Workforce Development Plan

2014 – 2019

Refreshed 2015

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DISTRICT
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Contents

1.0 The Future Workforce

Change has been, and in the future, will continue to be, a consistent feature of the background against which South Lakeland District Council must deliver the services it provides for both its residents and its many visitors each year. The Council is responding to the changes needed for the improvements sought by both the district's residents, and the Council itself, by balancing them against the reductions in the amount of funding made available by central government.

The public sector has experienced huge change in the last three years, with more to come. During this time the Council has reviewed what public sector services are essential to its customers, and what delivery structures are most appropriate, what skills, behaviours, attitudes and performance we need from our employees and how we should develop and recognise these. The development of digital skills is a key activity for the Council over the next few years.

Service transformation will be on-going as we move from a transactional to customer focussed delivery and employee engagement is paramount if we are to transform services with a skilled, flexible, motivated and productive workforce.

We need to ensure that our staff are able to provide flexible solutions to meet the changing demands of the way we deliver our business and services. We need to have staff able to provide innovative solutions to offer services in different ways at different times, including out of hours support and information on-line. Digital skills are important, however the workforce need to be able to work and engage with colleagues and customers creatively and in new ways such as offering self-service solutions, working out of the office or having a virtual presence. This will require a change of the way we engage with work and the culture of the organisation needs to embrace change as a positive driver and we actively promote a sense of ownership and responsibility by encouraging all employees to engage with the decision making throughout the organisation.

1.1 Why We Need a Workforce Development Plan

Workforce Planning is about:

- The link between the Council's strategies and its people plans
- Identifying the future skills and competencies needed to deliver new and improved services
- A knowledge of the current workforce
- A comparison between present and future skills and competencies and identifying any gap between the two
- Developing strategies and plans to eliminate those gaps.

Managing the workforce effectively can result in a number of efficiency gains and service improvements including:

- Reducing sickness absence
- Managing labour turnover
- Using temporary, agency, and casual staff more effectively
- Innovative approaches to working arrangements
- More effective use of information and communications technology

1.2 How has the Plan Been Produced?

The Workforce Development Plan has involved consultation with senior managers and unions. Staff have been consulted as part of the service planning for their specific service areas. Elements of the service plans provide specific evaluation of options for resourcing (workforce, finance, assets etc.).

Local and national plans and workforce and demographic information have been researched and analysed.

The result is a strategic Workforce Development Plan that considers the overall capacity of the Council in order to achieve effective service delivery and the objectives of the Council Plan.

1.3 Workforce Planning Process

The Council Plan and Directorate/Service Level Plans 'feed in' to inform our Strategic Workforce Planning.

Our Directorate/Service Level Plans are informed by:

External factors: Political, economic, social, technological, legal and environmental

Service issues: Scale and nature of service, collaboration with partners and new forms of delivery

Workforce changes: Demographic, partner capacity and new/scarce skills

People management priorities: Personal qualities framework, performance coaching, pay and reward and flexible workforce

Any assessment of the future configuration of the workforce must take into account the following:

Adaptability

SLDC must be responsive to changes in service delivery.

Affordability

SLDC recognises that workforce planning and service delivery (and redesign) must continue to be aligned to our financial plans and as such will be refined each year as emerging issues or new service initiatives take place.

Availability

It is important that we are aware of changes in the local labour market and that we strive to be an employer of choice attracting the right people, with the right skills and aptitudes to the right posts with the Council.

The Role of the Manager

Involvement of managers is essential for the on-going development of the Workforce Development Plan. Managers need to support the process to ensure the plan remains viable and will do so by the following actions:

- Ensure all staff have an annual performance appraisal
- Consider planned changes to services and service delivery
- Identify current and future recruitment and retention difficulties
- Highlight the skills required to run their services and identify the gaps
- Work in partnership with Human Resources to produce a training skills matrix

2.0 The Challenges Facing the Council

2.1 National and local influences

The Council Plan sets out the context in which the Council operates, together with the Council's strategy and priorities. At the national level, Government has set out to reduce the budget deficit, reducing public sector expenditure whilst seeking new approaches to stimulate economic growth, housing delivery, welfare reform and the improvement of public health and wellbeing. The environment, energy and climate change remain a key focus both for Government and locally for South Lakeland. The change to local government finance and its effect on the Council is described in section 2.2 below. We are aware of the particular challenges faced by rural communities, an increasingly elderly population and the sustainability of service delivery.

Through the localism agenda, Local Government is enhancing and proving its role and capability to deliver change, growth and enable local communities and organisations to address local priorities. Service delivery solutions are being developed and addressed at the local level, drawing on the financial and people resources of the Council, its partners and local communities. The Council is ambitious in its plans to be leading, advocating and delivering services and initiatives which will ensure the South Lakeland area continues to thrive, be attractive and a safe place to live, work and explore.

