



Wirral Council

People Strategy 2010 - 2013

Introduction from the Leader and Chief Executive

The People Strategy is Wirral Council's statement of how we will achieve our objectives through our people. We know that our success so far has been delivered not only through effective partnerships, but by the commitment and hard work of the 12,000 plus people who work for the Council services and schools.

The People Strategy provides a framework for activity for the next 4 years which will support the aims as stated in the Council's Corporate Plan. Wirral Council is committed to being a good employer, recognising our role in the Borough as the largest single employer and that approximately 90% of our workforce also live in the Borough and are part of our community.

The People Strategy describes our approach to People Leadership and sets out:

- Wirral's philosophy in how we lead and manage our people
- Why this approach will result in better outcomes for the local community and residents
- How the Strategy manifests itself into a set of priorities, actions and policies
- How this is measured to ascertain success

The People Strategy 2010 – 2013 has been designed to help us build upon what we have already achieved and to take us forward to meet the challenges of the future.

The initial People Strategy has achieved the following major achievements:

- Implementation of a successful Workforce Development Plan framework
- All Council People Management policies have undergone an Initial Equality Impact Assessment
- Improved Redeployment practices have been implemented to support the Council's Efficiency Programme – providing redeployment opportunities for displaced employees'
- Development of a Corporate Leadership Development Programme with Chester Business School.
- High quality developmental leadership training/skills for Elected Members

- Job Evaluation has been undertaken and an equal pay review of the pay structure with implementation of new pay bands for up to SCP 34
- Harmonisation of terms and conditions for all 'Green Book' employees
- Enhanced benefits package implemented including – equality assessed rates of pay, increased holiday allowances and a harmonised working week
- Implementation of a Child Care Voucher Scheme offering both employees and the Council the opportunity to make savings and contribute to the retention of employees
- Occupational Health Services offer additional services for employees, including counselling sessions and physiotherapy. An independent Employee Assistance Programme has also been launched to offer further support to employees

Since the development and implementation of the first People Strategy, the Council has undergone considerable changes which have delivered significant challenges to both the operation of the Council and its resources. Having strategies in place that ensure people are equipped to deliver the Council's priorities is essential. It is important we carry on moving in the right direction and that our people move with us.

Additionally the Council continues to operate in a challenging environment with changing external pressures, including the need to continue driving efficiency savings, tackling worklessness within Wirral and the added pressures of the recession nationally.

The new People Strategy clearly shows how we will continue to value and develop our people to achieve success, so that we can both continue to deliver high quality services and continue to improve and innovate for the benefit of the people of Wirral.

Councillor Steve Foulkes
Leader of the Council

Stephen Maddox
Chief Executive

Our commitment to people who work with and for us.

Wirral Council believes that we need to maximise the effectiveness of employees at all levels in the organisation and that doing so will improve outcomes for local people.

Most of the Council's services to residents are delivered by employees often on a one-one basis. The Council is a people business and the effectiveness of employees has a significant impact both on services and outcomes for local people as well as the Council's reputation.

The difference in performance between Councils is mostly influenced by organisational leadership, the quality of employees and how well they are led and managed.

Therefore, there is a direct and measurable link between the motivation, skills and focus of employees and the quality of service provision. As a result of this there is a strong case for developing a People Strategy to ensure that the potential of every employee is maximised for the benefit of Wirral.

Given the challenging financial context that will exist in the economy and Public Services over the next few years and that the Council's largest single resource is our employees, there is also a strong efficiency argument for enabling our employees to give the most. Across a whole range of issues from morale and motivation, skills development, improved leadership to absence management, there are ways in which productivity can be increased through the delivery of an effective People Strategy.

As the Council is the largest single employer in the Borough, Wirral Council recognises that approximately 90% of our workforce also lives in Wirral. What we do and how we act, impacts on how employees perceive the Council. Therefore, we have the potential of over 12,000 ambassadors for the Council. Importantly the opportunities to develop the skills and well being of our employees whilst in employment will also benefit them as community members, and in addition impacts on their lives and families.

We value the diversity of our workforce and seek to make the Council more accessible through improved representation of our community. Development and support for all employees to maximise their potential is important to us.

Through both its leadership role and the opportunity to narrow the gap by building on employment opportunities for people, Wirral Council wants to demonstrate that with the right support and development, traineeships such as apprenticeship schemes and work placements can deliver sustainable opportunities for people.

