

## APPENDIX 1

### PEOPLE STRATEGY ACTION PLAN – PRIORITIES FOR 2011/12

<b>PEOPLE STRATEGY THEME</b>	<b>CUSTOMER – Rebecca Noble</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive and customer focused services</li> <li>• To design the organisation to meet the requirements of customers, ensuring structures are shaped with the aim of delivering excellent customer services</li> <li>• To develop a 'world class' HR service for both strategic and transactional HR</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Providing development opportunities for employees to develop excellent customer care skills (Customer Care Award)</li> <li>• Design and implement an organisational design model / framework with guidance for managers to meet the needs of customers</li> <li>• Implementation of HRMIS Phase II – Manager and Employee Self-Service</li> <li>• Design and implementation of a new HR &amp; OD Service Structure</li> </ul>	<b>TARGET COMPLETION DATE</b>	<b>SEPTEMBER 2012</b> (some workstreams will extend beyond)
<b>RESOURCES</b>	HR Management team, Corporate Training, Directorate Management Teams, Corporate Management Team		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/001	Develop Customer Care Award	Completion by June 2011 achieved.	Corporate Training / Deeside College / DMTs	Within existing resources	GREEN	Customer Service Award development completed.  C - Completed
CUS/002	Implement Customer Care Award across the organisation	Implement from July 2011 and on-going	Corporate Training / Heads of Service Denise Naylor / Rebecca Jones	Within existing resources	GREEN	Housing award completed.  C - Completed
					GREEN	Programme of development for Environment complete. Roll out in Environment due to be completed April/May 2012. Wider roll out to organisation within 18 months.  ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/003	Design and Implement new HR and OD service	Service Review in progress. Complete by May 2012  Revised deadline July 2012	Head of HR and OD	Additional project support resources secured.	AMBER	Job Evaluation Questionnaires to be finalised by May 2012. Process mapping & Standard Operating Procedures development near completion.  ✘ - Behind Schedule
CUS/004	Tailor and implement Customer Care Award for new HR and OD service	Commence by August 2012. Complete by December 2012.  Carry forward to 2012 - 2015 People Strategy	Head of HR and OD	Within existing resources	GREEN	HR and OD Review to be completed first.  ✓ - On Track

<b>CUS/005 PROJECT PLAN IN PLACE – (Flints. Futures)</b>	Implement Phase II of HRMIS - Employee Self-Service	Completion by August 2011 achieved.	Project Manager for Phase II of HRMIS CMT / DMTs	Continuation of Project Funding confirmed via Flintshire Futures.	<b>GREEN</b>	Employee Self-Service roll out complete for IT users  <b>C - Completed</b>
<b>CUS/006 PROJECT PLAN IN PLACE- (Flints. Futures)</b>	Implement Phase II of HRMIS (iTrent)  Manager Self-Service (People Manager)	Project in progress. Complete by Dec 2013  <b>Carry forward to 2012 - 2015 People Strategy</b>	Project Manager for Phase II of HRMIS CMT / DMTs	Continuation of Project Funding confirmed via Flintshire Futures.	<b>GREEN</b>	Manager Self-Service rollout complete to all IT users. Expenses modules being developed – planned roll out May 2012  <b>✓ - On Track</b>
<b>CUS/007</b>	Identify and implement employee engagement methods	Project in progress. Methods to be identified and implemented from April 2012 onwards  <b>Revised deadline June 2012</b>	Head of HR and OD / Corporate Communications Officer / CMT Sian Williams/Sharon Carney/Gill Watkins	Within existing resources	<b>AMBER</b>	Methodologies identified but plan still requires developing. Intention is to have a programme of engagement activities. <b>✘- Behind Schedule – date adjusted.</b>

