P C Pritchard, K M Roberts-Jones, L Roberts, M Weale and J Williams

1.	APOLOGIES
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There were no apologies for absence.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	SHORTLISTING FOR THE POST OF HEAD OF HOUSING AND COMMUNITY DEVELOPMENT
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The Sub-Committee considered applications for the post of Head of Housing and Community Development.

RESOLVED to shortlist two applicants for interview for the post of Head of Housing and Community Development.

5.	SHORTLISTING FOR THE POST OF HEAD OF PROPERTY, PLANNING AND PUBLIC PROTECTION
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The Sub-Committee considered applications for the post of Head of Property, Planning and Public Protection.

RESOLVED to shortlist 5 candidates for interview for the post of Head of Property, Planning and Public Protection.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
TUESDAY, 15 JANUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors E Durrant, M R Harris, F H Jump, P C Pritchard, K M Roberts-Jones, L Roberts and J Williams

1.	APOLOGIES
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Apologies for absence were received from County Councillor James Evans.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	SHORTLISTING FOR THE POST OF HEAD OF CUSTOMERS AND COMMUNICATIONS
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The Sub-Committee considered applications for the post of Head of Customers and Communications.

RESOLVED to shortlist 4 candidates for interview for the post of Head of Customers and Communication.

5.	SHORTLISTING FOR THE POST OF HEAD OF HIGHWAYS, TRANSPORT AND RECYCLING
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The Sub-Committee considered applications for the post of Head of Highways, Transport and Recycling.

RESOLVED to shortlist 3 candidates for the post of Head of Highways, Transport and Recycling.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
MONDAY, 21 JANUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors G Breeze, A W Davies, E Durrant, F H Jump, P C Pritchard,
K M Roberts-Jones, L Roberts and J Williams

1.	APOLOGIES
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There were no apologies for absence.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	SHORTLISTING FOR THE POST OF CORPORATE DIRECTOR TRANSFORMATION
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RESOLVED to shortlist one candidate for interview by Council.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE APPOINTMENTS SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
MONDAY, 4 FEBRUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors E Durrant, M R Harris, F H Jump, K M Roberts-Jones, L Roberts
and J Williams

1.	APOLOGIES
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There were no apologies for absence.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	INTERVIEWS FOR THE POST OF HEAD OF CUSTOMERS AND COMMUNICATIONS
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RESOLVED not to make an appointment.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE APPOINTMENTS SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
TUESDAY, 5 FEBRUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors P Davies, E Durrant, F H Jump, P C Pritchard, K M Roberts-Jones, L Roberts, M Weale and J Williams

1. APOLOGIES

Apologies for absence were received from County Councillor Aled Davies and from County Councillor Emily Durrant for the interviews for the post of Head of Highways, Transport and Recycling.

2. DECLARATIONS OF INTEREST

There were no declarations of interest reported.

3. EXEMPT ITEMS

RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4. INTERVIEWS FOR THE POST OF HEAD OF HOUSING AND COMMUNITY DEVELOPMENT
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The Sub-Committee interviewed candidates for the post of Head of Housing and Community Development.

RESOLVED to appoint Nina Davies to the post of Head of Housing and Community Development.

5. INTERVIEWS FOR THE POST OF HEAD OF HIGHWAYS, TRANSPORT AND RECYCLING
--

The Sub-Committee interviewed candidates for the post of Head of Highways, Transport and Recycling.

RESOLVED to appoint Adrian Jervis to the post of Head of Highways, Transport and Recycling.

County Councillor J M Williams (Chair)

**MINUTES OF A MEETING OF THE APPOINTMENTS SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
WEDNESDAY, 6 FEBRUARY 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors P Davies, E Durrant, F H Jump, P C Pritchard, K M Roberts-Jones, L Roberts, M Weale and J Williams

1.	APOLOGIES
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There were no apologies for absence.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	INTERVIEWS FOR THE POST OF HEAD OF PROPERTY, PLANNING AND PUBLIC PROTECTION
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The Sub-Committee interviewed candidates for the post of Head of Property, Planning and Public Protection.

