

Appendix 1
People Strategy Implementation Plan 2009 – 2011
Quarter 3 2010 update

1. Delivering and Developing Leadership

Current Activity 2009/10	Priority Improvement Activity 2010/11	Delivered by	Outcome	Q3 Update
Delivering effective and visible leadership				
<ul style="list-style-type: none"> • Departmental Visits • Back to the Floor • Attendance at team meetings • Attendance at training activities • Road shows • Corporate and Leadership Behaviours 	<p>Develop an agreed framework for visible leadership for all Chief Officers and Heads of Service.</p> <hr/> <p>Update Corporate and Leadership Behaviours to meet current context and challenges.</p>	<p>Head of Human Resources/ Organisational Development with Executive Team</p>	<p>Visible leadership that engages people.</p>	<ul style="list-style-type: none"> • Senior Manager Briefings and Head of Service Communication sessions started in October 2010. • One Brief cascade set up with opportunity to feedback for all employees. Outcomes shared with managers. <hr/> <ul style="list-style-type: none"> • Focus groups held with Senior Managers in June 2010. • Corporate and Leadership behaviours in draft and due to be launched in January 2011.
Corporate Business Planning process				
<ul style="list-style-type: none"> • Community Strategy • Corporate Plan • Departmental Plans • Service Plans • Key Issues Exchange • Pilot of Revised KIE (DASS) • The Change Programme • Medium-term Finance Strategy 	<p>Improve the delivery of the KIE through process improvement to ensure that the leadership vision and priorities are communicated, shared and delivered by all.</p>	<p>Head of HR/OD with Executive Team</p>	<p>Clear vision, priorities and plans. People know what is expected of them.</p>	<ul style="list-style-type: none"> • KIE process refreshed in April 2010, including rationalised paperwork. • KIE on-line continues to be rolled out across the Council in-line with Business Planning Process. • KIE on-line embeds skills identification and assessment into everyday practice. • KIE refresher training to support new process is ongoing.
Developing leadership skills and capacity				
<ul style="list-style-type: none"> • Corporate Leadership programmes which encompass change management and enables succession planning and talent management • MBA programme • ILM programme 	<p>Develop a Leadership route & opportunities mapped and linked to KIE.</p>	<p>Head of HR/OD</p>	<p>Current and future leaders with skills to lead.</p>	<ul style="list-style-type: none"> • Leadership route developed and shared with Chief Officers in June 2010. • Three tiered approach for “aspiring”, “current” and “future” leaders • Corporate approach to delivery of the Institute of Leadership and Management (ILM) courses from January 2011. • Refreshed Leadership Development offer

Appendix 1

<ul style="list-style-type: none"> DASS Transformation 	<p>Heads of Service programme to support Organisational transformation.</p>	<p>Head of HR/OD with Executive Team</p>		<p>via Skills for Wirral Managers.</p> <ul style="list-style-type: none"> Senior Manager Briefings as above. Leadership route as above. Additional training offered through Skills for Wirral Managers: <ul style="list-style-type: none"> Championing Change Leading Change Aligning Visions
	<p>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.</p>	<p>Head of HR/OD</p>		<ul style="list-style-type: none"> Collaborative approach to coaching and mentoring across Merseyside partners Wirral is part of award-winning Coaching Programme across Merseyside and is part of the Merseyside Mentoring Scheme. Wirral Coaching Strategy in draft. Wirral Mentoring Strategy being developed. Both due to go live in January 2011. Wirral is building internal coaching capacity. Coaching and Mentoring training offered through Skills for Wirral programmes.
	<p>To develop a targeted programme of change management and Leadership to further support our Leaders to lead and manage change.</p>	<p>Head of HR/OD with Strategic Change board</p>		<ul style="list-style-type: none"> Three tiered approach to support change management developed: <ul style="list-style-type: none"> Championing Change Leading Change Working through Change

