

APPENDIX 1

PEOPLE STRATEGY ACTION PLAN – PRIORITIES FOR 2011/12

PEOPLE STRATEGY THEME	CUSTOMER – Rebecca Noble		
OBJECTIVES	<ul style="list-style-type: none">• To ensure that employees have the skills, knowledge and behaviours to deliver accessible, responsive and customer focused services• To design the organisation to meet the requirements of customers, ensuring structures are shaped with the aim of delivering excellent customer services• To develop a 'world class' HR service for both strategic and transactional HR	LEAD ROLE	Head of HR and OD

DELIVERABLES		<ul style="list-style-type: none"> • Providing development opportunities for employees to develop excellent customer care skills (Customer Care Award) • Design and implement an organisational design model / framework with guidance for managers to meet the needs of customers • Implementation of HRMIS Phase II – Manager and Employee Self-Service • Design and implementation of a new HR & OD Service Structure 			TARGET COMPLETION DATE	SEPTEMBER 2012 (some workstreams will extend beyond)
RESOURCES		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	Completion by June 2011 achieved.	Corporate Training (Steve Hughes)/	Within existing resources	GREEN	Customer Service Award

	Award		Deeside College / DMTs			development completed. C - Completed
CUS/002	Implement Customer Care Award across the organisation	Implement from July 2011 and on-going	Corporate Training(Steve Hughes)/ / Heads of Service Denise Naylor (LEAD) / 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. Update 17.09.12 S Hughes to agree to a roll out plan aligned to the OD change programme. ✓ - 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 implementation date March 2013	Head of HR and OD	Additional project support resources secured.	AMBER	Process mapping & SOP's development near completion. 29.09.12 Quality Assurance and final JEQ's submitted for panel. Communication issued to the HR and OD team. Revised implementation date March 2013 ✗ - Behind Schedule
CUS/004	Tailor and implement Customer Care Award for new HR and OD service	Tailor the Customer Care Award - Commence by August 2012. Revised date Jan 2013 Implement the	Steve Hughes and Employment Services Manager (on appointment)	Within existing resources	AMBER	HR and OD Review to be completed first. ✗ - Behind Schedule –

		Customer Care Award - Complete by December 2012. Revised date June 2013 Carry forward to 2013 – 2016 People Strategy.				date adjusted.
CUS/005 PROJECT PLAN IN PLACE – (Flints. Futures)	Implement Phase II of HRMIS - Employee Self-Service	Completion by August 2011 achieved.	iTrent HRMIS Project Manager (Rebecca Noble)	Continuation of Project Funding confirmed via Flintshire Futures.	GREEN	Employee Self-Service roll out complete for IT users C – Completed
CUS/006 PROJECT PLAN IN PLACE- (Flints. Futures)	Implement Phase II of HRMIS (iTrent) Manager Self-Service (People Manager)	Project in progress. Complete by Dec 2013 Carry forward to 2013 – 2016 People Strategy.	iTrent HRMIS Project Manager (Rebecca Noble) – CMT – Project Board – DMT's	Continuation of Project Funding confirmed via Flintshire Futures.	GREEN	Update 17.09.12 Manager Self Service rollout complete to all IT users. Expenses module roll out to Corporate Services complete. Learning

						Module development commenced – target roll out Dec 2012 ✓ - On Track
CUS/007	Identify and implement employee involvement methods	Project in progress. Methods to be identified and implemented from April 2012 onwards Revised deadline September 2012 Carry forward to 2013 – 2016 People Strategy.	Heather Johnson /Corporate Communications Officer (Gill Watkins)	Within existing resources	AMBER	Methodologies identified but plan still requires developing. Intention is to have a programme of involvement /engagement activities. ✗- Behind Schedule – date adjusted.

PEOPLE STRATEGY THEME	CHANGE – Sheila Lynch		
OBJECTIVES	<ul style="list-style-type: none"> To ensure that managers are confident and competent in managing change effectively To promote a culture where employees understand and participate in change 	LEAD ROLE	Head of HR and OD

	<ul style="list-style-type: none"> • To achieve planned organisational change and modernisation throughout our services and business practices • To create frameworks, tools and techniques for managing change 		
DELIVERABLES	<ul style="list-style-type: none"> • Delivery of 'managing change' programme to develop skills and knowledge • Development and implementation of Organisation Design principles • Development of framework and guidance for managing change effectively • Implementation of tools and techniques to support change and service modernisation 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	HR Management team, Corporate Training, Single Status Project Manager, Directorate Management Teams, Corporate Management Team, Regional Partners Additional resource – Temporary Organisation Design Officers / Job Analysts		