RESOLVED to appoint Gwilym Davies to the post of Head of Property, Planning and Public Protection.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE SHORTLISTING SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
WEDNESDAY, 3 APRIL 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors J Evans, G W Ratcliffe, K M Roberts-Jones and J Williams

1.	APOLOGIES
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Apologies for absence were received from County Councillors DR Jones and P Pritchard.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	SHORTLISTING FOR THE POST OF HEAD OF DIGITAL AND COMMUNICATION SERVICES
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The Sub-Committee considered applications for the post of Head of Digital and Communications Services.

RESOLVED to shortlist 5 candidates for interview.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**MINUTES OF A MEETING OF THE APPOINTMENTS SUB-COMMITTEE HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
MONDAY, 15 APRIL 2019**

PRESENT

County Councillor J M Williams (Chair)

County Councillors J Evans, G W Ratcliffe, K M Roberts-Jones and J Williams

1.	APOLOGIES
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There were no apologies for absence.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	EXEMPT ITEMS
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RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 1 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

4.	INTERVIEWS FOR THE POST OF HEAD OF DIGITAL AND COMMUNICATION SERVICES
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The Sub-Committee interviewed applicants for the post of Head of Digital and Communications Services.

RESOLVED to appoint Clint Middleton to the post of Head of Digital and Communication Services.

County Councillor J M Williams (Chair)

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

CYNGOR SIR POWYS COUNTY COUNCIL.**Executive Management Team****24th April 2019****REPORT AUTHOR:** Paul Bradshaw, Head of Workforce & Organisational Development**SUBJECT:** Workforce Transformation – our aspirations for the workforce**REPORT FOR:** Decision**1. Purpose**

The engagement, capability and talents of the workforce will be key to delivering the Council's transformation programme. The purpose of this report is to share my thoughts with EMT about what I feel our future aspirations for the Council's workforce should be and to seek EMT's support for the programme of organisational development, laid out in this report, which will help us to achieve our aspirations. As part of this, I have explored in the attached appendix why organisations invest in their workforces in this way.

2. Background**2.1 Introduction and summary**

Great organisations that perform at the top of their markets and industries recognise that their success is built upon the engagement, capability and talents of their workforce. Well-known names such as Google, Virgin and Apple, along with local companies such as Admiral recognise that their success has been built on their workforces and the investment they have made in staff, for instance in empowering them to make improvements, equipping them with the skills and resources to do so and thoroughly engaging them in transforming the business.

To develop even better levels of engagement and in responding to tightening and more competitive employment markets, employers are placing a greater emphasis on the employee's overall 'Employee Experience'. This experience goes beyond typical strategies for employee engagement, and encapsulates everything the employee experiences throughout their connection with the organisation. Starting with their first contact with the organisation as a potential recruit to the last interaction at the end of their employment. This will not just include HR, but also ICT, facilities, communications, the social side, benefits, events, social occasions and any distinctive experiences. An example of a distinctive experience coming from a local company, Admiral Insurance, who hold a weekly tombola in some teams on a Friday, with the employee whose name is drawn being immediately given the afternoon off as paid leave.

The case for investing in employee engagement is well established, indeed employers with engagement levels in the top quartile compared to employers with levels in the bottom quartile, are 21% more profitable, 17% more productive, achieve 20% higher sales, benefit from sickness rates 41% lower, see turnover rates up to 59% lower and have 70% less safety incidents.

Justin King the long serving former Chief Executive Officer of Sainsbury's highlighted the importance of employee engagement in his company in the following statement:

“In our business with almost 150,000 people, engagement is a key concern. In businesses of our scale, you don’t even get started without engagement!”

I have explored in the **attached appendix**, current academic theory and sector practice on how investing in engagement and the experience employees enjoy in their working lives, helps contribute to the success of their organisations and have looked at the good practice of a number of award winning employers in this.

At Powys, we aspire to delivering great public services, and we recognise the central role the workforce has in delivering those services. Moving forwards our workforce of 5,800 will be the force for improvement and transformation in the Council and their engagement and commitment to the Councils vision, priorities and transformation programme will be key to our future success.

