
Workforce Development Action Plan 2014 – 2019

Refreshed 2015

Appendix 2

www.southlakeland.gov.uk



Organisational Development

Effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership.

Objective	Activities	By Whom	Timescale	Outcome
Embed workforce planning in the service planning cycle	Strategically review and develop flexible approaches to service activities and resource requirements	Operational managers/SMT	Annually	Managers are able to identify their workforce needs to meet their chosen service delivery models
Achieve Investors in People Silver Award	Implement the Investors in People Action Plan within the work of the liP Working Group	SMT, liP Working Group and Operational Managers	October 2014	To achieve the Silver award and to ensure the standard is maintained on an on-going basis
Improve the health, safety and wellbeing of all employees	Support work / life balance activities by providing family friendly policies	SMT, Human Resources	On-going	A health & safety culture change adopting the culture ladder model whereby health & safety is embedded into everything we do, on an ongoing basis
Improve the health, safety and wellbeing of all employees	Promote health and safety by ensuring all employees are trained in Health & Safety	SMT, Human Resources	2016	Employees able to engage in safe work environments, supporting work / life balance activities by 2016

Leadership Development

Building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context.

Objective	Activities	By Whom	Timescale	Outcome
Develop a Management Development Framework	Develop a programme of management training for all senior, operational and aspiring managers	SMT Human Resources	On-going programme, commenced 2012	Managers possess the skills required to manage their services effectively and efficiently
Ensure succession planning is in place	Identify key managerial and professional roles and provide opportunities for aspiring employees to gain the skills to fill these roles	SMT	April 2015	Managers and professional staff developed “in-house” to support succession planning activities

Skills Development

With partners, developing employee’s skills and knowledge, in an innovative, high performance, multi-agency context.

Objective	Activities	By Whom	Timescale	Outcome
Produce an annual Corporate Training Programme	Ensure Corporate Training Programme remains fir for purpose	Operational Managers/Human Resources	April each year	Employees receive training opportunities to develop key skills to meet the Council Plan objectives, innovation and creative decision making and effective customer service.

Objective	Activities	By Whom	Timescale	Outcome
Produce an annual Corporate Training Programme	Develop service specific training skills matrix, review Performance Appraisal identified training needs and gap analysis of Council Plan aims with regard to skills requirement review	Operational Managers/Human Resources	April each year	Relevant training opportunities are available to develop the skills of employees in order to meet the Council Plan objectives
Introduce a scheme that supports the development of employees in their job	Research the use of coaching / mentoring / buddying to determine the needs of the council and the individual.	Human Resources	April 2015	Support mechanism established to ensure that the Council releases the potential of its employees to support the Council Plan objectives.

Recruitment and Retention

Objective	Activities	By Whom	Timescale	Outcome
Ensure our recruitment and selection processes attract and retain talent	Review recruitment methods and processes to ensure efficiency and flexibility	Human Resources	April 2015	Retention of talent through optimum selection and induction to enable the Council to deliver its objectives
Develop and implement an Apprenticeship scheme	Establish apprenticeship scheme and programme of work to introduce young people into the Council	SMT, Operational Managers, Human Resources	April 2015	To develop opportunities which support the employment of young people in the area to learn key transferrable skills, and to

Objective	Activities	By Whom	Timescale	Outcome
				create a diverse and reflective workforce

Pay and Rewards

Objective	Activities	By Whom	Timescale	Outcome
Ensure the pay and grading scheme remains fit for purpose	Review the current pay and grading scheme, looking at the job roles and the need for new ways of working	SMT, Human Resources Operational Managers	Review April 2015, Action 2015 onwards	A pay and grading scheme that reflects professional career paths and the need for flexibility and cross sector working in the changing environment of public services.
Ensure the pay and grading scheme remains fit for purpose	Revise job descriptions and person specifications in line with changes to service delivery	SMT, Human Resources Operational Managers	March 2016	A pay and grading scheme that reflects professional career paths and the need for flexibility and cross sector working in the changing environment of public services.
Ensure the pay and grading scheme remains fit for purpose	Benchmark roles to ensure pay and reward package is competitive to local markets (or national markets for key roles), taking into account the unique setting and motivation for	SMT, Human Resources Operational Managers	March 2016	A pay and grading scheme that reflects professional career paths and the need for flexibility and cross sector working in the changing environment of public services.

Objective	Activities	By Whom	Timescale	Outcome
	staff to live and work in the South Lakeland area			
Explore the best ways to develop a 'total reward' package for employees	Research workplace benefits offered by public and third sector organisations, establish costing's and understand what motivates our employees	SMT Human Resources Finance	April 2015	A 'total reward' package that attracts and retains high quality employees