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 C - Completed
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	Organisation Design Officer(s) Averil Thomas/Sian Williams		GREEN	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 Update 17.09.12 Guidance is on track for completion ✓ - On track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/003 Flint Futures	Design and Deliver coaching / development programme on Organisation Design and Change	Commence by January 2013 Complete by March 2013 Carry forward to 2013 – 2016 People Strategy.	Head of HR/Single Status Project Manager/Corporate Training Officers	Additional project support resources	GREEN	Reasons for adjustment as above. Commencement date January 2013 Completion of design of programme March 2013 ✓ - On track
CHA/004 (Flints. Futures)	To define the programme and identify which services to be reviewed as part of Organisational Design Change Programme	Commence by January 2013 On-going. Carry forward to 2013 – 2016 People Strategy.	Head of HR / CMT / Organisational Design Officers	Resources secured (Appointment of Organisation Design Officers as part of HR and OD Service Review).	GREEN	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. ✓ - On track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA005 (Flints. Futures)	Commence implementation of Organisation Design Change Programme	Commence by April 2013 Carry forward to 2013 – 2016 People Strategy.	CMT / HR / Organisation Design Officers	Additional project support resources secured	GREEN	Timescale adjusted to come after Single Status implementation. ✓ - On track
CHA/006	Agree and implement “Jobs at this Level” Framework for broader usage across organisation	In progress. Complete by December 2011. Revised deadline to November 2012.	Head of HR and OD / Single Status Project Manager / CMT / Joint Trades Unions	Project resources in place	GREEN	Framework document prepared and implemented for determining ‘Career Grade Progression’ – see CON/003. Under consideration by Corporate Management Team for broader usage. Consultation on the framework to be undertaken with Trade Unions. ✓ - On Track

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

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

PEOPLE STRATEGY THEME	CAPACITY – Sian Williams		
OBJECTIVES	<ul style="list-style-type: none"> • To identify and implement a framework to remodel the workforce as part of corporate and service planning • To promote succession and continuity planning • To develop key skills for employees to support the effective delivery of services now and in the future 	LEAD ROLE	Head of HR and OD
DELIVERABLES	<ul style="list-style-type: none"> • Workforce Planning Model including identification of talent and succession planning • Developing use of Appraisal system to identify and develop our talent • Development and implementation of People Development Framework including Leadership Development 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	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 Implement new Workforce Planning Model and explore integration into Service Planning process	Commence by January 2012. Complete by March 2012. Complete by April 2013 Carry forward to 2013 – 2016 People Strategy.	Head of HR and OD / HR Managers /Lorraine Snead / CMT Head of HR and OD / HR Managers / Lorraine Snead / Karen Armstrong / CMT	Within existing resources Within existing resources	GREEN	Draft Workforce Planning model developed. C - Completed Model to be 'tested' by Directorate and Service teams. The option to integrate WP into service planning process to be

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						explored. ✓ - 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 Behavioural competencies and 'Jobs at this Level' to be developed prior to selecting and introducing new approach. Carry forward to 2013 – 2016 People Strategy.	Corporate Training – Heather Johnson	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 approach to be tested by Senior Management Team ✓ - On Track
CAP/004	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	GREEN	Programmes designed and implemented C - Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/005	Develop/identify options for Leadership Development for existing Leadership team	In progress. Complete by February 2012	Head of HR / CMT / Corporate Training Team Steve Hughes	Within existing resources	GREEN	Initial options identified. Application of appropriate methods to be arranged to include Coaching options
	Identify options for 'aspiring' / future Leaders as part of programmes offered in partnership with Deeside College Key task added	In progress. Complete by April 2013 Carry forward to 2013 – 2016 People Strategy.	Head of HR and OD / CMT/ Corporate Training Team – Heather Johnson.	Within existing resources		C - Completed
CAP/006	Develop New Manager Development Programme (E-Learning)	Commence by January 2012. Complete by June 2012	Corporate Training Team Heather Johnson	Within existing resources	GREEN	E learning programme developed. C- Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
	Implementation of new programme Key task split to reflect development and implementation as two stages.	November 2012 Carry forward to 2013 – 2016 People Strategy.				ICT arrangements now in place to implement programme by revised deadline. ✓ - On Track
CAP/007	Develop and implement Coaching Strategy	Commence by April 2012 Complete by December 2013. Carry forward to 2013 – 2016 People Strategy.	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. ✓ - On Track

