

## People Strategy Implementation Plan 2009 – 2011

### 1. Delivering and Developing Leadership

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
<b>Delivering effective and visible leadership</b>				
<ul style="list-style-type: none"> <li>• Departmental Visits</li> <li>• Back to the Floor</li> <li>• Attendance at team meetings</li> <li>• Attendance at training activities</li> <li>• Road shows</li> <li>• Corporate and Leadership Behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• All Chief Officers/Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an agreed framework for visible leadership for all Chief Officers and Heads of Service</li> <li>• Update Corporate and Leadership Behaviours to meet current context and challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Human Resources/ Organisational Development with Chief Officers Management Team</li> </ul>	<ul style="list-style-type: none"> <li>• Visible leadership that engages people</li> </ul>
<b>Corporate Business Planning process</b>				
<ul style="list-style-type: none"> <li>• Community Strategy</li> <li>• Corporate Plan</li> <li>• Departmental Plans</li> <li>• Service Plans</li> <li>• Key Issues Exchange</li> <li>• Pilot of Revised KIE (DASS)</li> <li>• The Change Programme</li> <li>• Medium-term Finance Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Led by Deputy Chief Executive and Director of Corporate Services and delivered by all Managers</li> <li>• Director of Corporate Services</li> <li>• Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the delivery of the KIE through process improvement to ensure that the leadership vision and priorities are communicated, shared and delivered by all.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD with COMT</li> </ul>	<ul style="list-style-type: none"> <li>• Clear vision, priorities and plans. People know what is expected of them.</li> </ul>
<b>Developing leadership skills and capacity</b>				
<ul style="list-style-type: none"> <li>• Corporate Leadership programmes which encompass change</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Leadership route &amp; opportunities mapped and linked to KIE</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• Current and future leaders with skills to lead</li> </ul>

<b>Current Activity 2009/10</b>	<b>Delivered by</b>	<b>Priority Improvement Activity 2010/11</b>	<b>Delivered by</b>	<b>Outcome</b>
<p>management and enables succession planning and talent management</p> <ul style="list-style-type: none"> <li>• MBA programme</li> <li>• ILM programme</li> <li>• DASS Transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> <li>• Director of Adult Social Services</li> </ul>	<ul style="list-style-type: none"> <li>• Heads Of Service programme to support Organisational transformation</li> <li>• To develop a Coaching and mentoring strategy to build on current good practice, and support the succession planning approach but using current skills and capacity to develop new leaders</li> <li>• To develop a targeted programme of change management and Leadership to further support our Leaders to lead and manage change</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD with COMT</li> <li>• Head of HR/OD</li> <li>• Head of HR/OD with Strategic Change board</li> </ul>	
<p><b>June 2010 update:</b></p>				

## 2. Developing our Organisation, Communication and Culture

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
<b>Organisation</b>				
<ul style="list-style-type: none"> <li>Achieved Corporate IIP</li> </ul>	<ul style="list-style-type: none"> <li>Head of HR/OD with COMT</li> </ul>	<ul style="list-style-type: none"> <li>To seek accreditation to new standards</li> <li>Programme of activity to support organisational change</li> </ul>	<ul style="list-style-type: none"> <li>Head of HR/OD with all managers</li> <li>Head of HR/OD with Strategic Change Board</li> </ul>	<ul style="list-style-type: none"> <li>An organisation able to change and develop with empowered employees</li> </ul>
<b>Culture</b>				
<ul style="list-style-type: none"> <li>Articulated in Corporate and Leadership Behaviours</li> </ul>	<ul style="list-style-type: none"> <li>All Chief Officers/Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>To identify the key areas of culture and values that we need to develop to meet the needs of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Improvement Group</li> </ul>	<ul style="list-style-type: none"> <li>A culture that supports new ways of working</li> </ul>
<b>Communication and Engagement</b>				
<ul style="list-style-type: none"> <li>Corporate Newsletter One Council</li> <li>Departmental Newsletters</li> <li>Team Brief process</li> <li>Chief Executive and Departmental Road Shows</li> <li>Joint Consultative Committee (JCC)</li> <li>Employee Diversity Forums (EDFs)</li> <li>Employee Recognition schemes, Corporate</li> </ul>	<ul style="list-style-type: none"> <li>Head of Tourism and Marketing</li> <li>All Chief Officers</li> <li>Head of Tourism and Marketing</li> <li>Chief Executive</li> <li>Chief Executive and Head of HR/OD and all Chief Officers</li> <li>Director of Adult Social Services</li> <li>Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>To enhance internal communications and develop a framework of practice for managers, for workplace communication and engagement</li> <li>To build on employee awards programmes across all departments</li> <li>Complete employee satisfaction survey for whole Council</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> <li>Chief Executive</li> <li>Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>Engaged and aligned employees</li> </ul>