People Strategy Aim and Principles

The aim of the People Strategy is to ensure that Wirral Council has an effective and productive workforce to meet its current and future objectives.

The principles of the People Strategy are:

- Employees, who are well led, motivated, and understand their role in the organisation, are much more likely to deliver consistently and efficiently at a higher level.
- Well developed and trained employees will deliver more. They are more likely to embrace further learning, and be more flexible in their ways of working. This is an investment in results and improved outcomes.
- A positive organisational culture is the key to getting the most out of people. In the Public Sector where financial reward plays a much smaller part in motivating and rewarding employees, the importance of a positive organisational culture in ensuring high levels of efficiency and productivity cannot be overestimated. A learning culture where employees feel that they can take measured risks, with support, will enable a greater degree of innovation and best practice for our customers as well as increasing individual employee satisfaction
- Employees who have good physical and mental health are more resilient and engaged to deliver services and outcomes for the people of Wirral.
- Employees, who understand the organisation's objectives, their own objectives, and the expectations of them, are more focussed on priorities, delivering the best of themselves for our customers.
- Clear vision, leadership and direction enable the organisation to change and develop new ways of working to deliver services and meet its objectives as stated within the Corporate Plan.
- Creating a positive environment where employees feel valued, well informed and listened to, rewarded and treated fairly by the organisation, are more likely to feel it is a good place to work. This will bring results in terms of improved efficiency, productivity and ultimately improved outcomes for Wirral. We are also more likely to keep the valuable employees who work for us.

Wirral Council's Vision and Objectives

The Council's Vision is one of a more prosperous and equal Wirral, enabling all communities and people to thrive and achieve their full potential.

The Council's Vision has 5 strategic objectives:

1. To create more jobs, achieve a prosperous economy and regenerate Wirral.
2. To create a clean, pleasant, safe and sustainable environment.
3. To improve health and well being for all, ensuring people who require support are full participants in mainstream society.
4. To raise the aspirations of young people.
5. To create an excellent Council.

Wirral Council's Strategic Change Programme

The Council's Strategic Change programme is driving forward the Council's priorities for change to deliver the objectives in a more efficient and effective way through transformation. The purpose of the programme is to improve services within available resources and within approved timescales. This will directly impact on our people and the People Strategy needs to support the "people" changes essential for that transformation.

The programme currently comprises six areas however this is being expanded. The areas are:

- Strategic Asset Review (SAR): this is subject to a separate reporting process, and will be a catalyst for changing how and where people work and how services are accessed.
- Customer Access Strategy (CAS): initially using Street Scene Services
- ICT Technological Developments (ICT): the work necessary to keep computers and software functioning and up to date.
- Common Administrative Processes (CAP): including the key projects of the Highways and Engineering Services contract arrangements (HESPE), Human Capital Management (HCM) [Human Resources and Payroll] and Integrated Financial Systems (IFS). The processes provide the Council with the potential for gaining efficiencies and improvements.
- Building Schools for the Future (BSF)
- Adult Social Services Transformation Programme (DASS)

Delivery of the Vision and Objectives by People

To deliver the Council's Vision, the Corporate Plan sets the aim of enabling people to deliver excellence in an organisation that is well-led, engages with and empowers employees' and that we plan for the changing workforce requirements to deliver value for money with an effective employment framework and organisational capacity. The People Strategy sets the framework for the Council to achieve this aim through its people.

Challenges

Wirral Council as part of the public sector will be facing financial challenges over the coming years. As a result we are looking at different ways of delivering outcomes, different methods of service delivery, delivering more with less or not at all. To deliver our aims and objectives within this context the council will need to consider and address key workforce issues. Our areas for consideration are:

- Change – ensuring that employees are supported and developed for new roles and new ways of working in an efficient way, bringing our people with us.
- Skills and Capacity – ensuring that we have the capacity, skills and flexibility to deliver current and future objectives.
- Delivery and Performance – ensuring that the workforce delivers services aligned to corporate objectives and improves performance

Partnerships

Fundamental to the success of our Community Strategy and Corporate Plan is that we deliver better outcomes for local people in partnership with other agencies and organisation.

Whilst the People Strategy is focused upon Wirral Council's workforce we recognise and support the value of the people we work with as partners in delivering shared aims and objectives.

