

APPENDIX 1

PEOPLE STRATEGY ACTION PLAN – COMPLETED ACTIONS AND PRIORITIES TO 2014

PEOPLE STRATEGY THEME	CUSTOMER		
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	MARCH 2014 (some workstreams will extend beyond)

RESOURCES	HR Management team, Corporate Training, Directorate Management Teams, Corporate Management Team
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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 (Steve Hughes)/ 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	Heather Johnson (L & D) / 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. ✓ - 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 to be implemented by 1 June 2013.	Head of HR and OD	Additional project support resources secured.	GREEN	HR and OD Review in place on 1 June 2013 C - Completed
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 2014 Implement the Customer Care Award - Complete by December 2012. Revised date June 2014	Steve Hughes and Employment Services Manager (on appointment)	Within existing resources	AMBER	HR and OD Review to be completed first. HR & OD review completed on 1 st June. Design work for Customer Care Award has commenced. ✘- Behind Schedule – 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

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/006 PROJECT PLAN IN PLACE- (Flints. Futures)	Implement Phase II of HRMIS (iTrent) Manager Self-Service (People Manager)	Project in progress.	iTrent HRMIS Project Manager (Rebecca Noble) – CMT – Project Board – DMT's	Continuation of Project Funding confirmed via Flintshire Futures.	GREEN	Manager Self Service rollout complete to all IT users. Expenses module roll out across all service areas complete (only outstanding areas are some service areas within Community Services). Learning / Training Module to book Corporate Training Events live since May 2013 Skills and Qualifications available via Employee Self Service since July 2013 Recruitment and Web recruitment module – development work commenced, roll out scheduled December 2013 ✓ - On Track

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
CUS/007	Identify and implement employee involvement methods	Project in progress. Methods to be identified and implemented from April 2012 onwards	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		
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 • To achieve planned organisational change and modernisation throughout our services and business practices • To create frameworks, tools and techniques for managing change 	LEAD ROLE	Head of HR and OD
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	MARCH 2014 (some workstreams will extend beyond)
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		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/001 (Flints. Futures)	Develop set of Organisational Design principles	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	To be determined.	Organisation Design Officer(s) Averil Thomas/Sian Williams		AMBER	ON HOLD. Major change Programme is currently being scoped and designed. Supporting guidance will be developed to align to programme requirements
CHA/003 Flint Futures	Design and Deliver coaching / development programme on Organisation Design and Change	To be determined	Head of HR/Single Status Project Manager/Corporate Training Officers	Additional project support resources	AMBER	ON HOLD As above

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/004 (Flints. Futures)	To define the programme and identify which services to be reviewed as part of Organisational Design Change Programme	To be determined	Chief Executive / Assistant Chief Executive / Head of HR and OD		AMBER	<ul style="list-style-type: none"> Major Change Programme is currently being scoped and designed. Workstreams will include a Structural and Business Unit Review and Workforce Reduction, including management and supervision reduction. The scope and planning for this programme will be completed during September 2013.
CHA005 (Flints. Futures)	Commence implementation of Organisation Design Change Programme	To be determined	CMT / HR / Organisation Design Officers	Additional project support resources secured	AMBER	See explanation above.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CHA/006	Agree and implement "Jobs at this Level" Framework for broader usage across organisation	Completed	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. New 'shorter version' JE process designed with JATL framework being used as a key reference to determine job size / grade. C- Completed
CHA/007	Promote attendance for senior and middle managers on 'Managing Change Successfully' Regional Programme Revised key task to: Target attendance for	In progress	HR Managers with Heads of Service	Within existing resources	GREEN	Programme well established C- Completed Evaluation of learning / measures around improved practice to be identified

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS		Progress C - Completed ✓ - On Track ✗ - Behind Schedule
	senior and middle managers on 'Managing Change Successfully' Regional Programme					✓ - On Track
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 ✓ - On Track

*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		
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	MARCH 2014 (some workstreams will extend beyond)
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 next phase of People Strategy 2014 - 2017.	Head of HR and OD / HR Managers / CMT Head of HR and OD / HR Managers / 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. Workforce Planning principles have been incorporated

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						into the service planning process but further work to be undertaken to develop into more sophisticated approach. ✓ - On Track
CAP/003	Adapt Appraisal System to assess and improve performance, identify talent and provide development opportunities	Commence by January 2013. Complete by December 2013 Behavioural competencies and 'Jobs at this Level' to be developed prior to selecting and introducing new approach.	Learning & Development – Heather Johnson	Additional resources (in collaboration with neighbouring Councils) to be identified	GREEN	Competency framework and new appraisal system developed. New Appraisal Policy to drafted. Consultation ongoing ✓ - Near completion (On Track)