<b>PEOPLE STRATEGY THEME</b>	<b>CHANGE – Sheila Lynch</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To ensure that managers are confident and competent in managing change effectively</li> <li>• To promote a culture where employees understand and participate in change</li> <li>• To achieve planned organisational change and modernisation throughout our services and business practices</li> <li>• To create frameworks, tools and techniques for managing change</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Delivery of ‘managing change’ programme to develop skills and knowledge</li> <li>• Development and implementation of Organisation Design principles</li> <li>• Development of framework and guidance for managing change effectively</li> <li>• Implementation of tools and techniques to support change and service modernisation</li> </ul>	<b>TARGET COMPLETION DATE</b>	SEPTEMBER 2012
<b>RESOURCES</b>	<p>HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners</p> <p>Additional resource – Temporary Organisation Design Officers / Job Analysts</p>		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CHA/001 (Flints. Futures)	Develop set of Organisational Design principles	In progress.  Completed by December 2011	Cross-organisation Management Group / Single Status Project Manager / Head of HR and OD	Additional project support resources secured	GREEN	Research and benchmarking work completed  Final document prepared  <b>C - Completed</b>
CHA/002 (Flints. Futures)	Review and revise "Guide to Organisational Design for Senior Managers" (Lean process to be incorporated)	Commence by July 2012  Completed by November 2012  <b>Revised deadline November 2012</b>  <b>Carry forward to 2012 – 2015 People Strategy</b>	Head of HR / Organisation Design Officer(s)	Additional project support resources secured.	AMBER	Timescale has been adjusted as corporate priority is Single Status (insufficient HR capacity to deliver to original timeframes). This activity will commence in July 2012 and complete November 2012  <b>✘ - Behind Schedule – Date adjusted.</b>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
<b>CHA/003 Flint Futures</b>	Design and Deliver coaching / development programme on Organisation Design and Change	Commence by January 2013  Complete by September 2013  <b>Revised deadline September 2013</b>  <b>Carry forward to 2012 – 2015 People Strategy</b>	Head of HR/Single Status Project Manager/Corporate Training Officers	Additional project support resources secured	<b>AMBER</b>	Reasons for adjustment as above. Commencement date January 2013 (post Single Status implementation) Completion September 2013 <b>✗ - Behind Schedule – Date adjusted.</b>
<b>CHA/004 (Flints. Futures)</b>	Identify which services to be reviewed as part of Organisational Design Change Programme	Commence by September 2012  On-going.  <b>Revised deadline September 2013</b>  <b>Carry forward to 2012 – 2015 People Strategy</b>  ,	Head of HR / CMT / Organisational Design Officers	Resources secured (Appointment of Organisation Design Officers as part of HR and OD Service Review)	<b>AMBER</b>	Commencement date has been adjusted. Intelligence via the Single Status JE process (e.g. examples of compression) will be used initially to identify services where the organisational structure needs to be reviewed.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						✘ - Behind Schedule – Date adjusted.
<b>CHA005 (Flints. Futures)</b>	Commence implementation of Organisation Design Change Programme	Commence by January 2013  <b>Revised deadline</b>  <b>Carry forward to 2012 – 2015 People Strategy</b>	CMT / HR / Organisation Design Officers	Additional project support resources secured	<b>AMBER</b>	Timescale adjusted to come after single status implementation.  Activity commencing January 2013  <b>✘ - Behind Schedule – Date adjusted.</b>
<b>CHA/006</b>	Develop Career Progression Frameworks	Commence by May 2012.  Complete by July 2012. <b>Revised deadline. New timescales brought forward to align with Single Status project requirements.</b>	Single Status Project Manager / Temporary OD Officer / Senior Managers	Additional project support resources secured	<b>GREEN</b>	Research and benchmarking work completed Project interdependency with Single Status identified. Timeframes brought forward. <b>C - Completed</b>



REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
CHA/007	Promote attendance for senior and middle managers on 'Managing Change Successfully' Regional Programme	In progress	Corporate Training / CMT	Within existing resources	GREEN	Programme well established  Evaluation of learning / measures around improved practice to be identified.  <b>C - Completed</b>
CHA/008	Create opportunities for exchanging good practice / excellence in managing change Identify 'Change Champions' within services  (CHA/008 and CHA / 009 now combined)	Commence December 2012	CMT [Head of HR and OD / Head of Housing and Head of ICT and Customer Services] (Flintshire Futures Programme)	Within existing resources  HR Manager (Lesley Newton)  Flintshire Futures HR Lead (Angela Lawrence)	GREEN	Review of organisational change approach with Leadership Team  <b>✓ - On Track</b>

