

Personnel Committee

Held at:	Council Chamber - Civic Centre Folkestone
Date	Thursday, 5 September 2019
Present	Councillors Mrs Ann Berry, Nicola Keen, David Monk (Chairman), Terence Mullard and Rebecca Shoob.
Officers Present:	Sue Lewis (Committee Services Officer), Susan Priest (Head of Paid Service) and Andrina Smith (Chief HR Officer).
Others Present:	Councillor McConville.

9. **Declarations of Interest**

There were no declarations of interest.

10. **Minutes**

The minutes of the meeting held on 13 June 2019 were submitted, approved and signed by the Chairman.

11. **Transformation update**

The Head of Paid Service and Chief HR Officer gave a presentation updating committee members on the progress of the Transformation programme in relation to staffing matters.

(A copy of the presentation is appended to these minutes for information).

12. **Performance framework for the Corporate Leadership Team**

This report presents a suggested performance framework for the members of the Corporate Leadership Team (CLT).

Proposed by Councillor David Monk,
Seconded by Councillor Mrs Ann Berry; and

RESOLVED:

- 1. That Report P/19/06 be received and noted.**

2. **That the introduction of the performance framework for members of the Corporate Leadership Team from April 2020 be approved.**
3. **That Councillor Rebecca Shoob be appointed to the Panel with Councillor Nicola Keen as her substitute.**

(Voting: For 4; Against 0; Abstentions 0).

13. **Implications of raising the minimum hourly rate to £10 per hour**

The report provided the Committee with information relating to the item raised as opposition business at a recent council meeting, namely that the FHDC minimum hourly rate be increased to £10 per hour, in order for the Committee to give appropriate consideration to the proposal.

Proposed by Councillor David Monk,
Seconded by Councillor Terence Mullard; and

RESOLVED:

1. **That Report P/19/05 be received and noted.**

(Voting: For 5; Against 0; Abstentions 0)

14. **Exclusion of the Public**

Proposed by Councillor David Monk,
Seconded by Councillor Mrs Ann Berry; and

RESOLVED:

That the public be excluded for the following item of business on the grounds that it is likely to disclose exempt information, as defined in paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 – ‘Information relating to any individual.’

(Voting: For 5; Against 0; Abstentions 0).

15. **Pay negotiations 2020/21**

The Committee Members received a presentation by the Chief HR officer.

Personnel Committee Transformation Briefing

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5 September 2019

Susan Priest – Head of Paid Service
Andrina Smith – Chief HR Officer

Transformation

The Council's Transformation programme is aimed at creating a fitter, smarter, more cost effective council for the future. The programme will identify opportunities to redesign our services and embrace the opportunities provided by digital technology and a more agile, flexible workforce.

The programme is supported by key objectives, known as the 'three plus one':

Improve service delivery

Improve resilience

Improve efficiency

Deliver financial savings

Transformation - The Journey

our delivery phases:

Phase 1: Blueprint and Business case

Phase 2: Analysis and strategy

Phase 3: Implementation

Phase 4: Continuous improvement



Phase 1 – Blueprint & Business Case

21 June 2017 (Report C/17/15), Cabinet approved the commissioning of a report to look at a new future operating model for the Council

This work was commissioned and undertaken by Ignite Consultancy, commencing in October 2017

28 February 2018 (Report C/17/82) Cabinet agreed to implement the redesign of the Council's services and develop a new operating model

Transformation - The Journey

our delivery phases:

Phase 1: Blueprint and Business case

Phase 2: Analysis and strategy

Phase 3: Implementation

Phase 4: Continuous improvement



Folkestone & Hythe

Phase 2 – Strategy Development

With support from iESE, a number of strategies, workstreams and new ways of working were developed, approved and implemented to support the Council through the transformation programme and beyond:

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ICT Strategy

Digital Strategy

People Strategy

- Role Families
- Behavioural Framework

Introduction of Area Officers

Phase 2 – People Strategy



Phase 2 – People Strategy: Behavioural Framework



Transformation - The Journey

our delivery phases:

Phase 1: Blueprint and Business case

Phase 2: Analysis and strategy

Phase 3: Implementation

Phase 4: Continuous improvement

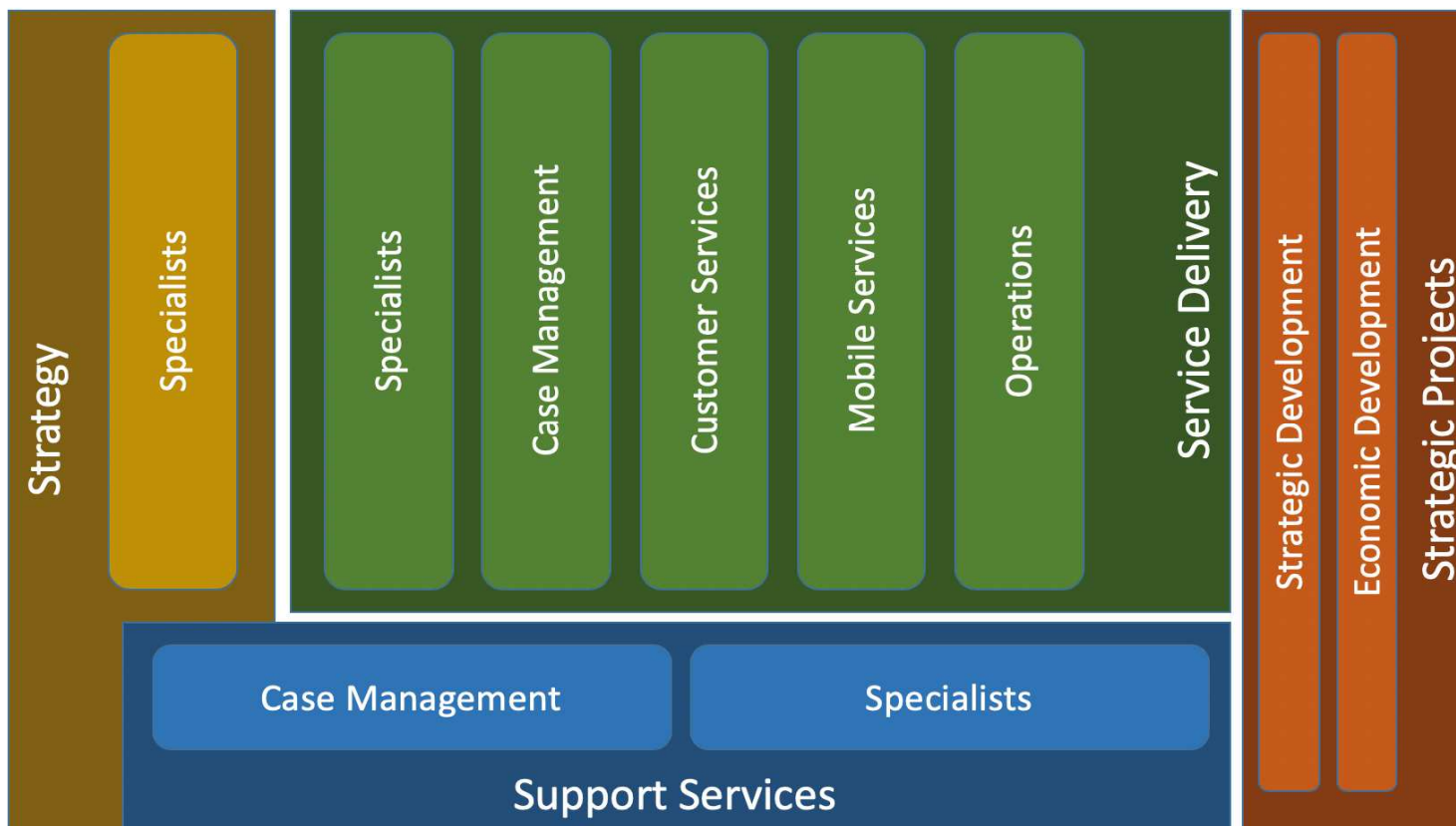


Phase 3 – Operating Model

As a result of the work undertaken to date, a Future Operating Model (FOM) has been developed and provides a model of how the Council delivers services to customers and how the customer will interact with the Council.

The Council has reviewed the future operating model concept and has tailored the key components to be bespoke for its internal and external facing delivery requirements.

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Phase 3 – Implementation Stages

The implementation phase is itself made up of three stages of delivery:

Stage 1 (June – October 2019)

- Strategy
- Support Services (Communications, Legal, Finance, Corporate Debt, Democratic Services and Information)

Stage 2 (October 2019 – March 2020)

- External Delivery (including Housing, Planning, Building Control, Operations, Communities and Customer Services)

Stage 3 (April – June 2020)

- IT and HR

Key Dates – Phase 1

(Subject to consultation process)