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
and Departmental • Staff Suggestion Scheme	and all Chief Officers • Chief Executive			
<b>June 2010 update:</b>				

### 3. Developing skills, capability and capacity to deliver performance

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
<b>Workforce planning</b>				
<ul style="list-style-type: none"> <li>Departmental workforce plan (2010-11)</li> <li>Corporate Workforce plan for 2009-13</li> <li>Skills Audit</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Improvement Group</li> <li>Head of HR/OD</li> <li>Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>Identification of key people issues arising from the strategic change programme</li> <li>Roll out of Skills Audit tool across all departments</li> </ul>	<ul style="list-style-type: none"> <li>Head of HR/OD with Strategic Change Board</li> <li>Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>The capacity to deliver current and future objectives</li> </ul>
<b>Development Programmes</b>				
<ul style="list-style-type: none"> <li>Leadership Programmes</li> <li>Departmental Training Programmes</li> <li>Professional Development Programmes</li> <li>National Skills Pledge</li> <li>Skills for Life</li> <li>Elected Member Development</li> <li>Talent Management &amp; Succession Planning</li> <li>Key Issues</li> </ul>	<ul style="list-style-type: none"> <li>Head of HR/OD</li> <li>All Chief Officers</li> <li>All Chief Officers</li> <li>Head of HR/OD with COMT</li> <li>Head of HR/OD</li> <li>Director of Law, HR and Asset Management</li> <li>Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>To deliver training in a more efficient way through sharing/one approach</li> <li>Improve take up of opportunities across Merseyside to improve networking and learning in the region</li> <li>To maximise the use of external learning opportunities to bring in new learning</li> <li>Assess skill levels across the organisation and develop targets for skills level 2</li> </ul>	<ul style="list-style-type: none"> <li>Head of HR/OD</li> <li>Head of HR/OD</li> <li>Head of HR/OD</li> <li>Head of HR/OD</li> <li>Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>The skills to deliver current and future objectives</li> </ul>

<b>Current Activity 2009/10</b>	<b>Delivered by</b>	<b>Priority Improvement Activity 2010/11</b>	<b>Delivered by</b>	<b>Outcome</b>
Exchange <ul style="list-style-type: none"> <li>• Graduate Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• All Managers</li> <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• Increase take up of Skills for Life programme</li> <li>• To seek reaccreditation for the Member Charter and to develop a core programme of training</li> <li>• To ensure the KIE identifies the skills employees need to deliver the services and measures performance against corporate and departmental objectives and priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD with COMT and Union Learning Representatives</li> <li>• Director of Law, HR and Asset Management</li>   <li>• All Managers</li> </ul>	
<b>June 2010 update:</b>				

#### 4. Delivering Performance Through an Effective Management Framework and Efficient Processes

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
<b>Policy and procedure framework</b>				
<ul style="list-style-type: none"> <li>• Rolling HR Policy Review Programme</li> <li>• Collaboration of 5 Local Authorities to procure Merseyside Agency Workers Contract</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> <li>• Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>• To specifically review those polices so that they reflect the law and that will enable Wirral Mangers to manage in a changing context</li> <li>• To update recruitment and selection policies to be more inclusive such as Positive Action, Guaranteed Interviews. To update in response to the creation of the Independent Safeguarding Authority (ISA) e.g. the Vetting and Barring Scheme.</li> <li>• To improve attendance management information and practices, review trigger levels against performance and to align future action again trends and issues.</li> <li>• To ensure our redeployment, recruitment and redundancy policies are</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> <li>• Head of HR/OD</li> <li>• Head of HR/OD</li> <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• Fair, efficient and effective working practices to deliver performance</li> </ul>

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
		<p>complimentary and enable Wirral to redeploy staff effectively</p> <ul style="list-style-type: none"> <li>• To review our fixed term and agency workers position, associated policies and processes to improve efficiency and minimise our employment liability whilst ensuring that Wirral has the capacity to deliver services and manage immediate staffing issues.</li> <li>• Launch Dignity at Work policy (including Employee Code of Conduct)</li> <li>• Implement an Agile Working policy and provide training, advice and support to the workforce</li> <li>• To review our Discipline and Capability policies and provide training, advice and support to the workforce to ensure consistent and fair application</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li>   <li>• Head of HR/OD</li>   <li>• Head of HR/OD</li>   <li>• Head of HR/OD</li> </ul>	
<b>Pay and Rewards</b>				