To this end, our aspiration is to develop an even more confident and healthy workforce, which invests all of its talents and energy in changing, improving and transforming the services we deliver to the people and communities of Powys and the way in which we deliver those services. MT

I have explored below the aspirations for the Council’s workforce and the key steps, which will help us to achieve this. These developments and improvements to our workforce plans and approach will be an important transformation programme in its own right. It should be noted that this programme of work would also support and be complementary to the workforce development being undertaken in Adult’s and Children’s social services.

2.2 Transforming Powys - our aspirations for the workforce

To experience great leadership

- To be well led and inspired, within an engaging leadership style
- For all managers and leaders to understand and display an engaging compassionate leadership style, supported by softer people management skills
- To be supported, led and performance managed through regular ongoing coaching conversations
- To also be offered formal coaching to help them develop and unlock their many talents

To have greater clarity about expectations and their role

- To understand and be clear about how they contribute to the Vision2025 and the Council’s and their service’s priorities and plans
- To understand that great performance and outcomes come from both delivering your objective or priority and by the behaviours you demonstrate in delivering it
- To be supported and managed in developing their capabilities and behavioural approach

To be empowered, enabled and equipped to be our force for transformation

- To have a real voice and be able to contribute their thoughts and ideas regularly, simply becoming the way we do things around here

- To be given the permission (**empowered**), to change, improve and transform services, within an enabling, supportive, simple change framework
- To be involved (**enabled**) in discussing and designing how their services can be best delivered at the earliest opportunity
- To be **equipped** with skills development and other resources which support and facilitate change and transformation in the Council

To be better recognised for their work

- For their great work and behaviours to be regularly recognised, praised and celebrated
- For this to be done in a more instantaneous way – in real time
- To see those employees consistently delivering being successful in their careers and in accessing other Council opportunities

To support the health and wellbeing of the workforce

- To be supported by a fit for purpose ongoing regular wellbeing programme
- To have ready access to health advice and counselling services
- To be supported by compassionate and engaging leaders and managers
- To be screened against occupational health risks where required

To work in a sustainable and stable organisation, with opportunities to advance

- To professionally workforce plan so that; we know the workforce we need in the short to medium-term, we have plans in place to upskill & succession plan the current workforce in line with those needs and are confident about how we will recruit to any gaps
- For workforce planning to be fully integrated within mid-term organisational planning so employees experience seamless structured change and are involved in the plans leading to those changes
- To be upskilled on an ongoing and structured basis in line with our plans and to enable staff to be successful and confident in their current and developing roles
- To see more staff undertaking wider more enriched multi-skilled roles
- To be involved at the earliest opportunity in designing how their services will be best delivered in the future, in response any to financial and/or service needs
- To retain significant numbers of staff displaced by change, through really effective internal redeployment arrangements
- To be able to work in a flexible and agile ways which better support the delivery of services and/or their work-life balance. As part of this we need to explore whether we can adopt assumed flexibility
- To be offered opportunities to develop further skills and to support progress with their career plans, in line with council career paths and succession planning
- To benefit from an increasing number of younger people in the organisation through optimising the use of apprenticeship and graduate schemes

To see successful partnership working

- To see staff feeling engaged with and contributing to the plans, mission and purpose of the partnership they are working in
- For staff to understand and be able to apply the key skills and behaviours which underpin partnership working
- Importantly for staff to feel confident about their role and how they contribute to the partnership

Ultimately, that employees feel fully engaged in the work & transformation of the Council

- As we implement the actions detailed in this paper, we will be told through the staff survey, pulse surveys and anecdotally that they feel more engaged in and informed about change and transformation in the Council
- And about the real contributions and improvements they have made to Council services

2.3 Turning our aspirations into reality

We will realise our aspirations for the workforce through implementing a well-informed workforce strategy, which is fully integrated with the Council's strategy and by prioritising the actions, which deliver the greatest impact and return. A typical workforce strategy covers 3 to 5 years and comprises 5 or 6 key themes.