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/004	Embed People Development Framework Programmes and align with new Qualification Framework	In progress. Complete by January 2012	Learning & Development Heather Johnson	Within existing resources	GREEN	Programmes designed and implemented C - Completed
CAP/005	Develop/identify options for Leadership Development for existing Leadership team Identify options for 'aspiring' / future Leaders as part of programmes offered in partnership with Deeside College	In progress. Complete by February 2012 In progress. Complete by April 2013	Head of HR / CMT / Learning and Development Head of HR and OD / CMT/ Learning and Development– Heather Johnson.	Within existing resources Within existing resources	GREEN	Initial options identified. Application of appropriate methods to be arranged to include Coaching options C - Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CAP/006	Develop New Manager Development Programme (E-Learning) Implementation of new programme	Commence by January 2012. Complete by June 2012 November 2012	Learning and Development Heather Johnson	Within existing resources	GREEN	E learning programme developed. C- Completed ICT arrangements now in place to implement programme by revised deadline. C - Completed
CAP/007	Develop and implement Coaching Strategy	Commence by April 2012 Complete by December 2013. Carry forward to next phase of People Strategy 2014 - 2017.	Heather Johnson – Learning and Development/ 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		
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 Revised effective date of 1 st Qtr 2013/14 agreed in November 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. Project plan under review – date may change	Chief Executive / Head of HR and OD / Head of Finance /Head of Legal / CMT / Joint Trade Unions	Project resources in place	AMBER	Part 3 negotiations completed and a provisional agreement achieved with Trade Unions. Preferred pay model developed jointly with TUs July 2013. Offer on collective agreement made August 2013 to TUs. Equal Pay Settlement Strategy under development. concluding of the Council's approach is dependent on determining the new pay model. Equal Pay settlement will

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✘ - Behind Schedule
						take place broadly in tandem with concluding Single Status ✘ - 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 / JE Team / CMT / Joint Trades Unions	Project resources in place	GREEN	Alternative proposals for modernising JE process developed and agreed at CMT and is currently being implemented. See CHA / 006 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	Commence by May 2012. Complete by July 2012.	OD Officers / Senior Managers	Additional project support resources secured	GREEN	Research and benchmarking work completed. Project interdependency with Single Status identified. Timeframes brought forward.

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
	'Jobs at this Level' model for broader usage across organisation for service change projects)					C - Completed
CON/004	Establish governance and monitoring post Single Status implementation	Commence September 2012 Complete by April 2013 Project plan under review – date may change	Head of HR & OD / HR Policy and Reward Adviser / Employment Services Manager / HR Business Partners	Within existing resources	AMBER	Dependent on Single Status project. Draft policy developed – to be finalised and agreed. ✓ - On Track
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

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
CON/006 (Flints. Futures) Action deleted – negotiations for Part 3 now incorporated in with Single Status project.						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 June 2013	HR Lead – Flintshire Futures Programme Head of HR & OD Interim HR Policy Development Officer	Additional capacity identified within existing resources	GREEN	Policies have been identified and draft policies completed. To be finally approved by CEO via delegated powers - Completed
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)

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
						C - Completed
CON/009	Review and implement Attendance Management Strategy	In progress. Action Plans in place by 30 September 2013	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	Develop Holiday Policy Implementation plan to be developed and actioned	In progress. Complete by February 2012 April 2014	Employment Services Manager - John Griffiths / HR Policy and Reward Adviser	Within existing resources	GREEN	Scope for new policy developed. C – Completed Holiday policy to be implemented. Action Plan under development Schedule ✓ - On Track

PEOPLE STRATEGY THEME	COLLABORATION		
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 Above action no longer relevant. Council entering into Joint	Not applicable	Heads of HR and OD / Director of Community Services / Procurement Manager	Within existing resources	AMBER	

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
	Procurement Service with DCC and introducing 'Category Management' approach for procurement. Likely to utilise existing P2P System					
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 Work stream (links with Procurement Work stream). ✓ - On Track
COL/004	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	GREEN	C - Completed

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track x - Behind Schedule
		Part of task removed as this is not currently a collective priority for NW Councils				
COL/005	Sharing HR policy development and harmonising current policies across Local Authorities	In progress from March 2012 and on-going	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	Commence from January 2012. On-going.	Heads of HR and OD / Learning and Development Advisers	Within existing resources	AMBER	NW Managing Change Successfully Programme developed and delivered to 700 managers. NW Coaching

REF	KEY TASKS	WORKSTREAM TIMEFRAME	RESPONSIBLE OFFICER	RESOURCE REQUIREMENTS	RAG Status	Progress C - Completed ✓ - On Track ✗ - Behind Schedule
						Framework in place and delivering ILM 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	✓ - 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	GREEN	New OH service partnership agreement with WCC fully operational C - Completed