This is an agenda of continuous change in how we tackle complex needs in an environment of reducing resources. For our workforce, success requires enhanced flexibility, adaptability and business acumen in addition to our foundation of technical, professional, clerical and manual skills.

Rapid changes in digital technology are driving a revolution in the way organisations interact and carry out transactions with their customers. Local

authorities face growing demand from residents who want to engage with them at a time which suits them on a channel of their choice. The use of online services 24/7, particularly via mobile devices, has increased hugely. Economic pressures are also forcing councils to re-organise how they operate. The most cost effective way is to maximise the use of digital channels and mobile working for service teams. Improvements to the SLDC website will make it easier for customers to engage with us directly but the website is just one element of a broader multi-channel approach. Our goal is to reach a point where digital communication becomes the 'default' position for our staff and customers.

2.2 Budget Planning

The Financial Strategy and Medium Term Financial Plan (MTFP) approved by Council in July 2014 showed a balanced budget position from 2013/14 but recurring cumulative deficits from 2014/15 onwards. The draft budget for 2015/16 to 2018/19, considered by Council in December 2014, showed a balanced budget for 2015/16 and proposals for savings of £2.1m by 2018/19 to offset projected budget deficits.

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Key reasons for the increase in the deficit include:

- **Central Government Funding (Revenue Support Grant and New Homes Bonus)** – There has been a fundamental change in the way local government is financed in the future which has regularly been reported. The key elements of funding (as well as income) for SLDC are now **Revenue Support Grant** (RSG) and retained Non Domestic Rates (NDR). RSG which has reduced by over 30% in the last two years, is set to reduce by a further 10% from 2014/15 onwards. At this stage the RSG level included for SLDC broadly follows the national pattern of reduction. This assumption projects a higher than seventy per-cent reduction in RSG from £3m in 2013/14 to £0.8m in 2018/19. Nationally a significant element of funding coming from central government is **New Homes Bonus**. The estimated level for this Council in 2015/16 is £514k which is one of the lowest levels in the country. Many other authorities are able to maintain their centrally funded element of their budgets using this source; SLDC is at a considerable disadvantage.
- **Non-Domestic Rates (NDR)** – From 2013/14 district authorities retain a proportion of the increase in NDR collected as measured against the 2012/13 base level. The financial model currently presumes net nil growth and only adds inflation to produce circa £2.8m per annum.
- **Fees and Charges** generate circa £9m. The financial model assumes a 2% increase per annum in these income budgets.

Projected deficits - The projected deficits over the medium term increase from £1.4m in 2015/16 to £2.1m by 2018/19.

Balancing the Budget – Options that will enable a balanced position for 2014/15 and a much improved position in the following years have been developed by the Senior Management Team and Cabinet Members and are regularly monitored.

Work to balance the budget will continue and will include effective consultation with the community and stakeholders.

Reserves - The Council is currently in a strong financial position if it can address the issues raised above. Revenue reserves and working balances projected to total £8m by the end of 2014/15.

3.0 Organisational Structure

The organisational structure and the breakdown of the service areas effective is attached at appendix A. The structure has been developed to enable a flexible Council capable of meeting change as part of its core capacity while providing better service delivery.

There are four Directorates under two strategic areas:

Policy and Resources

- Resources
- Policy and Performance

People and Places

- Strategic Planning
- Neighbourhood Services

3.1 Policy and Resources

Policy and Resources covers the majority of the Council's policy and support services. It comprises the Resources and Policy and Performance Directorates. Resources help support the community need corporate priorities, service delivery and commissioning activities, ensuring value for money. Policy and Performance ensure local/national policy matches local customer need and expectation by council planning, engagement, workforce planning, and performance management.

Resources

This Directorate has the following service areas:

- Financial Services
- Legal Services
- Revenues and Benefits

Finance and Legal Services together, provide effective professional support for the delivery of effective front line services. They also ensure that the Council's governance arrangements meet the statutory requirements for local authorities. Revenues Services ensure that the Council's Revenues are collected in a timely and professional manner in accordance with guidance and legislation. Benefits Services provide support to the community to claim their entitlements. The latter service will be affected by the changes

which central government are in the process of implementing. The intention is to transfer the operation of some of the Housing Benefits Claimants to the Department of Works and Pensions to be administered under the Universal Credit scheme. Fraud Services is to transfer in July 2015 and work has commenced to consider the organisations needs in the light of this.The Council await the detail including the timescales of the transfer of the Housing Benefits Clients which could take effect at SLDC in 2017/18. Close monitoring is in place. The skills and capabilities of the workforce are developed to meet the legislative and operational changes which have or are forecast to occur. Due to the financial constraint the Council is working under, the way the Services work is under review along with any opportunities to share the cost with other organisations and or to generate income. The need to fill any vacancies which occur in the structure will continue to take these challenges and opportunities into accounts.