Whilst our new workforce strategy will be developed in the coming months, with key stakeholders, I have laid out the actions, which will help us to realise our aspirations below and have grouped them into higher-level strategic headings for ease of reference. Please do not therefore read this as being the Council's Workforce and OD strategy, as this will emerge in due course.

Developing organisational agility – our structures and strategic workforce planning

- We will develop our workforce planning so that it fully integrates with the Council's overall planning process and can be competed seamlessly with the PTHB
- We will develop and implement a workforce resourcing plan, encapsulating; fit for purpose operating model/structures, our recruitment and retention needs, talent management, succession planning and developing the ongoing and new skills needed in our workforce
- We will facilitate the refreshment of the workforce resourcing plan each year for each service and for the Council as a whole
- As part of this, we will compare our workforce profile needs against the local demographic market, identifying any gaps and risks in order to better inform our workforce strategy and plans
- We will review our agile working agenda and arrangements to ensure we make the best use of our assets, further optimising digitalisation

Developing our approach to leadership & management

- We will define our leadership approach with SLT
- This in my view should be an engaging (participative) and compassionate approach

- We will develop a set of leadership behavioural competencies which will bring this to life and build them into our leadership development courses, training and the performance review of leaders
- As part of this we will seek to develop a set of shared competencies and to deliver leadership development in conjunction with the PTHB
- We will provide all new leaders with induction in our leadership approach and what is expected and will also provide training and induction in softer people management skills
- We will provide leaders with further opportunities to develop their knowledge and skills, for instance by participating in; breakfast briefing sessions, lunchtime learning sessions, interactive manager forums/networks and by working/engaging with coaching and mentoring

Please note that in referring to leaders we are also referring to managers

Developing a healthy culture & strong engagement

One of the main drivers for engagement will be through an effective compassionate and participative leadership style as detailed above. Whilst this will be a key driver of engagement, stronger and fuller engagement will be supplemented by a number of other key actions/levers we need to develop, including:

- Leaders and managers giving employees the permission to change and improve their services within simple frameworks. Our culture moving forwards need to be such that, where a simple improvement does not need additional resources, employees are confident and able to develop/implement it. Where however the impact is significant or the change needs investment, employees need to be provided with simple ways to request and access the support and any authority needed
- To develop the coaching conversation skills of all of our leaders, so that we can support the work and performance of colleagues on a day to day and week to week basis, rather than twice a year during their formal performance review meetings
- To further develop our professional coaching capacity in the Council to increase the number of employees we can offer coaching to
- To develop and embed set of behavioural competencies for the workforce as whole, so employees know what kind of behaviours they can expect from each other and are aware of what is expected from them
- To further improve the Individual Performance Review process so that it manages and supports performance in respect of both our objectives and the behaviours expected from us
- To review how we recognise the good work of staff, for instance through immediate real time thanks, praise and recognition arrangements. Platforms already exist whereby managers and staff can instantly recognise and praise the work and behaviour of colleagues
- To develop better mid-term workforce planning and to develop an engaging and compassionate leadership style, through which we involve all employees in conversations about and in designing how their services can be best delivered in the future

- To actively listen to feedback from staff surveys and our pulse tests and to use the findings to inform our next cultural steps and to assess the impact of our ongoing actions
- To review, enhance and develop more ways for employees to be able to readily and freely feed up, down and across the organisation, their thoughts, ideas, views and opinions
- To review and simplify our policies for managing workforce change, ensuring they are fit for purpose, enabling and transparent

Developing our capability and capacity

- We will promote induction standards to ensure comprehensive induction for all new starters, including staff, managers and Members
- As part of annual workforce planning we will identify our future skills gaps and the newly emerging skills required through our organisational and service strategies and plans, to provide a programme of skills development to support colleagues across the Council, in line with the 21st Century Public Servant model
- The learning and development interventions we offer will be needs led to address; our ongoing transformation programme and project management capacity, skills gaps/new skills needs identified through workforce resource planning, our required mandatory training and to support the Councils identified career and succession planning needs (this can be referred to as top down training needs)
- We will also identify any further significant training needs identified through the Individual Performance Review process and explore any such need with each service (this can be referred to as bottom up training needs)

Improving and transforming the Council

Alongside delivering business as usual, it's essential that we lead the workforce in improving and transforming the services we deliver, and that as part of this, we garner and harness 11,600 innovative ideas from 5,800 colleagues, rather than say 32 ideas from a SLT of 16 leaders.