Making this happen

To deliver the Vision and Objectives as described in the Corporate Plan, we need the commitment skills and focus of the people who work for us. The principles of the People Strategy need to be delivered to realise this. The purpose of the People Strategy is to ensure that all of the approach to people is articulated, the above is clearly planned, systemised and performance managed.

Our recognition of what employees do to contribute to the Council, its services and community has underpinned our approach for a number of years. Our

commitment to being a good employer through employment practices, supporting people through organisational change and their personal development has been key to delivering our aims and to building future capacity. This has been demonstrated through the delivery of a number of strategies and interventions. This approach is owned and delivered both corporately and departmentally, by all managers and employees’.

The themes below outline how this is going to be delivered & measured.

People Strategy Themes:

We intend to address our strategic people issues through focusing our attention and prioritising action within 5 key themes to best ensure that we:

1. Develop and deliver leadership
2. Develop our organisation, communication and culture
3. Develop skills, capability and capacity to deliver performance
4. Deliver performance through an effective management framework and efficient processes
5. Deliver our role as a good employer

So that we have an effective workforce that can deliver positive outcomes for the people of Wirral.

1. Develop and Deliver Leadership

Deliver Effective and Visible Leadership

This is important to ensure that the organisation’s overall objectives and approach are owned by Members, Chief Officers and Senior Managers. This will involve Leadership and Organisational Development for all. This is the start of setting the organisational culture.

Vision and leadership are key to moving the organisation forward. The Vision should articulate a picture or description of where the Council needs to be in the future, in a way that can be understood by all employees’. The importance of the Vision and Objectives is ownership at all levels.

Leadership at Wirral extends beyond the organisation. It is about leadership of Place. That Leadership needs to be delivered across the Borough, delivering the best outcomes for Wirral. Our Leadership activities need to be visible and delivered with integrity. What we require of leaders should be defined in our corporate leadership behaviours

The Corporate Business Planning process

At Wirral, the Vision and Objectives should be articulated through our Corporate Business Planning process. Leadership is about bringing this alive, creating drive and a belief that priorities can be delivered and that together we really can make a difference for the people of Wirral.

In such a large complex organisation we need to ensure that all employees understand the priorities and are working towards them. This places emphasis on effective communication across and within the organisation. To ensure that activities reflect organisational priorities and objectives the Vision is defined across Wirral via the Community Strategy. The Corporate Plan outlines the part that the Council will play in delivering the Community Strategy, our Vision and Objectives. The Vision & Objectives are then cascaded through Departmental Plans aligning activities to the Vision and Objectives. A key part of making this work for all employees is the Key Issues Exchange. This is a key discussion between the manager and the employee (or in teams) to identify their contribution to the Service Plan priorities. These form objectives for the employee. Our aim is to ensure that the “golden thread” of objectives has cascaded from the Community Strategy objectives through to the individual delivering services on a daily basis.

Develop Leadership Skills and Capacity

We are committed to developing our leadership capacity through our Leadership Programmes which are a key priority for us. Considerable investment has been made into our Leadership Programmes which enable us to enhance capacity to support change management including cultural and behavioural change and talent management/succession planning.

The Leadership Programmes will continue to be developed so as to ensure that we set out what Organisational and Leadership Behavioural Development we expect all managers to have. This will include; generic leadership skills, targeted development such as change management training and specific development to deliver good management practices through policies and procedures.

2. Develop our Organisation, Communication and Culture

The Organisation

To meet the Council's objectives of delivering positive outcomes for people through being an Excellent Council, we want to ensure that we develop our organisation and drive and support change whilst developing our capacity to deliver. Our Change Programme specifically aims to transform services and the way that we work, whilst realising efficiency.

Culture

Culture is often described as “the way that we do things around here”. We believe that we need to lead and manage our culture so that it aligns with our values and we get the culture that delivers effectively for us. Good leadership is key and will shape and develop our culture. Organisational and Leadership behaviours reinforce and shape the culture.

We need to ensure that our processes also reinforce the required culture of the organisation. This starts with our People Strategy in defining our approach to people and how we work. The culture should be reinforced in our policies and our strategies and be key in our decision making processes.

To further develop the culture of the organisation to meet our drivers of improvement and efficiency and to achieve real transformation, further work will need to be done. Each theme of the People Strategy will incorporate this aspiration as it moves forward.

