WIRRAL

LAW, HR AND ASSET MANAGEMENT

DEPARTMENTAL PLAN

2010-2011

CONTENTS

1. **Departmental Overview**

The department of Law, HR and Asset Management was created in 2008 by combining Legal and Member Services, Human Resources and Asset Management from Corporate Services with other property related functions from Technical Services and Adult Social Services. The department will make a significant contribution to delivering the council's corporate objectives.

Director of Law, HR and Asset Management - Bill Norman

The Department is lead by the Director of Law, HR and Asset Management, Bill Norman, who is the Council's Monitoring Officer. The departmental management team comprises three Heads of Service, working closely with the Director.

Head of Asset Management – Ian Brand

The Asset Management Service provides a corporate strategic approach to the management of the Council's assets. It is responsible for corporate asset management planning, and for ensuring that the asset base is appropriate for current and future service delivery. It provides strategic direction and support to the Council, its directorates and services, and also delivers a range of operational asset management services.

Head of Human Resources and OD – Chris Hyams

The Human Resources and Organisational Development (OD) Service is responsible for providing strategic HR direction and support to the Council and its management teams and in developing the organisation in line with its plans. The service also supports the Council in optimising the performance capability and capacity of the workforce.

In terms of the organisational development agenda in particular, we will continue to look for outward-looking opportunities at the regional and sub-regional level, for example through the Merseyside Improvement and Efficiency Partnership.

Head of Legal and Member Services – Surjit Tour

The aim of Legal and Member Services is to provide efficient, effective, responsive and customer focussed legal and democratic services to other departments, elected members and the council.

2. **Contribution to the Council's Corporate Plan**

2.1 **Strategic objectives and aims for 2010-13**

A vision for Wirral and a set of strategic objectives, with aims for 2009-14 and immediate priorities for improvement was agreed in September 2009. A corporate plan is now in place to support this strategic framework, which gives a clear rationale for the council's priorities and sets out current delivery plans.

The council has five strategic objectives:

- To create more jobs, achieve a prosperous economy and regenerate Wirral

- To create a clean, pleasant, safe and sustainable environment
- To improve health and well being for all, ensuring people who require support are full participants in mainstream society
- To raise the aspirations of young people
- To create an excellent council
-

The Department of Law, HR and Asset Management has a key role to play in delivering many of the council's strategic objectives and medium-term aims.

Council's Strategic Objective	Council's Aims for 2010-14	Key Projects / Activities for HR, Law and Asset Management in 2010-14
To create more jobs, achieve a prosperous economy and regenerate Wirral	Increase investment and encourage new developments	• Provide property and legal support for key transformational partnership projects including New Brighton Phase 2, Hoylake Golf Resort, Birkenhead Town Centre, the Sail Project, Wirral Waters and others.
To create a clean, pleasant, safe and sustainable environment	Deliver HMRI programme and achieve housing decency standards	• Provide property and legal support for HMRI initiative
To improve health and well being for all, ensuring people who require support are full participants in mainstream society	Promote greater independence and choice	• Provide property and legal support for transforming social care • Ensure that all Council Assets comply with the requirements of the Disability Discrimination Act
	Encourage healthy lifestyles and participation in fulfilling activities	• Provide property and legal support for gateway review of parks and countryside
To raise the aspirations of young people	Safely reduce the number of looked after children	• Provide legal support to Children's Services.
Create an excellent council	Improve the use of the council's land and assets.	Rationalisation of administrative accommodation
		Modernisation and rationalisation of the wider estate
		Review of Facilities Management arrangements
	To enable people to deliver excellence in an organisation that is well led, engages with and empowers staff	To implement the people strategy as a framework for further action.
		To deliver the OD Strategy and programme to include; • Leadership • Change management • Performance management through Key issues exchange

		• Employee engagement & Culture change • Key performance skills • Level 2 & Skills for life training •
	To plan for changing workforce requirements to deliver value for money with an effective employment framework and organisational capacity	To implement an effective workforce plan to anticipate and manage future workforce requirements. To include; • Anticipation of future service changes & workforce requirements • Joint planning with partners • Workforce remodelling & service redesign • Specific & targeted Actions in place • Re- skilling & development • Succession planning • Traineeships
		To implement an effective Management & rewards framework including; • Ongoing review of HR policies • Delivery of an affordable equality proofed pay system • An effective payroll/HR system to deliver an efficient & effective employee administration & management process.
		To review the HR/OD structures to ensure it meets future organisational requirements.
		To ensure the workforce is representative of the community.
	Create a sustainable and stable budget providing value for money	Law, HR and Asset Management supports or leads many improvement activities relating to value for money/ use of resources. It is also important that the department's budget is managed properly.