Whilst I have outlined elsewhere in this document a number of ways we can support transformation and improvement, there is more we can do:

- Our coaching conversations and formal coaching can focus on and be branded around coaching for transformation and improvement
- Similarly, the individual performance review process can focus on transformation and improvement as could any reward and recognition categories we develop
- We could develop a small cadre of *Change Champions* around the Council, selected on the basis that they are change positive and want to contribute to transformation and improvement. We could develop their skills in supporting change and make them available as a resource to teams working on change projects. Rather than this group being an extra resource and cost, we could say release them from their jobs for a day each week/fortnight
- We will deliver training in the Councils chosen change and transformation methodology
- We could explore rolling out and supporting Dragon's Den events across the Council

Developing further our Health & Wellbeing offer

We want our employees to have the best possible experience of the organisation. Whilst all of the actions and plans referred in this document will help to improve and optimise the overall experience of employees, which can contribute to their health and wellbeing, there is more we can do to improve our offer:

- We will procure a new occupational health contract, which is more flexible and able to offer timely appointments and counselling to staff
- We will also procure and implement a 24/7 Employee Assistance Programme, which employees can access for advice and support at any time
- We will deliver an annual series of health guidance and screening events around the County
- We will ensure employees who undertake any activities which require health screening (such as HAVS) receive suitable health screening

3. Next Steps

Subject to EMT'S support in relation to the aspirations and programme of organisational development laid out in this report, a paper will be prepared for the Transformation Delivery Board scheduled for 7th May seeking their support.

Meanwhile an inaugural meeting of a Workforce Board has been arranged on 3rd May to support and begin driving this programme of work.

I am also in the process of drafting a two-year work-plan to deliver this programme of work. Resourcing this plan will be a little challenging, as three senior OD officers departed last year and the budgets for their posts helped contribute to the Council's savings requirement, with further savings of £200k being identified against our corporate OD spend. Given our OD staffing resources are therefore limited, we will involve colleagues from the wider WOD Service where possible, and will be making a bid to Welsh Government for transformation funding for a considerable number of our planned projects over the next two years.

4. Recommendation

EMT is requested to support the aspirations and programme of organisational development laid out in this report and to support a paper being taken to the Transformation Delivery Board on the same basis.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

Why successful organisations invest in engagement and the overall employee experience

In preparing this report I researched a number of employers who have been recognised as and awarded for being the best employers to work for. In reviewing this I looked at both the reasons why they merited the awards, i.e. their employment practices, along with the impact this had on the organisation and their performance/bottom line. The thing that struck me most from this is that there is a clear and proven link between developing great employee engagement and the employment experience that employees enjoy and the market performance of the organisations. Employers with well engaged workforces also benefit from lower employment costs, arising from other outcomes, such as lower sickness absence rates, lower turnover and less employee safety incidents.

Indeed, **Gallup in their State of the Global Workplace Report of 2017** tells us that employers with engagement levels in the top quartile compared to employers with engagement in the bottom quartile, perform better as follows:

- 21% higher profitability
- 17% higher productivity
- 20% higher sales
- 24% to 59% lower turnover (between traditionally lower/higher turnover organisations)
- 41% lower sickness absence
- 70% less employee safety incidents

Furthermore, **MacLeod and Clarke in their report to the UK Government, Engaging for success: enhancing performance through employee engagement**, were asked to undertake an in-depth look at employee engagement and report on its potential benefits for companies, organisations and individual employees.

MacLeod and Clarke found that employee engagement correlated with performance and more significantly, there was evidence that improving engagement correlated with improving performance. This came to be at the heart of their proposition that employee engagement matters to the UK.