Policy and Performance

This Directorate has the following service areas:

- Communications and Customer Relations
- Democratic and Electoral Services
- Human Resource Services
- ICT Services (which is shared with Eden District Council)
- Policy and Partnerships

These services have been grouped together to help ensure that local and national policy matches local customer need by service design, engagement and workforce planning. By gathering and understanding intelligence data, identifying emerging policy from central government and managing council performance, service delivery can be improved in a cost effective way. Very often this involves making better use of technology and training and developing the workforce. Opportunities for the council in recruiting retaining and developing the workforce and especially encouraging young people into work at the Council will be progressed with the introduction of a new apprenticeship scheme in 2015. We will also embrace new technology to improve access to services for our customers and create opportunities for increased efficiencies and different ways of working.

These services have all been set up to be efficient and professional thereby creating the potential to share with other organisations and the fact that the IT service is fully shared with Eden shows the potential that can be achieved.

3.2 People and Places

People and Places comprise the majority of the Council's public facing services. Structured through the Neighbourhood Services and Strategic Planning Directorates, People and Places will, in summary, collect and recycle waste, manage for a clean environment, regulate development and licensing, protect and enhance public health and wellbeing, plan for the future of the district, deliver our housing and planning authority functions, manage our assets, car parks, parks and open spaces and deliver initiatives to grow the economy

and promote the strength of South Lakeland's cultural offer. Collectively, we are 'Place Shapers' enabling a high quality of life for the district's residents and visitors.

Strategic Planning

This Directorate has the following service areas:

- Development Strategy
- Development Management
- Economic Development and Assets

Strategic Planning covers the areas of long term plan making and allocation of land as well as development control, building control, local land charges, housing, homelessness prevention, economic development and asset management. The thinking behind the structure recognises that these areas of work are very much interconnected. There is therefore great emphasis on collaborative working across departments and disciplines to deliver the priorities in the Council Plan.

These areas of work are developing very rapidly, driven by changing government policy and the imperatives of economic growth and the provision of housing to meet need. In addition to the professional skills already in place the future will require new ways of working. This will drive the need for the development of skills in change management and leadership in an uncertain environment. The increasing budgetary pressures will require financial management skills and innovative thinking in the use of resources and development of new approaches to working.

Working with partners is a key element across the area and collaborative working skills will be needed even more than at present to deliver the aspirations of the council. This applies to working with both internal departments and external partners. Much of the work is structured and guided by professional disciplines but there are areas of work, particularly in economic development, where there is much greater uncertainty and a far less structured environment. This calls for creativity and innovation and a flexible approach coupled with the vision to see what may be possible even in very unlikely situations. These skills will be at a premium.

Neighbourhood Services

This Directorate has the following service areas:

- Community and Leisure
- Public Protection
- Streetscene

The Neighbourhood Services Directorate delivers and manages many front line services to our Communities. This includes waste, recycling and street cleansing services, leisure and recreation including public halls, lake management, open spaces, and car parks. The authorities public protection services including environmental protection, food and health and safety and licensing services are also delivered from within this group.

The grouping of services allows the evolving needs of our communities to be met whilst engaging in the emerging priorities at a local and national level, utilising the skills and knowledge of staff. Specifically these areas include the Health and Wellbeing agenda, the promotion and co-ordination of large, high profile, regionally and nationally significant events and cultural activities utilising not only our public halls but also the lake and our open spaces and to deliver improvements in our local environmental quality. As with Strategic Planning, the ability to work in partnership and the use of collaborative working skills are critical to service delivery. Our communities will play an increasingly active part in shaping and delivering local services. We need to be active in promoting and delivering localism.

Common to both Directorates is the need to increase delivery of services through the application of new technologies, moving more of our customers to a self-help approach. Quality service delivery, at less cost will enable us to sustain services and apply resources to where they are needed most.

4.0 Our Current Workforce Profile

The statistics set out in this document reflect the staffing position as at 1 September 2014. This date has been chosen as the date that will be used annually so that a comparison can be made year on year and it is also the commencement of the workforce planning process which will be integrated with the service and budget planning. The figures do not reflect the budgeted establishment as the data represents a snapshot in time. The comparison data for Cumbria and South Lakeland is based on the 2011 Census returns.