Date	Action
00 Wednesday 21 August	Consultation close Deadline for feedback & voluntary redundancy requests
Wednesday 4 September	Final structure reviewed at Transformation Programme Board
Mon 8 & Tues 9 September	Outcome of consultation provided to staff & union Summary of feedback received & management responses New structure confirmed
Mon 8 & Tues 9 September	Individual staff informed of effects and next stages, inc: <ul style="list-style-type: none"> • Confirmation of assimilation • 'At risk' staff provided notice of redundancy and list of suitable alternative post(s) that can be applied for (if required)
Thurs 12 & Tues 17 Sept	Workshops for staff who are required to complete expressions of interest in roles
00 Monday 23 Sept	Deadline for submitting expressions of interest – staff in competitive selection situations
Wed 25 Sept – Weds 3 Oct	Competency based interview for staff in competitive selection situations
Mon 7 – Weds 9 October	Staff in competitive selection situations notified of selection panel decision
Monday 28 October	Stage 1 Launch event
Tuesday 29 October	Stage 1 new structure effective

Phase 3 – Stage 1 Summary

3 staff included as Stage 1

consultation closed on 21 August 2019

7 individual pieces of feedback submitted from officers during the consultation

normal feedback received from the Unison Branch Secretary

feedback has been collated and summarised to enable Transformation Programme Board yesterday to discuss and agree responses and final structures.

feedback has led to some changes being made and also gives us the opportunity to reiterate some of the key messages and reasoning behind the new operating model.

Phase 3 – Stage 1 Next Steps

Structure charts are being updated following some changes based on feedback

Monday 9 October – staff will receive the final structures and hear responses to feedback

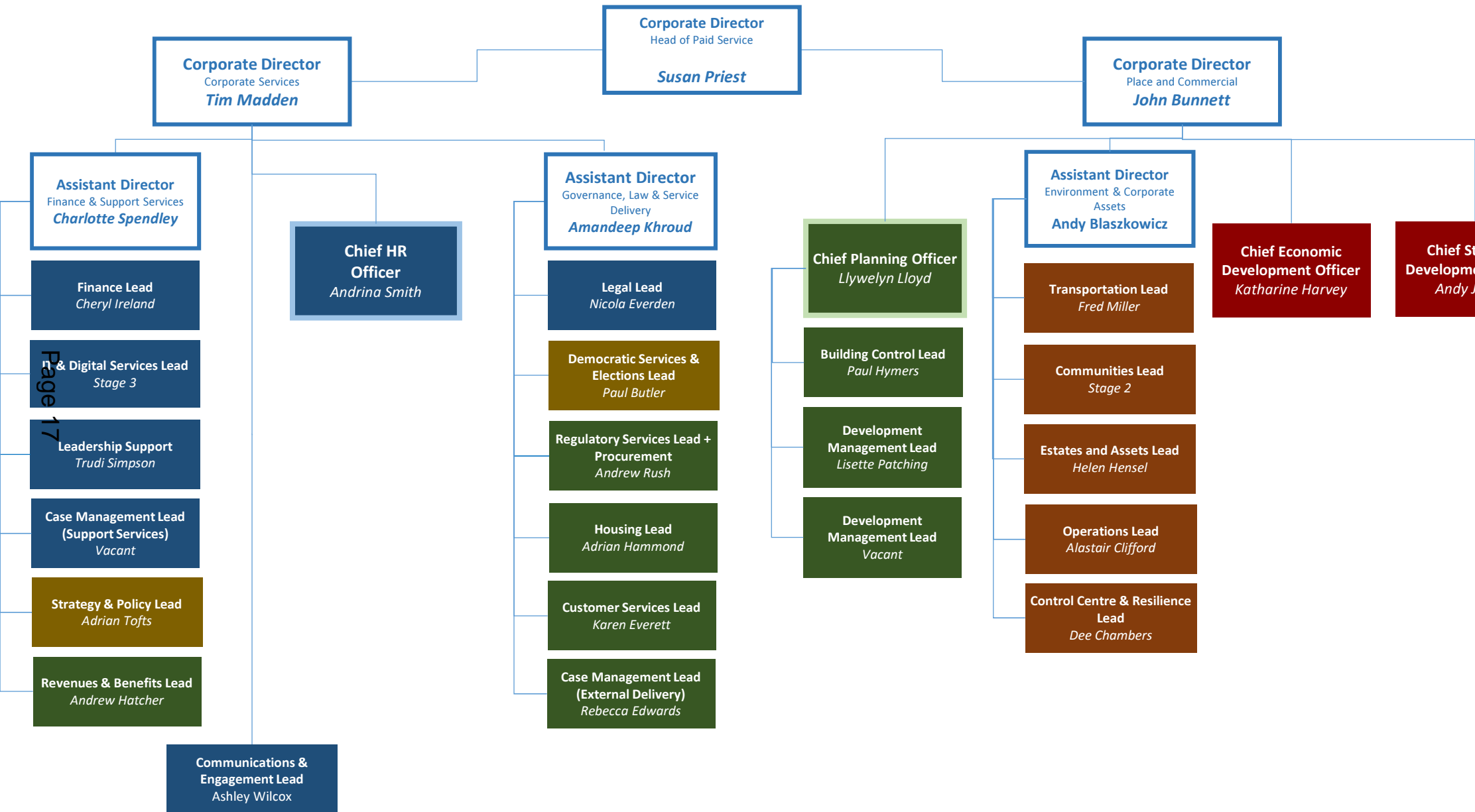
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A vast majority of staff in this stage are assimilating into new roles