In arriving at this, they relied upon the following findings:

Firstly, that engagement correlated with performance:

Gallup in 2006 examined 23,910 business units and compared top quartile and bottom quartile financial performance with engagement scores and found that:

- Those with engagement scores in the bottom quartile averaged 31 – 51 per cent more employee turnover, 51 per cent more inventory shrinkage and 62 per cent more accidents.
- Those with engagement scores in the top quartile averaged 12 per cent higher customer advocacy, 18 per cent higher productivity and 12 per cent higher profitability.

A second Gallup study of the same year of earnings per share (EPS) growth of 89 organisations found that the EPS growth rate of organisations with engagement scores in

the top quartile was 2.6 times that of organisations with below-average engagement scores.

Tower Perrins-ISR 10 carried out a global survey in 2006 which included data gathered from opinion surveys of over 664,000 employees from over 50 companies around the world, representing a range of industries and sizes. The survey compared the financial performance of organisations with a highly-engaged workforce to their peers with a less-engaged workforce, over a 12 month-period:

- The results indicated a significant difference in bottom-line results in companies with highly-engaged employees when compared with companies with low levels of employee engagement.
- Most noticeable was the near 52 per cent gap in the performance improvement in operating income over the year between companies with highly-engaged employees versus companies whose employees had low engagement scores. Companies with high levels of employee engagement improved 19.2 per cent in operating income while companies with low levels of employee engagement declined 32.7 percent over the study period. 30

Standard Chartered Bank reported that in 2007 they found that branches with a statistically significant increase in levels of employee engagement (0.2 or more on a scale of five) had a 16 per cent higher profit margin growth than branches with decreased levels of employee engagement.

Secondly, that engagement correlated with innovation:

Gallup indicated that higher levels of engagement are strongly related to higher levels of innovation. Fifty-nine per cent of engaged employees say that their job brings out their most creative ideas against only three per cent of disengaged employees.¹¹ This finding was echoed in research for the Chartered Management Institute in 2007 which found a significant association and influence between employee engagement and innovation. Based on survey findings from approximately 1,500 managers throughout the UK, where respondents identified the prevailing management style of their organisation as innovative, 92 per cent of managers felt proud to work there.

Both **Sainsbury's and O2**, two companies that have recorded significant recent successes, believe that their recent growth has been predicated on a transformation of their approach to their workforce, based on highly developed engagement models.

MacLeod and Clarke also looked at the impact on the Public Sector

In the Civil Service indicative evidence suggested that departments with high engagement levels (measured through staff surveys) also tended to perform well in capability reviews – a key metric of departmental performance. Seventy-eight per cent of highly engaged public sector staff believed they could have an impact on public services delivery or customer service – against only 29 per cent of the disengaged staff. (Towers Perrin 2007).

Research in Canada suggested that the link between engagement, customer service and profitability in the private sector could translate to the public sector – with trust and public confidence at the end of the chain, rather than profit.

Sir Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service said:

“The Civil Service faces unprecedented challenges tackling complex policy issues every day. In order to meet these challenges, we must harness the talents of all our staff to the

full. Our employee engagement programme enables us to do this by understanding and improving civil servants' experience of work, helping to ensure that they have access to the opportunities they need to achieve success in their roles. This, in turn, supports our drive to deliver improved public services and better outcomes for citizens."

In considering the link between engagement and performance further, MacLeod and Clarke felt that whilst no single study proved beyond doubt that engagement explains higher performance, or improving engagement causes improved productivity and performance and whilst each study could be open to challenge, taken together they felt they offered a very compelling case.

As **Professor Chris Bones, Dean of Henley Business School**, pointed out, it is hard to believe that the many blue chip and admired companies and organisations putting substantial effort and resources into assessing and improving engagement such as Diageo, Rolls-Royce, AstraZeneca, First Direct and many more, would be doing so if they were not convinced of its importance to their bottom line.