	Improve accountability, accessibility and openness and involve those who use our services in their design and delivery	Support the Council through the changes to governance and democratic arrangements contained within the Local Government and Public Involvement in Health Act 2007and other legislation.
	Improve the delivery of election and electoral registration services	Undertake full service review. Introduce innovative methods of working to improve service provision. Review and utilise IT Systems. Utilise existing staff.
	Improve Member Engagement/ Development	Undertake review of Member Engagement/ Development. Embrace and encourage new innovative methods of communication and the dissemination of information to Members.
	Improve the Council's overview and scrutiny functions	Review overview and scrutiny arrangements. Utilise existing staff and increase staffing levels. Introduce a clear strategy and development programme of change and improvement.
	Improve partnership working and awareness	Implement so far as practicably possible, new practices and procedures promoting partnership working. Raise the profile and use of the Partnership Toolkit

2.2 Improvement priorities for 2010-11

The council has a number of improvement priorities for 2010-11, as agreed by Cabinet on the 24 September 2009. The department leads on the following:

1. To enable people to deliver excellence in an organisation that is well led, engages with + empowers staff.	1.1 To implement the people strategy as a framework for further action. 1.2 To develop a leadership strategy to enable Wirral to meet its challenge over the next 5 years. 1.3 To develop an OD Strategy and programme to include priority areas for development. - Change management - VFM Review skills 1.4 To work towards the national targets of level 2 training and skills for life training. 1.5 To build on the Key Issues Exchange process to meet the changing performance requirements. 1.6 To develop an effective employee engagement strategy.

2. To plan for changing workforce requirements to deliver value for money with an effective employment framework and organisational capacity	2.1 To Implement an effective workforce plan to anticipate and manage future workforce requirements. 2.2 To Review the employment framework practices to meet changing workforce requirements. 2.3 To implement the final stage of the **pay** policy review. 2.4 To implement the new HR/Payroll system. 2.5 To review the HR/OD structures to ensure it meets future organisational requirements. 2.6 To ensure the workforce is representative of the community.
3. Improve the use of the Council's Land and Assets	3.1 Rationalisation of administrative accommodation
	3.2 Modernisation and rationalisation of the wider estate
	3.3 Review of Facilities Management arrangements
4. Improve the delivery of election and electoral registration services	4. Undertake full service review. Introduce innovative methods of working to improve service provision. Review and utilise IT Systems. Utilise existing staff.
5. Improve Member Engagement/ Development	5. Undertake review of Member Engagement/ Development. Embrace and encourage new innovative methods of communication and the dissemination of information to Members.
6. Improve the Council's overview and scrutiny functions	6. Review overview and scrutiny arrangements. Utilise existing staff and increase staffing levels. Introduce a clear strategy and development programme of change and improvement.
7. Improve partnership working and awareness	7. Implement, so far as practicably possible, new practices and procedures promoting partnership working. Raise the profile and use of the Partnership Toolkit.

It will also make a contribution to the following:

Council's Strategic Objective	Council's Aims for 2010-14	Key Projects / Activities for HR, Law and Asset Management in 2010-14
To create more jobs, achieve a prosperous economy and regenerate Wirral	Increase investment and encourage new developments	• Provide property and legal support for key transformational partnership projects including New Brighton Phase 2, Hoylake Golf Resort, Birkenhead Town Centre, the Sail Project, Wirral Waters and others.

To create a clean, pleasant, safe and sustainable environment	Deliver HMRI programme and achieve housing decency standards	• Provide property and legal support for HMRI initiative
To improve health and well being for all, ensuring people who require support are full participants in mainstream society	Promote greater independence and choice	• Provide property and legal support for transforming social care • Ensure that all Council Assets comply with the requirements of the Disability Discrimination Act
	Encourage healthy lifestyles and participation in fulfilling activities	• Provide property and legal support for gateway review of parks and countryside
To raise the aspirations of young people	Safely reduce the number of looked after children	• Provide legal support to Children's Services.

2.3 <u>Summary of contribution to LAA improvement priorities</u>

The council has signed up to deliver Wirral's Local Area Agreement as a member of the Local Strategic Partnership.