Communication and Engagement

A key part of developing our culture is through the communication and involvement of employees. This has been significantly improved via the employee newsletter “One Council” and departmental newsletters. Good communication is modelled and reinforced by the annual Chief Executive’s Road shows, backed up by Departmental Road shows, and management and employee briefings. This gives the opportunity for employees to give feedback and facilitates two-way communication between management and employees.

Valuing employees through employee recognition programmes is delivered corporately via the Employee and Team of the Year Awards. Departments compliment this with their own awards schemes. Employees are involved in service planning at different levels and also have the opportunity for recognition for innovative ideas via the Staff Suggestion Scheme.

3. Develop Skills, Capability and Capacity to Deliver Performance

Workforce Planning

Building the capacity of the organisation to deliver current and future objectives is key to excellent performance. Wirral Council uses Workforce Planning to anticipate future employee requirements and issues and to ensure that we have the capacity to deliver now and in the future.

Development Programmes

Wirral has invested in development and training for employees at all levels. We have a number of key programmes;

- Excellent Leadership Programmes to develop the leadership competencies of current and future managers and members.
- Departmental Training Programmes which reflect the performance and/or professional skills development needs being identified at the KIE's with employees.
- Professional Development Programmes to ensure that the accredited and professional knowledge skills of employees are developed and updated.
- Commitment to the National Skills Pledge which has set out targets for skills levels for all people of working age. We are committed to working towards those targets, in particular Skills Level 2. We are particularly committed to delivering Skills for Life for those employees where this programme will enable them to be more confident, contribute more in the workplace and move on to further development.

We believe that developing employees brings tangible benefits. Increased knowledge and skills empowers employees and enables them to improve performance. Investing in employees through training is a visible demonstration of our commitment to them as individuals. Developing people reinforces good performance, boosting confidence and bringing that confidence into the workplace.

The Skills Pledge and Skills for Life

We also believe that, particularly for those employees that have been out of a learning environment for a while, programmes such as Skills For Life and accredited programmes, brings learning and confidence into households in Wirral.

Trade Union Learning Representatives

This is a positive partnership with the shared aim of encouraging learning and development. It is key to delivering the aims of Skills for Life and making learning more accessible. A joint learning forum has been established comprising trade union and organisational development representatives.

Working with Partners

Training and development is not solely for our employees. We deliver training in conjunction with our partners to enable good partnership working and alignment to common objectives.

Elected Member Development

Training programmes are also in place for Elected Members and we hold the North West Elected Member Development Charter. The Cross-Party Elected Member Development Group develops new programmes and ensures good communication and elected member commitment to development.

Investors in People and External Recognition

Recognition for our approach to development comes from external awards and initiatives. Wirral Council was re-accredited with Investor in People (IIP) status in 2009. This built on our previous success in 2006 and followed a rolling programme of assessment across departments. The Managing Assessor reported improvements in our employee development, engagement and involvement in the following three year period.

Talent Management, Succession Planning & New Ways of Working

Further work needs to be developed to structure our talent management and succession planning processes.

Our need to shape future services means that employees will need to develop new skills and ways of working. This may be through employees moving between roles or through more formal redeployment. We will need to support those employees using tools such as the skills audit and development plans, maximising current programmes e.g. the Leadership programmes and external funding opportunities.

Individual Performance and Development through Key Issue Exchange

Individual performance is developed and supported by the Key Issue Exchange (KIE). This is the key discussion between the manager and the employee (or in teams) to identify their contribution to the Service priorities. These discussions form the basis of objectives for the employee. Our aim is to ensure that the “golden thread” of objectives has cascaded from Wirral’s Community Plan, through the Corporate Plan and Departmental Plan objectives through to the individual delivering services on a daily basis. As part of the discussion employees should have an opportunity to agree shared objectives, have feedback on their performance, celebrate achievements and identify learning.

This is the key process in the organisation to align an individual's contribution with strategic objectives and to ensure that all employees' are communicated with and their contribution valued.

The KIE is a tool to support leadership and development of employees, it needs to continuously develop and support good leadership practice in the workplace. One to one meetings or formal supervision carries through the principle of performance management and development in the workplace.

4. Deliver Performance Through an Effective Management Framework and Efficient Processes

Policy and Procedure Framework

To deliver effective performance, the management framework (policies and procedures) should support the delivery of the organisational aims and culture. The policies are there to enable managers to manage performance as well as to support employees'. e.g. Attendance Management, Disciplinary and Capability procedures.