Other outcomes of engagement:

- Engaged employees in the UK take an average of 2.69 sick days per year; the disengaged take 6.19. The CBI reports that sickness absence costs the UK economy £13.4bn a year.
- Seventy per cent of engaged employees indicate they have a good understanding of how to meet customer needs; only 17 per cent of non-engaged employees say the same.
- Engaged employees are 87 per cent less likely to leave the organisation than the disengaged.
- The cost of high turnover among disengaged employees is significant; some estimates put the cost of replacing each employee at equal to annual salary.
- Engaged employees advocate their company or organisation – 67 per cent against only three per cent of the disengaged.
- Seventy-eight per cent would recommend their company's products or services, against 13 per cent of the disengaged.

Examples of outcomes in the Public Sector:

- Public sector employees are less likely to be advocates for their organisation than private sector staff.
- **Research by Ipsos Mori on Audit Commission data showed that staff in councils** rated as 'excellent' had much better results than those in weak or poor councils when asked about factors such as being informed and consulted, having confidence in senior managers and understanding the overall objectives of their organisation; they were also twice as likely to be advocates for their organisation than staff in weak or poor councils.
- A similar finding emerged when **the rating of Hospital Trusts by the Healthcare Commission** were compared to their staff survey results. Those Trusts rated 'excellent' were twice as likely to include strong advocates of their organisation than those rated as 'weak' (64 per cent as opposed to 31 per cent).
- Both these studies found that certain aspects of engagement seemed to explain more of the difference between the best and worst organisations than others. In particular,

differentiating elements appear to be: communication (especially senior management having a clear vision of the organisation and this being expressed to staff, enabling them to understand how their role fitted in to the bigger picture); providing staff with feedback on their performance and listening to their concerns; giving staff autonomy and control, by allowing them the opportunity to show initiative and input into their own job-plans; and having confidence in the senior management team and in their concern for the employee.

- Seventy-eight per cent of highly engaged employees in the **UK public sector** say they can make an impact on public services delivery or customer service, as against just 29 per cent of the disengaged, according to a 2007 Towers Perrin report.
- **A study by ORC in local authorities** cited six significant associations between overall resident satisfaction and positive employee attitudes, including pride in working for the council and being treated with fairness and respect, clarity of expectations in the job, and awareness of the council's long term goals. The results of a school's survey by West Berkshire Council found significant correlations between staff attitudes and pupil attainment.
- This emphasis on good leadership and management as a crucial enabler of employee engagement recurs in the work of **Beverly Alimo-Metcalfe, Professor of Leadership at Bradford University**. Metcalfe has carried out a three year longitudinal study of 46 mental health teams working in the NHS. Her study indicated that a culture of engagement predicted performance, and was more important than other variables including competence: "We were able to provide evidence that engaging leadership does, in fact, predict productivity. We also found that this style of leadership increases employees' motivation, job satisfaction and commitment, while reducing job-related stress. Leadership skills alone do not have such a transformational effect.
- The study identified three dimensions of leadership culture: engaging with others, visionary leadership and leadership capabilities. "We found that all three dimensions positively and significantly affected several aspects of staff 's attitudes to work and their well-being at work. [...] However, only 'engaging with others' significantly affects all aspects of positive attitudes to work, and all aspects of well-being, including a strong sense of team spirit, which neither of the other two leadership dimensions predicts".
- Metcalfe's study went on to examine whether any of these three dimensions assessed in 2005 significantly predicted the productivity of the teams 12 months later: "Again we found that, of the three, only 'engaging with others' was a significant predictor of performance [our emphasis], defined in terms of meeting the government target of reducing in-patient bed occupancy by treating patients in their own homes. This was the case even when we allowed for contextual factors."⁷⁶
- Based on work in a wide range of private and public sector organisations Metcalfe argues that the validity of these findings is not limited to the health and social care arena and that the key is buy-in to engaging leadership from the top: "Our experience of working with organisations in which the CEO and the top team accept that creating an engaging culture must start with them is that the effects can be extraordinary, and do not require substantial intervention; in fact, that would defeat the purpose.

