

The People Strategy 2010- 13

1. Executive Summary

- 1.1** The report presents the draft refreshed People Strategy 2010/13 (Appendix 1) with an implementation plan for 2010/12 (Appendix 2). The People Strategy was agreed at Cabinet on 18 March 2010. 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.

2. Background

- 2.1** To deliver the Council's Vision, the Corporate Plan outlines five strategic objectives. The Fifth objective is "To Create an Excellent Council". The aims within that objective are for the organisation to;
- Enable people to deliver Excellence in an organisation that is well led, engages with and empowers staff.
 - Plan for changing workforce requirements to deliver organisational workforce capacity and change.

This will be delivered through the People Strategy. The People Strategy sets the framework for the Council to achieve this aim through its people. The principles are that people who are well led, healthy, motivated and developed, are more likely to deliver consistently and efficiently at a higher level. Furthermore, creating a positive environment where employees feel valued, rewarded, and treated fairly by the organisation contributes to improved efficiency, productivity and ultimately an Excellent Council.

3. People Strategy 2010/13 (Appendix 1)

3.1 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.

3.2 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.

3.3 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 Cabinet Member Corporate Resources and the Employment and Appointments Committee.
- 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 2. 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 groups 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

4. Financial implications

4.1 The People Strategy is delivered within existing resources.

5. Staffing implications

5.1 There are no staffing implications

6. Equal opportunities implications

6.1 The specific activities within the Strategy are included in the ongoing programme of equality impact assessment.

7. Community safety implications

7.1 There are no community safety implications.

8. Local Agenda 21 implications

8.1 There are no Local Agenda 21 implications

9. Planning implications

9.1 There are no planning implications

10. Anti-poverty implications

10.1 There are no anti-poverty implications

11. Social inclusion implications

11.1 The people strategy implementation plan identify how projects and activities are directly or indirectly tackling inequalities in Wirral, and outcomes will be monitored.

12. Local Member Support implications

12.1 There are no local Member support implications

13. Background Papers

13.1 There are no background papers for this report

14. Recommendations

14.1 Employment & Appointments Committee is recommended to:

- Agree the People Strategy 2010/13 at **Appendix 1**
- Agree the People Strategy Implementation Plan 2010/11 at **Appendix 2**

Bill Norman
Director of Law, HR and Asset Management