*Interdependencies: Key Tasks CHA/001, CHA/002, CHA/005 have interdependencies with Single Status – CON/001  
CHA/008 is interdependent with CHA/002*

<b>PEOPLE STRATEGY THEME</b>	<b>CAPACITY – Sian Williams</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To identify and implement a framework to remodel the workforce as part of corporate and service planning</li> <li>• To promote succession and continuity planning</li> <li>• To develop key skills for employees to support the effective delivery of services now and in the future</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Workforce Planning Model including identification of talent and succession planning</li> <li>• Developing use of Appraisal system to identify and develop our talent</li> <li>• Development and implementation of People Development Framework including Leadership Development</li> </ul>	<b>TARGET COMPLETION DATE</b>	SEPTEMBER 2012
<b>RESOURCES</b>	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/001	Develop Workforce Planning Skills for HR	Completion by October 2011 achieved	Head of HR and OD / HR Managers	N/A	GREEN	Training completed.  C - Completed
CAP/002	Develop Workforce Planning Approach and Model	Commence by January 2012.  Complete by March 2012.  Carry forward to 2012 – 2015 People Strategy	Head of HR and OD / HR Managers Sian Williams/Lorraine Snead / CMT	Within existing resources	AMBER	Draft Workforce Planning model developed. Model to be 'tested' by CMT for Leadership Team.  ✓ - On Track
CAP/003	Adapt Appraisal System (as part of Workforce Planning Model) to assess and improve performance, identify talent and provide development opportunities	Commence by January 2013.  Complete by April 2013  Revised deadline. Behaviourial competencies and 'Jobs at this Level' to	Corporate Training	Additional resources (in collaboration with neighbouring Councils) to be identified	AMBER	Further work to be done to assess most effective Appraisal system for the Council at this time. Competency-based

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
		be developed prior to selecting and introducing new approach.  Carry forward to 2012 – 2015 People Strategy.				approach to be tested by Senior Management Team  ✘ - Behind Schedule – date adjusted
<b>CAP/004</b>	Embed People Development Framework Programmes and align with new Qualification Framework	In progress. Complete by January 2012	Corporate Training Team Heather Johnson	Within existing resources	<b>GREEN</b>	Programmes designed and implemented  <b>C - Completed</b>
<b>CAP/005</b>	Develop/identify options for Leadership Development	In progress. Complete by February 2012	Head of HR / CMT / Corporate Training Team Steve Hughes	Within existing resources	<b>AMBER</b>	Initial options identified. Application of appropriate methods to be arranged to include Coaching options  <b>C - Completed</b>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CAP/006	Develop and implement New Manager Development Programme (E-Learning)	Commence by January 2012.  Complete by June 2012  <b>Revised deadline June 2012</b>	Corporate Training Team Heather Johnson	Within existing resources	AMBER	Programme still being scoped to include HR / Finance requirements to meet June deadline. In-house ICT to develop e-learning programme.  <b>✘ - Behind Schedule – date adjusted</b>
CAP/007	Develop and implement Coaching Strategy	Commence by April 2012  Complete by December 2013.	Corporate Training Team Steve Hughes / Head of HR and OD	Within existing resources	GREEN	Draft Coaching Strategy for other NW Councils to be adapted for FCC.  <b>✓ - On Track</b>