2. Developing our Organisation, Communication and Culture

Current Activity 2009/10	Priority Improvement Activity 2010/11	Delivered by	Outcome	Q3 Update
Organisation				
Achieved Corporate IIP	To seek accreditation to new standards.	Head of HR/OD with all managers	An organisation able to change and develop with empowered employees.	Research and evaluation of options available to the Council for the new IIP standards has been undertaken and will be considered in January 2011.
	Programme of activity to support organisational change.	Head of HR/OD with Strategic Change Board		Three tiered approach to support organisational change as above.
Culture				
Articulated in Corporate and Leadership Behaviours	To identify the key areas of culture and values that we need to develop to meet the needs of the organisation.	Corporate Improvement Group	A culture that supports new ways of working.	<ul style="list-style-type: none"> • Links to Leadership Behaviours • Will be incorporated in the Change Management Strand of The Change Programme.
Communication and Engagement				
<ul style="list-style-type: none"> • Corporate Newsletter One Council • Departmental Newsletters • Team Brief process • Chief Executive and Departmental Road Shows • Joint Consultative Committee (JCC) • Employee Diversity Forums (EDFs) • Employee Recognition schemes, Corporate and Departmental • Staff Suggestion Scheme 	To enhance internal communications and develop a framework of practice for managers, for workplace communication and engagement.	Chief Executive	Engaged and aligned employees.	<ul style="list-style-type: none"> • Existing Internal Communication processes reviewed – delivered via senior managers meetings/briefings and OneBrief process. • Processes in place to ensure employees without access to email and Intranet receive key organisational messages: Chief Officers accountable • OneBrief launched in October 2010. One Brief is a regular face-to-face communication that allows all staff to have their say on the big issues affecting the Council.
	To build on employee awards programmes across all departments.			Corporate approach to employee recognition scheme currently under review – to be re-launched in January 2011.
	Complete employee satisfaction survey for whole Council.			To be reviewed in March 2011

3. Developing skills, capability and capacity to deliver performance

Current Activity 2009/10	Priority Improvement Activity 2010/11	Delivered by	Outcome	Q3 Update
Workforce Planning				
<ul style="list-style-type: none"> Departmental workforce plan (2010-11) Corporate Workforce plan for 2009-13 Skills Audit 	Identification of key people issues arising from the strategic change programme.	Head of HR/OD with Strategic Change Board	The capacity to deliver current and future objectives.	To be reviewed in January 2011 as part of annual Business Planning process.
	Roll out of Skills Audit tool across all departments.	Head of HR/OD		<ul style="list-style-type: none"> Skills Audit Tool rebranded as part of KIE on-line in order to embed skills auditing into organisational activity. 643 employees have completed the KIE on-line. Training and roll out ongoing.
Development Programmes				
<ul style="list-style-type: none"> Leadership Programmes Departmental Training Programmes Professional Development Programmes National Skills Pledge Skills for Life Elected Member Development Talent Management & Succession Planning Key Issues Exchange Graduate Scheme 	To deliver training in a more efficient way through sharing/one approach.	Head of HR/OD	The skills to deliver current and future objectives.	Training delivery coordinated across departments via Skills for Wirral Managers and Skills for Wirral Employees. Majority of courses delivered in-house will plans to achieve complete internal delivery by 2012.
	Improve take up of opportunities across Merseyside to improve networking and learning in the region.			<ul style="list-style-type: none"> Collaborative approach to coaching and mentoring across Merseyside partners Shared virtual space for on-line training for Merseyside, called "E-nable". Wirral are participating in the Merseyside "Future Leaders Programme". Member of North West Employers (NWEO) and regularly attend NWEO Learner Forums. Member of Merseyside Capacity Building and Learning Group and sub groups.
	To maximise the use of external learning opportunities to bring in new learning.			<ul style="list-style-type: none"> KIE online supports the identification of current skills levels across the organisation. Further diagnostic assessment is underway. Targets developed to increase skills levels.
	Assess skill levels across the organisation and develop targets for skills level 2.			
	Increase take up of	Head of HR/OD		<ul style="list-style-type: none"> Skills for Life programme promoted through a

Appendix 1

	Skills for Life programme.	with Executive Team and Union Learning Representatives		<p>variety of means including Corporate Induction, Training Request forms, redeployment guidance packs, Learning at Work events, and special Skills for Life events and taster sessions.</p> <ul style="list-style-type: none"> • Apprentices undertake Skills for Life foundation level. • Analysis of Skills for Life requests against actual take up is ongoing. • Ongoing monitoring activity to maximise uptake. • Skills for Life pages on the KIE tool have been refreshed to encourage engagement and remain up to date. • 8 employees completed Skills for Life, 5 employees currently working towards Skills for Life.
	To seek reaccreditation for the Member Charter and to develop a core programme of training.	Director of Law, HR and Asset Management		<ul style="list-style-type: none"> • Rolling programme of core training developed annually – approved and reviewed by The Member Training Steering Group. • Approach to Personal Development Planning via 1-2-1 reviews being developed. • Member Charter re-accreditation currently under review.
	To ensure the KIE identifies the skills employees need to deliver the services and measures performance against corporate and departmental objectives and priorities.	All Managers		<ul style="list-style-type: none"> • KIE benchmarks individual's current competency, identifies skills gap and enables learning plan to be put in place.