Our policies relating to people management reflect the law, but also need to be more accessible to employees and managers. They should operate in a fair, timely and transparent way.

Our employment practices aim to create a safe environment in which to work. That environment needs to support:

- Employees personal safety
- Encouraging employees to bring forward any areas of concern (including confidential reporting)
- The safeguarding of both our employees and local people.

We have a rolling programme of policy review, supported by a robust Equality Impact Assessment (EIA) and consultation process. The reviews reflect legislative and organisational change.

Increasingly our policy review has had to reflect the changing economic context. This is reflected particularly in our redeployment practices where our commitment to supporting employees through service change is delivered. Further work will need to identify priority areas of policy review to deliver the aims of efficiency and effectiveness.

Working effectively with those Trade Unions and Associations who represent our employees as partners, and to embrace employee consultation are an integral part of how we work.

Pay and Rewards

Wirral is proud to be one of the first Metropolitan Authorities to introduce harmonisation of pay and condition of our workforce. Our Pay Structure reflects the need to be fair, equality proofed, and transparent, with the need to value and reward people fairly. The final part of the review, for Senior Managers, and JNC Chief Officer graded employees will be completed within 2010.

Management Information and Systems

In order to manage effectively, management information, data and systems are a key part of the working process. Our integrated Payroll and HR Management System has already delivered a great deal. However, 2010 will see the introduction of an improved on-line system, enabling managers and employees to input and access on-line information. Whilst the purpose of the new system will be to drive out cost and to improve performance, it also delivers significant cultural change, where managers and employees will be working with a very modern 'self-service' system where more efficient practices will become the norm and shape expectations.

Working Practices

Working practices also need to reflect value for money and the need for efficiencies. The practices also need to reflect the changing expectations from customers of how and when they want to access services. Integrated teams and partnership working have become the norm in order to deliver our strategic objectives and meet the needs of our customers.

The Change Programme and Asset Review will facilitate agile and flexible working, home working and shared offices and facilities. These are examples of how employees will need to work differently. Those practices need to be supported with an enabling policy framework. They also need to be supported through leadership and change management.

5. Deliver our Role as a Good Employer and Employer of Choice

Wirral Council recognises its role as a leader in the community as the largest single employer in the Borough and as the Local Authority. Wirral Council should strive to be a good employer and work with our partners in the public, private and voluntary sector from a position of strength and best practice. All effective management framework and practices should clearly be delivered on this basis. There are also some key areas of delivery where we seek to deliver excellent practice;

Equalities and Diversity

Wirral Council was awarded the Equality Standard for Local Government (ESLG) Level 3 in November 2009. This was an important milestone for us. The ESLG recognises good practice and it is important that we deliver across the range of expectations. The Council performed well at Level 3 and we were successfully migrated to an 'Achieving' Council status on the new Equality Framework for Local Government (EFLG). The Council plans to work towards achieving an 'Excellent' Council status by November 2011.

We aim to have a workforce that reflects the community that we serve. This is to ensure that the Council is accessible to our communities and customers. It also means that by reflecting our community we are better able to understand the need of that community. This is an aim which we are continually working towards.

We also seek to provide support for all employees and to provide targeted support for those individuals from diverse backgrounds to ensure that we create a working environment with opportunities to contribute and develop. Over the next year we will develop our approach further to articulate the principles of dignity at work as part of what we do.

Delivering this aim means that we need to understand the makeup of our workforce. Our recently developed and implemented Workforce Monitoring Policy plans to engage further with our workforce to provide information about their backgrounds to build a fuller picture of the workforce that we employ. We have made good progress in this area over the last 18 months and seek to complete a more accurate picture of our workforce during 2010/11. Our workforce will be monitored on a regular basis with an equality and diversity survey carried out bi-annually. This work assists with informing our workforce targets and development plans.

2009/10 saw the launch of a Positive Action programme in the Department for Adults Social Services with further work planned with our partners across Merseyside over the next few years.

Our approach to Equality and Diversity has been one of involvement and engagement. The Corporate Equality & Inclusion Group (CEIG) is supported by the Employee Diversity Forums and they have a key role in shaping policy and proposing targets. Our Equality Watch Scheme encompasses all areas of diversity and encourages employees to become champions, with visible commitment to Equality and Diversity. This bottom up approach is complimented with real Leadership at the top, where the Chief Executive leads with communication to employees on the issues, and each Chief Officer leads on a specific strand of Equality and Diversity.