Alongside the academic research and findings laid out above and as stated above, I also looked at a number of organisations who have been recognised as the **best employers to work for in the UK**. I have summarised a small number below (one, Admiral Insurance) being reasonably local in Swansea, Cardiff and Newport) and what I found was that all

focus on employee engagement and tailor their actions to develop engagement around their market and how they structure themselves to deliver within their market.

The Sunday Times - UK's Best Big Company to Work for 2019 Admiral Group – Motor Insurance

Set up in 1993, this start-up's maxim was "people that like what they do, do it better". After 26 years Admiral are now Britain's biggest car insurer, with the group also encompassing sister brands Elephant, Diamond, Gladiator and Bell as well as comparison website Confused.com, diversifying into also offering loans and home and travel insurance. Staff numbers have swelled to more than 7,100, based at offices in Cardiff, Swansea and Newport, supplemented by Europe-wide and global operations covering Mexico, America and India.

The Sunday Times reported that Admiral did it by:

- Staff reporting a sense of family among teams unparalleled in our survey, scoring 80% positive.
- They chalk up more unbeaten results for having colleagues who care (83%)
- supportive managers (81%),
- the firm's strong social conscience (80%),
- an inspirational chief executive, David Stevens (76%).
- A "ministry of fun" co-ordinates events including a big summer party, charity fundraising is ingrained and teams frequently socialise outside the office.
- All staff receive a tranche of company shares twice a year, worth around £75,000 for long serving staff who took up every option
- When the founder stepped down in 2016, he gave everyone a £1,000 gift.
- One employee said - "Windfalls are not what keeps her loyal, it's the sense of family."

It evident that, as most of Admiral's business will be delivered via call centres and service centres and relates to customer sales and satisfaction, they have set their employee engagement strategy around; developing a very strong sense of team and family around their call centres, have developed a sense of fun and togetherness, which both supports a call centre approach where work can be a little repetitive, however this also aids employee experience as it provides for more memorable, distinctive and positive events. One of my colleagues also told me that a close relative works for Admiral and he was very pleased recently to have arrived for his shift on a Friday and his name had been drawn out of a tombola, which rewarded him with the rest of the shift off on pay, again a memorable event, but also a positive reward. It is also clear that Admiral reward their staff well and develop a strong psychological contract through reward, particularly where for long serving staff who have held on to their shares.

The Sunday Times - UK's 2nd Best Big Company to Work for 2019 Churchill Retirement Living

Founded in 1994 as a general builder (Ringwood) Hampshire-based Churchill (which was rebranded in 2003) specialises in one and two-bedroom apartments for over-60s, since when it has built 130 retirement developments..

The Sunday Times reported that Churchill did it by:

- Any employee who identifies a development site that the company later buys is in line for a bonus of £20,000, with up to £2,000 on offer through a “buddy bank” workmate referral scheme.
- They treat the 364-strong workforce to pizza on the last Friday of every month – another reason why people here are not bored, an 86% positive score and one of the four measures on which Churchill comes top of our Best Companies list.
- Thanks to a wellbeing programme that provides a stress helpline as well as tax and legal advice, employees do not feel their health is suffering because of their work (83%, third).
- Staff receive an extra day off for their birthday
- Expectant parents are given £200 to help with the impending costs.
- They run their own management programme with a particular focus on the induction of new starters.
- Feedback is positive, and staff say they receive a great deal of support from their managers (87%, first) who care about them as individuals (86%, third).
- They are inspired by chairman and chief executive Spencer McCarthy (86%, third), who undertakes a national “ask the chairman” tour each year, visiting all seven offices.
- He also models in the charity fashion show and volunteers alongside his son on Christmas Day at homeless trust Hope for Food’s soup kitchen.

It’s clear from the newspaper’s findings that Churchill’s engagement strategy focuses on good leadership and management, an effective reward strategy, rewards that focus on key life events, the health and wellbeing of staff and distinctive and memorable events such as the monthly Pizza Friday.

Health & Wellbeing - we will deliver an annual series of health guidance and screening events around the County	JB										
Health & Wellbeing - we will ensure employees who undertake any activities which require health surveillance, receive the required surveillance e.g in respect of HAVS	JB (BAU)										