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

Current Activity 2009/10	Priority Improvement Activity 2010/11	Delivered by	Outcome	Q3 Update
Policy and Procedure Framework				
<ul style="list-style-type: none"> • Rolling HR Policy Review Programme • Collaboration of 5 Local Authorities to procure Merseyside Agency Workers Contract 	To specifically review those polices so that they reflect the law and that will enable Wirral Mangers to manage in a changing context.	Head of HR/OD	Fair, efficient and effective working practices to deliver performance.	Programme of review for priority policies developed through HR/OD Service Plan.
	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.			<ul style="list-style-type: none"> • Work undertaken to analyse data in relation to BME recruitment, a report is due to be submitted to the Corporate Equality and Cohesion Group in December. • Existing CRB Disclosure policy will be replaced by the Safer Recruitment and Employment Policy which will go the Employment and Appointments Committee for consideration and decision in November 2010. • All recruitment and employee renewal processes have been reviewed and revised.
	To improve attendance management information and practices, review trigger levels against performance and to align future action against trends and issues.			<ul style="list-style-type: none"> • New Attendance Management Policy is in draft and consultation is underway with Trade Unions. • Policy expected to go to Employment and Appointments committee for consideration and decision in January 2011.
	To ensure our redeployment, recruitment and redundancy policies are complimentary and enable Wirral to redeploy staff effectively.			<ul style="list-style-type: none"> • HR policies to enable effective change management developed: <ul style="list-style-type: none"> ▪ Fixed term Contracts Policy and Guidance ▪ Restructuring Policy ▪ Redundancy and Redeployment Policy ▪ Transitional Pay Policy

Appendix 1

				<ul style="list-style-type: none"> ▪ Amendment to the current policy on discretionary severance payments • Policies approved by Employment and Appointments committee on 11 November 2010. • Policies to be launched December 2010.
	<p>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.</p>			<ul style="list-style-type: none"> • A corporate contract for the management and procurement of all agency workers went live in April 2010. The contract was a result of a collaborative tendering exercise with other Merseyside Local Authorities. • Processes to manage and monitor the use of fixed term and agency workers were put in place in July 2010. • A Fixed Term Contract Policy was agreed at Employment and Appointments Committee on 11 November 2010.
	<p>Launch Dignity at Work policy (including Employee Code of Conduct).</p>			<ul style="list-style-type: none"> • Dignity at Work Policy is in draft and the following groups have been consulted with: <ul style="list-style-type: none"> ▪ Trade Union ▪ Equality and Diversity Forums ▪ HR Strategy Group ▪ Bullying and Harassment Officers • The policy is due to go Employment and Appointments Committee for consideration and decision in January 2011. • Training will be available for employees, managers and Dignity at Work advisors.
	<p>Implement an Agile Working policy and provide training, advice and support to the workforce.</p>			<ul style="list-style-type: none"> • Policies to cover agile working arrangements have been developed and the following groups have been consulted: <ul style="list-style-type: none"> ▪ Trade Union ▪ Health and Safety ▪ IT Services ▪ HR Strategy • Policies to go to Employment and Appointments Committee for consideration and decision in January 2011.
	<p>To review our Discipline</p>			<ul style="list-style-type: none"> • Discipline Policy is in draft

