

1. Embedding Vision / Values / Culture – Creating Alignment

Further work by department / service to translate vision / values / culture into specific plans for change and engaging with staff around what these changes mean for them

	Who	When	Add'l funding required
<ul style="list-style-type: none"> Assess current understanding within County and District departments of Vision / Values / Culture (linking to One Council, One Culture Group) 	Service Directors (supported by Strategic HR), One Council, One Culture Group District HR / OD staff	July 2008	
<ul style="list-style-type: none"> Further workshops across County and District departments to increase understanding of 'what does it mean for me?' (link to L&D activity already planned for Transition period and to One Council, One Culture Group) 	Service Directors, supported by Strategic HR	As needed from July onwards	
<ul style="list-style-type: none"> Ensure that linkages to the vision are explicitly recognised in service redesign activities 	Project leads supported by Strategic HR	From July onwards	
Define behaviours and actions that will help the desired culture to emerge, and incorporate into ongoing training and development initiatives.			
<ul style="list-style-type: none"> Define behaviours and actions that will help desired culture to emerge 	One Council, One Culture Group	Sept 2008	
<ul style="list-style-type: none"> Determine best way to communicate – via existing workshops, training, etc 	One Council, One Culture Group	Sept 2008	
<ul style="list-style-type: none"> Incorporate behaviours into ongoing training & development (link to new Leadership Competency Framework) 	Strategic HR	By March 2009	

Link people management processes to desired culture – particularly performance management, leadership development, reward, recruitment			
<ul style="list-style-type: none"> Update contracts of employment to include statement of commitment to vision, values, culture of the new Council 	HR	July 2008	
<ul style="list-style-type: none"> Review emerging performance management processes (see 'Managing Performance more Effectively') and link desired behaviours into processes and documentation. Also consider how behaviours will be recognised / rewarded 	Strategic HR with Sr manager input	By Mar 2009	
<ul style="list-style-type: none"> Review emerging leadership development programme (see 'Developing our Leaders within a Changing context') to ensure inclusion of desired behaviours 	Strategic HR	By March 2009	

2. Developing a Customer Focused Organisation			
Provide support to ongoing service review and redesign activities to ensure structures and jobs reflect a customer centric approach			
<ul style="list-style-type: none"> Links to 'Support to Service Redesign' actions below – ensure key principles reflect customer centric approach 	Strategic HR with Customer Focus Lead	By Sept 2008	
Identify training and development, recruitment, leadership implications of customer access strategy and implement appropriate solutions			
<ul style="list-style-type: none"> Establish OD / HR implications of Customer Focus and Access to Services Strategy 	Strategic HR with Customer Focus Lead	July 2008	
<ul style="list-style-type: none"> Design appropriate solutions 	Strategic HR with Customer Focus Lead	July – Nov 2008	

<ul style="list-style-type: none"> Implement Solutions 	(dependent on nature of solutions)	TBD	
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3. Managing Performance more effectively

Review and refresh our approach to performance management of people (including how / if this links to appraisal, progression, reward)

<ul style="list-style-type: none"> CLT agree approach to organisational performance management and implications for performance management of people 	CLT supported by Strategic HR	By Dec 2008	
<ul style="list-style-type: none"> Review existing performance management processes (county and district) and refresh as appropriate within parameters of approach agreed above. 	HR / OD with input from Sr Managers	By April 2009	

Embed 'performance focus' within ongoing work on culture.

<ul style="list-style-type: none"> Ensure agreed performance management approach is aligned to ongoing work within One Council, One Culture group 	One Council, One Culture Group	Ongoing	
<ul style="list-style-type: none"> Deliver training as needed for managers on managing performance 	Strategic HR & OD	From April 2009	£15,000

4. Support to Service Re-design

Upskill appropriate managers and staff so that they can support current service reviews and provide ongoing expertise and support around organisation development and design.

<ul style="list-style-type: none"> Appoint external provider for training in organisation design and development (tailored to Wiltshire Council's needs and ensuring link to Lean methods) 	Strategic HR	By July 2008	
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Appendix A: Detailed Action Plans for Priority Areas**Version 5.0**

<ul style="list-style-type: none"> • Deliver training 	External provider supported by Strategic HR	By Sept 2008	£10,000
Agree key principles, methods and systems to underpin organisation design going forward.			
<ul style="list-style-type: none"> • Develop approach, methods, systems – document and communicate 	Strategic HR supported by LEAN Systems AD	By Sept 2008	

5. Developing our leaders within a changing context**Define leadership roles and impact of new structures.**

<ul style="list-style-type: none"> • CLT draft job descriptions for senior leadership roles and agree expectations of 'Service Director' roles – including impact of new 'operating model' 	CLT with support from strategic HR - test with sr mgt group	completed	
<ul style="list-style-type: none"> • Communication of expectations to Sr management group 	CLT / Strategic HR	July 2008 (via Induction programme)	

Redefine leadership competency framework.