In 2010-11, the department will lead on the delivery of the following LAA improvement priorities and targets:

[Insert LAA improvement priorities and targets for which the department is responsible – some of these may also appear in section 2.2]

In 2009-10, the department will deliver the following activities and key outcomes in relation to these improvement priorities:

[Insert <u>summary</u> of planned activities and key outcomes – again, – some of this information may be duplicated in section 2.2, so you may wish to cross reference]

It also makes a contribution to the following:

[Insert LAA improvement priorities to which the department makes a contribution, and any relevant outcomes]

3. What are we going to deliver?

3.1 Priorities for Improvement 2010-11

Please note that all performance indicators and projects / activity included in 3.1 will be included in the Corporate Plan

Priority for Improvement 2010-11	We will measure our success by: Performance Indicators	We will deliver: Projects / Activity	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
1.1 To implement the people strategy as a framework for further action.	Employees are led and empowered to deliver excellent services to meet the Council's objectives.	Kay tasks monitored corporately Develop collaborative approaches with our partners to meet shared outcomes.	Maximising current resources Training budgets	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
1.2 To develop a leadership strategy to enable Wirral to meet its challenge over the next 5 years.	Effective leaders able to meet challenges of our change programme	Leadership strategy A development Programme Leadership activities	Maximising current resources Training budgets	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments

1.3 To develop an OD Strategy and programme to include priority areas for development. - Change management - VFM Review skills	An organisation with the skills and capacity to deliver the change programme	Development programme targeted at managers & staff involved in the change programme	Current resources Training officers & specialist leads	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
1.4 To work towards the national targets of level 2 training and skills for life training.	An increase in the numbers of people that are skilled at Level 2 And have undertaken skills for life training.	Continued skills for Life training. Skills Audits to develop skills plans and targets across departments	Current resources and access to external funding	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
1.5 To build on the Key Issues Exchange process to meet the changing performance requirements.	An improvement in the number and quality of KIEs taking place in order to deliver improved performance and the skills of employees.	A refreshed approach with training to support managers to deliver	Current training resources	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
1.6 To develop an effective employee engagement	To contribute to a strategy that will include staff engagement,	Action plan to be developed		Corporate Resources	HR/OD With Corporate Resources	Contribution to an excellent council better placed to	All departments

strategy.	communication and recognition						deliver all key outcomes including 'narrowing the gap'.
2.1 To Implement an effective workforce plan to anticipate and manage future workforce requirements.	An organisation with the capacity to deliver current & future objectives as detailed in the workforce plan	Quarterly reviews and progress reports against agreed Corporate and Departmental Plans Develop collaborative approaches with our partners to meet shared outcomes.	Current resources	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
2.2 To Review the employment framework practices to meet changing workforce requirements.	Employee framework that meets legal & organisational requirements	Quarterly reviews and progress reports against action plan target	Current resources	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
2.3 To implement the final stage of the Council's Pay review.	A pay structure that meets equality requirements & is affordable	Reviews and progress reports to Cabinet and Employment	Resources already available. Additional resources may	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key	All departments

		Committee.	be needed but this will be contained within budget			outcomes including 'narrowing the gap'.	
2.4 To start the implementation of a new human resources and payroll system	Achieving improvements in service delivery & savings identified. Implementation of project plan.	Implementation of the project through an agreed implementation plan	Savings have already been identified as part of this project	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
2.5 To review the HR/OD structures to ensure it meets future organisational requirements	An efficient and effective HR/OD service able to deliver the services to a changing Council	A future options model based on benchmarking and analysis of requirements	Current resources	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
2.6 To ensure the workforce is representative of the community.	Indicators Local 6213h Local 6274a Local 6274c Local 6276 Local 6277 Local 6278 Local 6279	Quarterly reviews and progress reports against action plan targets	Current resources plus the time of CEIG members	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments , CEIG and Employee Equality groups
3. Improve the use of the Council's land	Reduction in the amount of accommodation	Rationalisation of administrative	Maximising current resources	Corporate Resources	Asset Management	Contribution to an excellent council better	All departments

and assets.	occupied. Reduction in annual accommodation costs More efficient use of retained space	accommodation				placed to deliver all key outcomes including 'narrowing the gap'.	
	Improvement in the condition of the retained estate. No. of assets sold. No of assets transferred to community groups.	Modernisation and rationalisation of the wider estate	Maximising current resources	Corporate Resources	Asset Management	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
	Reduction in the annual cost of facilities management	Review of Facilities Management arrangements	Maximising current resources	Corporate Resources	Asset Management	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
4. Improve the delivery of election and electoral registration services	More effective and efficient delivery of elections and electoral registration	Undertake full service review. Introduce innovative methods of working to	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes	All departments