*Interdependencies: Key Tasks CAP/005 is interdependent with CAP / 007*

<b>PEOPLE STRATEGY THEME</b>	<b>CONSOLIDATION – Sharon Carney</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To enhance Flintshire’s reputation as a “modern employer of first choice”</li> <li>To ensure we set and meet standards of performance through sound people management</li> <li>To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Implementation of Single Status and settlement of Equal Pay Claims</li> <li>Negotiate and implement a revised set of Part III Terms and Conditions</li> <li>Identify, develop and review HR policies to enable flexible, agile and modernised working practices</li> </ul>	<b>TARGET COMPLETION DATE</b>	SEPTEMBER 2012
<b>RESOURCES</b>	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CON/001  <b>PROJECT PLAN IN PLACE</b>	Implement Single Status  Settle Equal Pay claims	In progress.  Complete Single Status and Equal Pay projects by November 2012.	Chief Executive / Head of HR and OD / Single Status Project Manager / Head of Finance / CMT / Joint TUs	Project resources in place	AMBER	Management Sore thumbing exercise commenced  On track to commence pay modelling and negotiation in May 2012  Equal Pay Settlement Strategy under development.  ✓ - On Track
CON/002	Modify and agree elements of the JE process to enable the converging of organisational change projects with Single Status	Completion by December 2011 achieved.	Head of HR and OD / Single Status Project Manager / CMT / Joint Trades Unions	Project resources in place	GREEN	Alternative proposals for modernising JE process developed and agreed at CMT  C - Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CON/003	Agree and implement "Jobs at this Level" Framework	In progress. Complete by December 2011.  Revised deadline to July 2012.	Head of HR and OD / Single Status Project Manager / CMT / Joint Trades Unions	Project resources in place	AMBER	Framework document prepared and under consideration by Corporate Management Team.  Consultation on the framework to be undertaken with TUs.  ✘ - Behind Schedule – date adjusted
CON/004	Establish governance and monitoring post Single Status implementation	Commence September 2012  Complete by November 2012	Head of HR & OD / Payroll and Systems Manager / HR Managers	Within existing resources	AMBER	Dependent on Single Status project.  ✓ - On Track



REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CON/005	Set proposals for revised Part III terms and conditions and prepare EIA	Completion by August 2011 achieved. Part 3 to be integrated in with Single Status Agreement – see CON / 001	CMT / CEO / Head of HR & OD / Head of Finance	N/A	GREEN	Proposals and Equality Impact Assessment completed <b>C - Completed</b>
CON/006 (Flints. Futures)	Complete negotiations and implement new Part III terms and conditions	In progress. Complete by April 2012  Revised deadline November 2012 to be integrated with Single Status. Action to be deleted.	CMT / CEO / Heads of HR & OD / Housing / Streetscene / Leisure and Culture	Within existing resources	AMBER	N/A – to be integrated with Single Status CON / 001
CON/007 (Flints. Futures)	Identify and review HR policies to enable / promote Agile Working	Commence by January 2012.  Complete by September 2012.  Revised deadline September 2012 to align with Agile Working Project and	HR Lead – Flintshire Futures Programme Head of HR & OD  Interim HR Policy Development Officer	Additional capacity identified within existing resources	AMBER	Appointment of Interim HR Policy Development Officer in May has provided focus and resource for this activity

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
		Single Status				✗ - Behind Schedule – date adjusted
CON/008 (Flints. Futures)	Develop Manager Guidance on Agile Working practices	Completion by March 2012 achieved.	HR Lead – Flintshire Futures Programme Head of HR & OD	Resources in place.	GREEN	Toolkit developed  C - Completed
CON/009	Review and implement Attendance Management Strategy	In progress. Complete by February 2012  Revised deadline June 2012.	Head of HR & OD / HR Managers / Occupational Health Team/Lesley Newton /Sharon Cave	Within existing resources	AMBER	Review of Attendance Strategy has commenced Additional OH Service interventions to be incorporated ✗ - Behind Schedule – date adjusted
CON/010	Implement Holiday Policy	In progress. Complete by February 2012	Payroll and Systems Manager John Griffiths	Within existing resources	AMBER	Scope for new policy developed. Single Status project demands have resulted in

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	<b>Progress</b> <b>C - Completed</b> <b>✓ - On Track</b> <b>✘ - Behind Schedule</b>
						delay. <b>C - Completed</b>