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

PEOPLE STRATEGY THEME	CONSOLIDATION – Sharon Carney		
OBJECTIVES	<ul style="list-style-type: none"> • To enhance Flintshire’s reputation as a “modern employer of first choice” • To ensure we set and meet standards of performance through sound people management • To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees 	LEAD ROLE	Head of HR and OD
DELIVERABLES	<ul style="list-style-type: none"> • Implementation of Single Status and settlement of Equal Pay Claims • Negotiate and implement a revised set of Part III Terms and Conditions • Identify, develop and review HR policies to enable flexible, agile and modernised working practices 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	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 PROJECT PLAN IN PLACE	Implement Single Status Settle Equal Pay claims	In progress. Complete Single Status and Equal Pay projects by November 2012 Project plan currently under review	Chief Executive / Head of HR and OD / Single Status Project Manager / Head of Finance / Head of Legal / CMT / Joint Trade Unions	Project resources in place	AMBER	Data verification to be completed by early October 2012. Pay modelling and Part 3 negotiations to recommence with Joint Trade Unions by mid October. Equal Pay Settlement Strategy under development. concluding of the Council's approach is dependent on the completion of pay modelling. Equal Pay settlement will take place after Single Status completed.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
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
CON/003	Develop Career Progression Frameworks via use of 'Jobs at this level') (See link to CHA/006 re agreement and implementation of 'Jobs at this Level' model for broader usage across organisation for service change projects)	Commence by May 2012. Complete by July 2012.	Single Status Project Manager / OD Officer / Senior Managers	Additional project support resources secured	GREEN	Research and benchmarking work completed. Project interdependency with Single Status identified. Timeframes brought forward. C - Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
CON/004	Establish governance and monitoring post Single Status implementation	Commence September 2012 Complete by November 2012 Project plan currently under review – date may change	Head of HR & OD / Payroll and Systems Manager / HR Managers	Within existing resources	AMBER	Dependent on Single Status project.
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 C - Completed
CON/006 (Flints. Futures) Action deleted – negotiations						N/A – to be integrated with Single Status CON / 001

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
for Part 2 now incorporated in with Single Status project.						
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 Single Status	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 Policies have been identified and draft policies completed, feedback is required to take these policies forward to completion Behind schedule

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
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 (requires maintenance which is ongoing) C - Completed
CON/009	Review and implement Attendance Management Strategy	In progress. August 2012	Head of HR & OD / HR Managers / Occupational Health Team/Lesley Newton /Sharon Cave	Within existing resources	GREEN	Review of Attendance Strategy has commenced. Additional OH Service interventions to be incorporated ✓ - On Track
CON/010 New task added	Develop Holiday Policy Implementation plan to be developed and actioned	In progress. Complete by February 2012 April 2013	Payroll and Systems Manager John Griffiths	Within existing resources	GREEN	Scope for new policy developed. C – Completed Holiday policy to be implemented ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule

PEOPLE STRATEGY THEME	COLLABORATION - Lesley Newton		
OBJECTIVES	<ul style="list-style-type: none"> • To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with Trades Unions • To lead collaborative working on innovative and responsive HR shared solutions across North Wales • To develop good practice principles and capacity to lead and participate effectively in collaborative working projects • To promote mobility across the public sector to achieve workforce planning, recruitment and retention and develop talent 	LEAD ROLE	Head of HR and OD
DELIVERABLES	<ul style="list-style-type: none"> • To establish links with other Local Authorities, public sector organisations and WG to explore opportunities to working collaboratively to deliver positive outcomes together • 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) • To promote and deliver regional collaboration within Human Resources with other local authorities 	TARGET COMPLETION DATE	SEPTEMBER 2012
RESOURCES	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
COL/001 PROJECT PLAN IN PLACE (Flints. Futures)	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	GREEN	New contract re-negotiated for 3 Local Authorities from October 2011 onwards Implementation of new version of Matrix system in progress C – Completed
COL/002 PROJECT PLAN IN PLACE (Flints. Futures)	Explore options for introducing systems such as the Dynamic Purchasing System to procure other services, e.g consultants	In progress. Complete by September 2012 Carry forward to 2013 – 2016 People Strategy.	Heads of HR and OD / Director of Community Services / Procurement Manager	Within existing resources	AMBER	Options currently under review. Further development as a Flintshire Futures Project under Workforce Workstream. ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
COL/003 PROJECT PLAN IN PLACE (Flints. Futures)	Consultants and Interims Review	To commence October 2012. To complete December 2013.	Head of HR & OD / Head of Finance / Procurement Manager / CMT		GREEN	Further development as a Flintshire Futures Project under Workforce Workstream (links with Procurement Workstream). Project is currently being scoped – in progress. ✓ - On Track
COL/004	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. Part of task removed as this is not currently a collective priority for NW Councils	Heads of HR and OD / HR Community Group for North Wales	Within existing resources	AMBER	Partially delivered. NW Local Authorities offering outplacement support through Careers Wales and Job Centre Plus on a collective basis to improve response times and

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					AMBER	accessibility for employees. ✓ - On Track
COL/005	Sharing HR policy development and harmonising current policies across Local Authorities	In progress from March 2012 and on-going Carry forward to 2013 – 2016 People Strategy.	Heads of HR and OD / HR Community Group for North Wales / HR Policy Development Officers	Within existing resources		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 2013 – 2016 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

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						Level 5 Coaching Diploma ✓ - On Track
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	Implementation date 1 September 2011 achieved.	Head of HR & OD	N/A	GREEN	New OH service partnership agreement with WCC fully operational

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track × - Behind Schedule
	Occupational Health Services					C - Completed