Underpinning this approach is an excellent training and development approach. Wirral has developed an in house e-learning package to reach employees directly in the workplace and to ensure a common understanding of our aims and expectations. This is complimented with specific targeted training where appropriate. Elected Members have been included in the training, backed up by workshops. Stage two of the roll out of the programme includes targeting those without access to ICT, or who require further support, again backed up with workshops.

Health and Wellbeing of our Employees

Wirral is committed to the Health and Wellbeing of our employees. That commitment is not only to those who are absent from work in order to enable them to recover and return to work. We want employees who are healthy in work so that they are resilient to meet current and future challenges. As employees they are also community members, so supporting their Health and Wellbeing also supports our community, which also impacts on households in the Borough. Wirral has worked in partnership with the NHS to maximise our capacity to deliver key initiatives such as Mindful Employer and Wirral Working for Health. Our Strategy to deliver excellence in this area will come together under the “Fit4Wirral” approach which will incorporate an integrated approach to Health and Safety compliance, Absence Management with the Health and Wellbeing of our workforce, which is our overarching aim.

Workplace Opportunities

Wirral aims to support the training opportunities for local people through apprenticeships and work placements and volunteering. We have supported the Future Jobs Fund to provide work placement and training opportunities for young people. Further work can be developed to maximise work placement opportunities.

Delivering the People Strategy

The Strategy will be delivered through;

Ownership and Leadership

- Elected Members. - this is a key framework for People Management in Wirral. The People Strategy is endorsed by The Cabinet.
- The Chief Officer Management Team (COMT) - as the Council's Management Team, Chief Officers' own the framework, model its values and ensure delivery of key actions.
- Managers and Staff - Managers are expected to ensure that they and their staff understand the principles of this Strategy and their responsibility for the actions in it.

- Employees with specific responsibilities for supporting the Council to deliver its People Strategy.

The Implementation Plan with identified activities.

The People Strategy will be delivered through the activities shown at Appendix 1. The detail of those activities will then be delivered via specific work plans; Departmental Plans, the Workforce Development Plan and other Strategies. Those corporate activities will be led either by COMT or by those with strategic responsibilities; Corporate Human Resources & Organisational Development, Communication and Performance Management. In a number of areas identified, specific group will take the lead, e.g. Corporate Equality & Inclusion group (CEIG).

Measures of Performance

How will we know that this has been delivered?

The People Strategy aims to have in place principles of how we work with people. We believe that good people management leads to well motivated, skilled employees who are aligned to and therefore better placed to deliver the Council's objectives. This then improves our performance for Wirral. There are a number of levels of evaluation;

1. How employees feel about working for Wirral Council and contribute to their role.
2. How well Wirral delivers people management initiatives
3. How much Wirral benefits from employees' contribution in terms of performance

How employees feel about working for Wirral Council and contribute to their role

Measured via;

- Employee Opinion survey. The survey measures employee perceptions of the following;
- Life at work
- The organisation, alignment and working environment
- Communication

- Management impact
- Training and development
- Equality & diversity
- Overall satisfaction for the employee with their job and the Council as an employer
- Key Issues Exchange -how much people know what is expected of them and objectives are aligned to Organisational objectives
- How much employees meet those objectives, delivering objectives within the Departmental Plans, the Corporate Plan and making a difference for the people of Wirral

How well Wirral delivers people management initiatives

- Investor in People accreditation
- Get On awards
- Elected Member Charter
- Equality Framework for Local Government (EFLG)
- Individual people awards e.g. Apprentice of the Year, Employee of the Year
- Progress towards the Skills Pledge, specifically the numbers of employees' achieving Skills Level 2

How far Wirral benefits from peoples contribution in terms of performance

Measured by;

- External Assessment of Performance
- Service inspections
- LAA targets
- Use of resources

- Improving performance against key national and local performance indicators (PIs)
- Sickness absence figures improving at the Council as a comparison to other Metropolitan Authorities
- Turnover rates
- Recruitment & retention as an employer of choice

Monitoring and Review

The Implementation Plan and activities will be monitored on a quarterly and annual basis. The People Strategy will be reviewed on an annual basis.

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