<b>PEOPLE STRATEGY THEME</b>	<b>COLLABORATION - Lesley Newton</b>		
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with Trades Unions</li> <li>To lead collaborative working on innovative and responsive HR shared solutions across North Wales</li> <li>To develop good practice principles and capacity to lead and participate effectively in collaborative working projects</li> <li>To promote mobility across the public sector to achieve workforce planning, recruitment and retention and develop talent</li> </ul>	<b>LEAD ROLE</b>	Head of HR and OD
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>To establish links with other Local Authorities, public sector organisations and WG to explore opportunities to working collaboratively to deliver positive outcomes together</li> <li>To enable collaborative working projects (e.g. shared School Improvement Service) to deliver by ensuring that the 'people' workstreams are managed effectively (creation of HR Collaboration Toolkit)</li> <li>To promote and deliver regional collaboration within Human Resources with other local authorities</li> </ul>	<b>TARGET COMPLETION DATE</b>	SEPTEMBER 2012
<b>RESOURCES</b>	HR Management team, HRD Network, HR Regional Community, Directorate Management Teams, Procurement, Corporate Management Team, other Regional Partners		

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
<b>COL/001 PROJECT PLAN IN PLACE (Flints. Futures)</b>	Implement shorter term options to maximise benefits of MASS project further across the three Local Authorities	In progress. Complete by September 2012	Heads of HR and OD / Director of Community Services / Managed Agency Contracts Manager	Within existing resources	<b>GREEN</b>	New contract re-negotiated for 3 Local Authorities from October 2011 onwards  Implementation of new version of Matrix system in progress  <b>C - Completed</b>
<b>COL/002 PROJECT PLAN IN PLACE (Flints. Futures)</b>	Explore options for introducing systems such as the DPS to procure other services, e.g consultants	In progress. Complete by September 2012  <b>Carry forward to 2012 – 2015 People Strategy.</b>	Heads of HR and OD / Director of Community Services / Procurement Manager	Within existing resources	<b>AMBER</b>	Options currently under review.  Further development as a Flintshire Futures Project under Workforce Workstream.  <b>✓ - On Track</b>

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
<b>COL/003</b> <b>PROJECT PLAN IN PLACE (Flints. Futures)</b>	Consultants and Interims Review	To commence October 2012.  To complete December 2013.	Head of HR & OD / Head of Finance / Procurement Manager / CMT		<b>GREEN</b>	Further development as a Flintshire Futures Project under Workforce Workstream (links with Procurement Workstream).  ✓ - On Track
<b>COL/004</b>	Development of Redeployment pool across North Wales and development of NW approach for providing outplacement services for all redeployees.	Commence by January 2012.  Complete by September 2012.	Heads of HR and OD / HR Community Group for North Wales	Within existing resources	<b>AMBER</b>	Partially delivered. NW Local Authorities offering outplacement support through Careers Wales and Job Centre Plus on a collective basis to improve response times and accessibility for employees. ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
COL/005	Sharing HR policy development and harmonising current policies across Local Authorities	In progress from March 2012 and on-going  Carry forward to 2012 – 2015 People Strategy.	Heads of HR and OD / HR Community Group for North Wales / HR Policy Development Officers	Within existing resources	AMBER	Key policies shared policies to be collectively developed identified. Working Group set up to identify areas of priority. ✓ - On Track
COL/006	Development of Commissioning Model for Learning and Development across North Wales  Extend model to work on a All Wales basis as part of COMPACT	Commence from January 2012. Complete by December 2012.  Carry forward to 2012 – 2015 People Strategy.	Heads of HR and OD / Learning and Development Officers	Within existing resources	AMBER	NW Managing Change Successfully Programme developed and delivered at no cost for 600 managers.  NW Coaching Framework in place and delivering ILM Level 5 Coaching Diploma ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
COL/007	Development and implementation of an HR Toolkit for Collaboration and Integration Projects.	Commence by January 2012. Complete by December 2013.	Heads of HR and OD	Financial assistance bid submitted to WLGA for Project Manager for two year duration to work across NW Local Authorities	GREEN	Toolkit to be developed to support Conwy and Denbighshire Highways and Infrastructure Integration Project  Toolkit to be further developed for wider use across NW - e.g. for Schools Improvement Project and North Wales Support Services Review ✓ - On Track
COL/008	Agree and finalise partnership with WCBC to act as host authority for providing Occupational Health Services	Implementation date 1 September 2011 achieved.	Head of HR & OD	N/A		New OH service partnership agreement with WCC fully operational  C - Completed