Appendix 1

	and Capability policies and provide training, advice and support to the workforce to ensure consistent and fair application.			<ul style="list-style-type: none"> • Consultation with the Trade Unions is due to begin in January 2011. • Capability Policy to be reviewed in January 2011.
Pay and Rewards				
<ul style="list-style-type: none"> • Implementation of Harmonised terms and conditions • Pay review of all staff up to SCP34 	To implement the Pay Review for senior managers SCP35 and above within budget to achieve a fair, equal and transparent pay structure.	Head of HR/OD and Chief Executive	A rewards framework that is equality proofed and recognises non pay benefits.	<ul style="list-style-type: none"> • Provider for Stage 3 Pay Review (SCP 35-74) procured – agreed at Cabinet in September 2010. • Implementation to commence late 2010/ early 2011. • Stage 4 deferred until a later date.
Management Information Systems				
Procurement of HRMS	To implement the upgraded Human Resource Management System (HRMS) to improve working processes and deliver efficiencies.	Director of Law, HR and Asset Management and all Managers	Efficient management process and accurate data to plan and manage performance.	<p>Implementation of upgrade to the core system completed in June 2010.</p> <ul style="list-style-type: none"> • Initial build and set up for phase one completed in July 2010. • Reviewed as part of Change Programme in September 2010 to widen the scope of the Business transformation potential.
	To roll out the HRMS through Self-Service to maximise the benefits and efficiencies.	Director of Law, HR and Asset Management and all Managers		
Working Practices				
Continuing development of multi-disciplinary teams and partnership working	Implement an Agile and Flexible Working policy and provide training, advice and support to workforce.	Head of HR/OD	Flexible working practices that deliver efficiencies.	<p>See section 4: Policy and Procedure Framework.</p> <ul style="list-style-type: none"> • Partnership activity in place within CYPD and DASS. • Increased shared training opportunities developed and underway with other Merseyside Authorities, Merseyside Primary care Trusts and Merseyside Fire and Rescue.
	Strengthen links with external partners and explore opportunities for shared services.	All Chief Officers		

Appendix 1

				<ul style="list-style-type: none"> Initial discussions on sharing payroll system across Merseyside
Performance				
Performance management frameworks within some departments	Developing a performance management culture.	Corporate Improvement Group	Effective organisational and individual performance.	<ul style="list-style-type: none"> KIE process refreshed and improved. 35 KIE training sessions delivered. 177 KIE completed. KIE to be reviewed in January 2011.
	Improved delivery of KIE Process.			

5. Developing our role as a good employer

Current Activity 2009/10	Priority Improvement Activity 2010/11	Delivered by	Outcome	Q3 Update
Equality and Diversity				
<ul style="list-style-type: none"> • Gained Level 3 of Equality Standard for Local Government • Refreshed key equality and diversity performance indicators (2010/11) for the workforce • Pilot Positive Action (DASS) • Workforce Monitoring Policy • Raised awareness of Equality and Diversity through new online training package. Phase 1 complete. 	Work towards achieving Excellent status of the Equality Framework for Local Government (EFLG).	Director of Adult Social Services and the Corporate Equality Improvement Group and the Equality and Diversity Co-ordinator	An open, accessible organisation reflective of our community.	Work is ongoing to achieve Excellence status. A separate action plan has been developed and is on target.
	Improve Management information and data.	Head of HR/OD		<ul style="list-style-type: none"> • As part of the new HR/Payroll system the reporting tool "Insight" is currently in development. • Insight will provide departments with range of management information, including establishment, equality and sickness data. • Insight due to go online in January 2011.
Health and Well Being				
<ul style="list-style-type: none"> • Mindful Employer • Occupational Health • Employee Assistance Programme (EAP) • Wirral Working for Health pilot (WW4H) 	To encompass a more holistic approach to health and well-being by further developing a partnership approach to the Fit 4 Wirral.	Head of HR/OD and the Director of Public Health and the Health/Safety and Resilience Operations Manager	A healthy and present workforce and community members.	<ul style="list-style-type: none"> • Fit 4 Wirral provides an overarching approach to all health and well-being initiatives in partnership with NHS Wirral. • Fit 4 Wirral webpage is in draft and is due to be launched in line with the launch of the Attendance management Policy in March 2011. • Wirral signed up to the Workplace Well Being Charter in September 2010. • Working group set up for shared Occupational Health Service with NHS Wirral. • Stress buster launched on 3 November 2010. • Ongoing Health and Well-being events including promotion of EAP and Mindful Employer.
Workplace Opportunities				
<ul style="list-style-type: none"> • Apprenticeships • Work Placements 	To explore further workplace opportunities.	Chief Executive	A workforce that supports work	<ul style="list-style-type: none"> • In September 2010 the Council appointed 12 Apprentices on fixed term contracts for 18

Appendix 1

			transition and trainee opportunities.	<p>months. The Apprentices have been placed in various teams across the Council including DASS, CYPD, Finance and HR, Law and Asset Management.</p> <ul style="list-style-type: none">• Following Cabinet approval in June 2010 the Council recruited 4 Graduates as part of the Graduate Development Programme. Interest in the Programme was high with over 250 applications received. The 4 successful Graduates will be undertaking 6 monthly placements across the Council over a 2 year period. Placements have been organised to provide experience in the following areas:<ul style="list-style-type: none">▪ Front Line Service Delivery▪ Support Services▪ Strategy Development
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