One post is deleted and the post holder at risk of redundancy, however suitable alternative employment has been identified

Only 5 members of staff are required to express interest in roles in the new structure and may need to be interviewed to determine where they will sit, however there are roles for all the officers

Go Live for Stage 1 is Monday 28 October

Leadership Team Structure Chart



Phase 3 – Stage 2

Stage 2 (October 2019 – March 2020)

Internal Delivery (including Housing, Planning, Building Control, Operations, Communities and Customer Services)

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Go Live date for Stage 2 is currently proposed to be Monday 23 March 2020

For that to be realistic, consultation with affected staff must start by mid-November

Timescales are tight as dealing with in the region of 200 staff in this phase

Work on proposed structures will start later this month

Transformation - The Journey

our delivery phases:

Phase 1: Blueprint and Business case

Phase 2: Analysis and strategy

Phase 3: Implementation

Phase 4: Continuous improvement



Phase 4 – June 2020 onwards

Once we have completed the 3 stages of implementation, that is not the end of our transformation.

Continuous improvement will become part of our everyday processes as technology embeds and processes are streamlined and cross-joined, further improvements and efficiencies will continue to be identified

Delivering Financial Savings for FHDC

Original Blueprint suggested up to £1.8m savings

Following the analysis and strategy phase, savings were re-evaluated to be around £1.4m

Stage 1 is delivering £600k savings

Work is just starting on Stage 2 to identify savings and further savings will come from stage 3 but we are expecting to reach £1-1.2m in total which will be factored into the MTFS

Further efficiencies are also likely as we move into Phase 4 of Continuous Improvement

Delivering Savings – the challenges

Whilst making savings, some decisions are also having to be taken to reinvest, for example:

- new initiatives such as the Area Officers team and also
- as a result of decisions being made by Council, for example Climate Change which will require resources to drive this work forward

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Equally, additions such as SopraSteria and East Kent Housing will have an impact due to the discussions that are on-going as these will be an add-on to the original scope of work within the transformation programme.

Let's revisit the People Strategy



People Strategy: Workforce Engagement

August 2018, in conjunction with Reward Gateway we launched

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F&H Rewards

Exclusive benefits for our awesome staff

Examples of Savings

7%
Discount



10%
Discount



10%
Discount

TOPSHOP

8%
Discount



12.5%
Discount

ERNEST JONES

10%
Discount



12%
Discount



7%
Discount

M&S

Up to
40%



10%
Discount



5%
Discount



5%
Discount

John Lewis

8%
Discount



7.5%
Discount



10%
Discount



Up to
40%



10%
Discount



Examples of Cashback



Examples of Reloadable Cards



Wellbeing Corner

A top-down view of a wooden table with various items: a sliced orange, a green apple, a kiwi, a banana, a measuring tape, a blue dumbbell, a water bottle, and a scale.

Wellbeing centre

Put your wellbeing first and check out our library of or recipes, exercise, mindfulness and financial advice>>

A top-down view of a clipboard with a stethoscope and medical documents.

Healthcare Cashplan

[Learn more here>>](#)

A close-up of two hands clasped together, one in a grey sweater sleeve.

Employee Assistance Programme

[Professional help when you need it most>>](#)

Wellbeing Centre

Move

Get active



Explore more >

Munch

Eat your way to a healthier you



Explore more >

Money

Impartial financial advice



Explore more >

Mind

Mastering your mental health



Explore more >

How much can I save?

Total Savings

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£356.44 

Approved cashback

£10.85 

Pending cashback

£1.55 

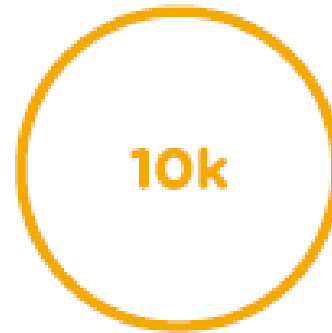
F&H Rewards – One Year Anniversary



Registered users



Spent, saving
employees £7.6k!



Shopping
discounts pages
accessed



In-store and
Online orders
placed



Value of Cycle to
Work orders

&H Rewards – it's expanding...

eComms cards to encourage informal recognition across the Council
initial work being undertaken to move the recognition scheme onto the
platform

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Coming Soon...

Access for members – 25th September 2019

Any questions?

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