	services. Improved Electoral Registration Service. Mitigation of risks associated with service delivery and consequences.	improve service provision. Review and utilise IT Systems. Utilise existing staff				including 'narrowing the gap'.	
5. Improve Member Engagement/ Development	Raise profile of members. Greater empowerment of members.	Undertake review of Member Engagement/ Development. Embrace and encourage new innovative methods of communication and the dissemination of information to Members.	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
6. Improve the Council's overview and scrutiny functions	Effective delivery and discharge of overview and scrutiny functions. More informed and empowered	Review overview and scrutiny arrangements. Utilise existing staff and increase staffing levels	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments

	members. More robust decision making	Introduce a clear strategy and development programme of change and improvement.				
7. Improve partnership working and awareness	More effective and efficient delivery of elections and electoral registration services. Improved Electoral Registration Service. Mitigation of risks associated with service delivery and consequences.	Implement, so far as practicably possible, new practices and procedures promoting partnership working. Raise the profile and use of the Partnership Toolkit.	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments

3.2 **Aims for 2010-13 (Please highlight in bold the key performance indicators and projects / activity which should also be included in the Corporate Plan)**

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
Strategic Objective 5							
1. To enable people to deliver excellence in an organisation that is well led, engages with + empowers staff.	Employees are led and empowered to deliver excellent services to meet the Council's objectives	Strategies with development programmes for Leadership. Employee engagement Skills Performance management An effective and efficient employee management framework Activities to deliver our leadership role in equalities, employee health & welfare.	Current capacity maximising the role of leaders and managers	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
2. To plan for changing workforce requirements to deliver value for money with an effective employment framework and organisational capacity	An organisation with the capacity to deliver current & future objectives as detailed in the workforce plan To continue to ensure the workforce is representative of the community.	Management information corporately – line management level. Models of future workforce requirements to meet changes in Council services and requirements. Action plans to deliver changes.	Current resources working across departments	Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All Departments
3. Improve the use of the Council's land and assets.	Reduction in the amount of accommodation occupied. Reduction in annual accommodation costs. More efficient use of retained space	Rationalisation of administrative accommodation	Maximising current resources	Corporate Resources	Asset Management	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
	Improvement in the condition of the retained estate. No. of assets sold. No of assets transferred to community groups.	Modernisation and rationalisation of the wider estate	Maximising current resources	Corporate Resources	Asset Management	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
	Reduction in the annual cost of facilities management	Review of Facilities Management arrangements	Maximising current resources	Corporate Resources	Asset Management	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
4. Improve the delivery of election and electoral registration services	More effective and efficient delivery of elections and electoral registration services. Improved	Undertake full service review. Introduce innovative methods of working to improve service provision.	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the	All departments

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
	Electoral Registration Service. Mitigation of risks associated with service delivery and consequences.	Review and utilise IT Systems. Utilise existing staff.				gap'.	
5. Improve Member Engagement/ Development	Raise profile of members. Greater empowerment of members.	Undertake review of Member Engagement/ Development. Embrace and encourage new innovative methods of communication and the dissemination of information to Members.	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments
6. Improve the Council's overview and	Effective delivery and discharge of	Review overview and scrutiny	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better	All departments

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
scrutiny functions	overview and scrutiny functions. More informed and empowered members. More robust decision making	arrangements. Utilise existing staff and increase staffing levels. Introduce a clear strategy and development programme of change and improvement				placed to deliver all key outcomes including 'narrowing the gap'.	
7. Improve partnership working and awareness	More effective and efficient delivery of elections and electoral registration services. Improved Electoral Registration Service. Mitigation of risks associated with	Implement, so far as practicably possible, new practices and procedures promoting partnership working. Raise the profile and use of the Partnership Toolkit.	Maximising current resources	Corporate Resources	Legal and Member Services.	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All departments

Aims 2009-2013	We will measure our success by: Related Performance Indicators	We will deliver: Projects and/or Activities	Funding / Resources	Lead Portfolio	Lead Service Area	Will this activity contribute to narrowing the gap in Wirral? If so, how will this be measured?	Who else is required?
	service delivery and consequences.						
Refers to projects and activities							
To develop the future operating model for HR/OD to meet Wirral's current and future requirements	HR/OD service that meets its performance measures. To continue to implement the new human resources and payroll system. Achieving performance improvement and savings identified.	Future operating model agreed and delivered with improvements and efficiencies		Corporate Resources	HR/OD	Contribution to an excellent council better placed to deliver all key outcomes including 'narrowing the gap'.	All Departments