The total number of posts in the establishment as at 1 September 2014 was **403**.

Analysis of the workforce has been made by gender, age, disability, ethnic origin and length of service. Further breakdown by Directorate and Services within Directorates has been carried out and is used for service planning.

4.1 Gender Profile (As at 1 September 2014)

Female 44.7%, of total workforce of 403

Directorate	Full time	Part time
Management Team	2	0
Neighbourhood Services	20	17
Policy and Performance	23	13
Strategic Planning	35	22
Resources	28	18
Total	**108**	**70**

Male 55.3%, of total workforce of 403

Directorate	Full time	Part time
Management Team	5	0

Directorate	Full time	Part time
Neighbourhood Services	137	20
Policy and Performance	27	1
Strategic Planning	8	3
Resources	23	1
Total	**200**	**25**

Gender profile totals

Directorate	Male and Female
Management Team	7
Neighbourhood Services	194
Policy and Performance	64
Strategic Planning	68
Resources	70
Total	**403**

The number of residents in Cumbria that are female is 50.8% and the number that are male is 49.2%. South Lakeland has the greatest proportion of females across the six Cumbrian districts with 51.3% while the proportion of males in South Lakeland is 48.7%.

Almost a third of people (31.4%) in Cumbria work part time compared to a national average of 29.1%.

Of the Councils 21% of the workforce works part time but the chart shows clearly that a much larger proportion of the Council's female workforce works part-time than is the case with male employees.

The Council has a range of flexible working policies that make flexible working arrangements easier to accommodate for both male and females. The Staff Survey 2013 highlighted that not everyone was aware of the policies that the Council operated and work will be undertaken to raise awareness.

4.2 Age Profile

Age	Workforce %	Workforce Headcount	Female Headcount	Male Headcount
<21	1.24	5	2	3
21 to 30	8.93	36	25	11
31 to 40	15.38	62	34	28
41 to 50	30.52	123	51	72
51 to 60	34.49	139	56	83
>60	9.43	38	10	28

The age profile for Cumbria for the age bracket 16–64 years is 62.7% and for the age bracket 65+ is 20.6%. South Lakeland has the lowest number of residents in the age bracket 16-64 years (60.4%) and the highest proportion of residents in the age bracket 65+ (4.2%. The number of residents aged over 65 increased by 15.2%

across Cumbria between 2001 and 2011 (according to the Cumbria Observatory statistics) and this increase was higher than the national average of 11%.

The Council is looking to address this imbalance in the age distribution of the workforce by introducing apprentices to the workplace and by ensuring there are clear career pathways.

Age Profile by Directorate

AGE	Neighbourhood Services	Policy and Performance	Resources	Strategic Planning	Management Team
<21	3	2	0	0	0
21 to 30	8	8	8	12	0
31 to 40	17	13	21	11	0
41 to 50	59	24	19	16	5
51 to 60	79	13	18	27	2
>60	28	4	2	4	0

Issues relating to the aging staffing profile are addressed in the workforce planning section of Service Plans but the aim to achieve balance is addressed by succession planning and the introduction of apprentices. There is no material difference is presented in figures from 2013 in terms of overall numbers and representative percentages therein.

4.3 Ethnic Origin Profile

Ethnic Origin	No. of people	%
Asian or Asian British - Indian	2	0.25
Asian or Asian British - Pakistani	1	0.25
Black or Black British - Caribbean	1	0.25
British	28	6.95
White – any other white background	7	1.74
White British	354	87.84
White Irish	3	0.74
Not specified	8	1.99

Cumbria has the highest population of White British (96.5%) residents of any English county in England and Wales (80.5%). The ethnic profile of the Council closely matches that of the profile in Cumbria.

4.4 Disability Profile

There are 13 employees working for SLDC (3.29%) who consider themselves disabled. This number is made up of 7 female staff and 6 male staff.

Not all staff choose to make a declaration on disability. Therefore, there are a number of staff whose disability status may not be known to us.

4.5 Length of Service Profile

Length of Service (years)	Workforce	Female	Male
<1	44	17	27
1 to 2	50	19	31
3 to 5	41	20	21
6 to 10	82	31	51
11 to 15	70	34	36
16 to 20	38	18	20
>20	77	38	39

The majority of employees have long service with the council which is typical of public sector employees. During these times of change the council needs to support employees to develop new skills and adopt new ways of working to support modernising the services and

Statistical data is not routinely provided by other public sector employers in a format consistent with comparison analysis.