<ul style="list-style-type: none"> • Agree approach to leadership competency framework – including applications – and agree plan to deliver 	CLT	By Oct 2008	
<ul style="list-style-type: none"> • Review framework and re-define behaviours – linking to One Council, One Culture work and work on performance management 	HR / OD – with external provider support as needed	By Dec 2008	
<ul style="list-style-type: none"> • Re-introduce framework to senior management and reinforce importance 	CLT	By Mar 2009	

Appendix A: Detailed Action Plans for Priority Areas**Version 5.0**

<ul style="list-style-type: none"> Link to people management processes (e.g., appraisal, performance development planning, leadership development) 	Strategic HR	By Mar 2009	
Refresh and reintroduce Manage2Lead programme in line with changes (with national accreditation if possible) – incorporating 360-degree feedback			
<ul style="list-style-type: none"> Review existing Manage2 Lead programme to build on strengths and review district leadership development initiatives with a view to building on success 	Strategic HR (with district input)	By Dec 2008	
<ul style="list-style-type: none"> Re-design programme with input from senior management group (including inclusion of national accreditation) 	Strategic HR (with external provider input as needed)	By Mar 2009	
<ul style="list-style-type: none"> Roll out new programme 	Strategic HR	From Mar 2009	£100,000

6. Succession Planning**Establish succession plans for key roles**

<ul style="list-style-type: none"> Define key roles - critical to service delivery – and define successors for key roles 	CLT + Service Directors, led by Strategic HR	By Dec 2008	
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Establish wider succession planning process

<ul style="list-style-type: none"> Determine ongoing process for CLT to ensure succession in key roles, and to assess leadership potential on ongoing basis (see below) 	CLT + Service Directors, led by Strategic HR	By April 2009	
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Develop process of identifying future leadership potential			
• Appoint external provider to advise on assessment of leadership potential	Strategic HR	By Jan 2010	
• Design process for assessment of management group	External provider?	By Mar 2010	£20,000
• Communicate and roll out assessment process	Strategic HR + external provider support	From June 2010	£52,000
Develop programme to develop leadership potential			
• Design development programme for high potential people (aligned with Manage2Lead)	Strategic HR	By June 2010	
• Roll-out development programme	Strategic HR	From July 2010	£45,000

7. Responding to Changing Demographics

Develop an employer brand aimed at younger people

• Define elements of our employer brand that will attract young people and redesign recruitment adverts and processes to include these elements	Strategic HR	By Sept 2009	
Define what makes Wiltshire Council an 'employer of choice'			
• Research perceptions of Wiltshire as an employer against other local employers – define differentiators and develop ways to communicate and reinforce these messages	Strategic HR	By Sept 2009	

Consider changes to recruitment process / reward policy to increase flexibility for managers			
<ul style="list-style-type: none"> Investigate why HR policies are seen to 'block' effective recruitment – is this just a County issue or wider – what can we learn from other organisations? 	Strategic HR with input from sr managers	By Dec 2008	
<ul style="list-style-type: none"> Recommend to CLT changes to recruitment and reward process and policy to address issues 	Strategic HR Decision required by CLT	Mar 2009	
<ul style="list-style-type: none"> Implement agreed changes 	Strategic HR	Sept 2009	
Define flexible retirement policies to retain experienced employees on a basis that helps both employer and employee			
<ul style="list-style-type: none"> Seek agreement for flexible retirement policy and implement 	Strategic HR	Sept 2008	
Apprenticeship schemes (graduate and non-graduate)			
<ul style="list-style-type: none"> Consider options for schemes and make recommendations to CLT 	Strategic HR	Dec 2009	

7. Improving our Workforce Planning

Put in place a workforce planning process to identify 'service critical' skills gaps and develop action plans to address.

- Define 'service critical' roles and skills and assess current level of shortage as well as underlying reasons for shortages

Service Directors with support from HR

By Dec 2009

- Develop action plans to address shortages and implement

Service Directors with support from HR

By Mar 2010

- Identify accountability for workforce planning on an annual basis, with ongoing responsibility for defining 'service critical' skills and monitoring progress

Strategic HR

By Mar 2010

Refresh recruitment process and documentation to emphasise total reward package (as well as internal communication to existing staff) and to address perceived rigidity in process (e.g. person specs)

- Review and recommend changes to recruitment process and documentation

Strategic HR

March 2009

8. Improving Career Management**Develop job families / career paths to increase flexibility (and associated tools)**

• Define and recommend approach to develop job families	Strategic HR	July 2009	
• Set up working group to develop job families – with external consulting support as needed – communicate and engage	Strategic HR with working group made up of managers & staff	Jan 2010	
• Develop job families	Strategic HR with working group made up of managers & staff	From April 2010	£15,000

Develop career rotation / work shadowing programmes

• Research and develop recommended approach for career rotation, work shadowing or similar programmes	Strategic HR	Sept 2009	
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Enhance career development opportunities with options including career rotation / work shadowing programmes / coaching / mentoring

• Research options for career development and make recommendations to CLT	Strategic HR	Sept 2009	
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9. Addressing specific skills gaps

Identify corporate training and development needs and programme (building on recommendations already identified in draft paper 'OD for the Transition period')

<ul style="list-style-type: none"> Assess corporate training and development needs – including both 'transition' initiatives and those that will support longer term OD agenda 	Strategic HR	Dec 2008	
<ul style="list-style-type: none"> Develop corporate training and development programme and make recommendations to CLT 	Strategic HR	April 2009	
<ul style="list-style-type: none"> Resource and deliver programme 	Strategic HR + Shared Services	From April 2009	

10. Market pay positioning

Review pay policy in line with ambition to be an employer of choice, and determine where we want to be in the market

<ul style="list-style-type: none"> Review market data and make recommendations to CLT with risk and impact analysis 	Strategic HR	September 2009	
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