<b>Current Activity 2009/10</b>	<b>Delivered by</b>	<b>Priority Improvement Activity 2010/11</b>	<b>Delivered by</b>	<b>Outcome</b>
<ul style="list-style-type: none"> <li>• Implementation of Harmonised terms and conditions</li> <li>• Pay review of all staff up to SCP34</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• To implement the Pay Review for senior managers SCP35 and above within budget to achieve a fair, equal and transparent pay structure</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD and Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• A rewards framework that is equality proofed and recognises non pay benefits</li> </ul>
<b>Management Information Systems</b>				
<ul style="list-style-type: none"> <li>• Procurement of HRMS</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Law, HR and Asset Management and all Managers</li> </ul>	<ul style="list-style-type: none"> <li>• To implement the upgraded Human Resource Management System (HRMS) to improve working processes and deliver efficiencies.</li> <li>• To roll out the HRMS through Self-Service to maximise the benefits and efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Law, HR and Asset Management and all Managers</li> <li>• Director of Law, HR and Asset Management and all Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient management process and accurate data to plan and manage performance</li> </ul>
<b>Working practices</b>				
<ul style="list-style-type: none"> <li>• Continuing development of multi-disciplinary teams and partnership working</li> </ul>	<ul style="list-style-type: none"> <li>• All Chief Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an Agile and Flexible Working policy and provide training, advice and support to workforce</li> <li>• Strengthen links with external partners and</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD</li> <li>• All Chief Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible working practices that deliver efficiencies</li> </ul>

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
		explore opportunities for shared services		
<b>Performance</b>				
<ul style="list-style-type: none"> <li>• Performance management frameworks within some departments</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a performance management culture</li> <li>• Improved delivery of KIE Process</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Improvement Group</li> <li>• Corporate Improvement Group</li> </ul>	<ul style="list-style-type: none"> <li>• Effective organisational and individual performance</li> </ul>
<p><b>June 2010 update:</b></p>				

## 5. Developing our role as a good employer

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
<b>Equality and Diversity</b>				
<ul style="list-style-type: none"> <li>• Gained Level 3 of Equality Standard for Local Government</li> <li>• Refreshed key equality and diversity performance indicators (2010/11) for the workforce</li> <li>• Pilot Positive Action (DASS)</li> <li>• Workforce Monitoring Policy</li> <li>• Raised awareness of Equality and Diversity through new online training package. Phase 1 complete</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Adult Social Services and Corporate Equality Improvement Group</li> <li>• Head of HR/OD</li>   <li>• Director of Adult Social Services</li> <li>• Head of HR/OD</li>   <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• Work towards achieving Excellent status of the Equality Framework for Local Government (EFLG)</li> <li>• Improve Management information and data</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Adult Social Services and the Corporate Equality Improvement Group and the Equality and Diversity Co-ordinator</li> <li>• Head of HR/OD</li> </ul>	<ul style="list-style-type: none"> <li>• An open, accessible organisation reflective of our community</li> </ul>
<b>Health and Well Being</b>				
<ul style="list-style-type: none"> <li>• Mindful Employer</li> <li>• Occupational Health</li> <li>• Employee Assistance Programme (EAP)</li> <li>• Wirral Working for Health pilot (WW4H)</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Public Health</li> <li>• Director of Public Health</li>   <li>• Director of Public Health</li> </ul>	<ul style="list-style-type: none"> <li>• To encompass a more holistic approach to health and well-being by further developing a partnership approach to the Fit 4 Wirral</li> </ul>	<ul style="list-style-type: none"> <li>• Head of HR/OD and the Director of Public Health and the Health/Safety and Resilience Operations Manager</li> </ul>	<ul style="list-style-type: none"> <li>• A healthy and present workforce and community members</li> </ul>

Current Activity 2009/10	Delivered by	Priority Improvement Activity 2010/11	Delivered by	Outcome
<b>Workplace opportunities</b>				
<ul style="list-style-type: none"> <li>• Apprenticeships</li> <li>• Work Placements</li> </ul>	<ul style="list-style-type: none"> <li>• All Chief Officers/ Heads of Service</li> <li>• All Chief Officers/ Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>• To explore further workplace opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>• A workforce that supports work transition and trainee opportunities</li> </ul>
<p><b>June 2010 update:</b></p> <ul style="list-style-type: none"> <li>• See AMF for progress report on EFLG excellent status</li> <li>• Management Data</li> <li>• Report on Fit4Wirral to go to Employment &amp; Appointments Committee in June.</li> <li>• Further workplace opportunities explored in relation to: <ul style="list-style-type: none"> <li>○ Apprenticeships: new scheme structure (see HJ).</li> <li>○ Graduate Development Scheme report sent to COMT, attendance at Liverpool Graduate Recruitment Fair where approx 200 expressions of interest were obtained. Launch of Scheme scheduled for September 2010 with 4 graduates, programme offers a range of placements across the Council over a 2 year period.</li> </ul> </li> </ul>				