Length of Service of Leavers

Length of Service (years)	No. of Leavers 1/4/13 – 31/3/14	No. of Leavers 1/4/12 – 31/3/13	No. of Leavers 1/4/11 – 31/3/12	No. of Leavers 1/4/10 – 31/3/11
<1	3	3	2	2
1 to 2	4	2	8	4
3 to 5	7	11	7	6
6 to 10	9	14	9	10
11 to 15	6	6	3	3
16 to 20	2	4	0	8
>20	6	7	4	11
Totals	37	47	33	44

5.0 Local Government Pay and Workforce Strategy

Although the latest national Local Government Pay and Workforce Strategy was delivered in 2007, and last amended in 2010, the vision for an excellent national local government workforce stays the same in 2015. The strategy aims to support authorities in delivering the sustained transformation needed to achieve faster, fitter, more flexible, citizen focused and personalised local public services.

The primary aim of the national strategy is for local government to 'raise their game' and get the best from its people. The strategy consists of five strategic themes:

- **Organisational development** – effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership

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- **Leadership development** – building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context
- **Skill development** – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context
- **Recruitment and retention** – with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues
- **Pay and rewards** – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

With this in mind, South Lakeland District Council has developed this Workforce Development Plan and aligned many of their actions to these key themes.

6.0 Current and Future Activities

Over the last three years the Council has reviewed what public sector services are essential to our citizens, what delivery structures are most appropriate, what skills and behaviours, attitudes and performance we need from our employees and how we should develop and recognise these. The strategic objectives and key activities that will support the development of our workforce are detailed in the Workforce Development Action Plan 2014 – 2019 (Appendix B).

6.1 Organisational development

Service Provision

The five year strategy that was developed in 2010 envisaged a move to the Council becoming a smaller, enabling Council. Currently the majority of services are provided in-house with the largest service provided in-house being Streetscene. Services provided externally include the provision of housing, leisure services, property and asset manageme The Council has a formal shared service arrangement for the delivery of ICT services with Eden District Council which commenced April 2012 alongside shared management of the Revenues and Benefits service with Eden District Council.

In response to the localism agenda the Council has been willing to look towards devolving services and transferring assets and an example of this is the toilet facilities.

The Future

The Council Plan 2014-19 recognises that moving forward we will need a mixed approach to service delivery. The model we choose will be dependent on a sound business case and the most sustainable delivery method, retaining in-house or private sector delivery where appropriate to do so, but also seeking where possible a move towards a social enterprise

type approach and devolvement of appropriate services to be delivered closer to the community.

There is a need to develop a culture of flexibility and continuous, incremental change that evolves our services rather than waiting for and having to engage in disruptive transformations. Undertaking workforce planning at service level will ensure that we align our people and processes with each of the delivery models chosen for that particular service.

Organisational Development Key Objectives

- Embed workforce planning in the service planning cycle.
- Maintain and enhance the Investors in People Silver Award by embedding key skills within the workforce.
- Improve the health, safety and wellbeing of all employees.
- Digitalisation of processes and accessibility of services provided by the Council will be supported through enhancing the skills set of all employees.nt, each of which are provided by a variety of organisations

6.2 Leadership Development

Member Development

On-going investment is made in the maintenance and development of a corporate learning and development programme for employees across the Council. The Council is also committed to providing learning and development programme for Elected Members and has achieved level 1 of the North West Charter for Member Development. The Member Support Steering Group oversees the roll out of a comprehensive development programme. The majority of learning events are arranged in-house and, where possible, elected members and staff attend joint training events e.g.: IT. The advantages of this is not only sharing the training costs and reducing expenditure, but it also helps to promote better understanding and enhanced working relationships.

Senior Management Team

A comprehensive programme for the further development of the Senior Management Team skills set was introduced in 2013. This training programme supported effective team engagement, managing change and supporting the embedding of a high performance culture. The programme will be enhanced in 2015 to consider individual training needs and plans and how to further embed best practice in leadership and management.

Operational Managers and Aspiring Managers

The Staff Survey 2013 identified management skills and abilities as a key strength within the Council. This was supported by a comprehensive effective leadership course for Operational Managers in 2011/12 and in 2013/14. The learning from this activity has been embedded into the interactions within and between teams. A further programme is being

delivered during 2014/15 with new managers and Principal level staff to cascade this good management practice further.

A Management Development framework is in the process of being developed and the key outcome of this framework will be trained managers with the competence and confidence to take decisions, to manage their services and staff and to implement change.

Leadership Development Key Objectives

- Develop a Management Development Framework
- Ensure succession planning is in place

6.3 Skills Development

Corporate Training Programme

The successful implementation of the Corporate Training Programme from 2009 has been further enhanced in the past 5 years to align the key corporate themes and responsibilities, as well as the Personal Qualities Framework and Performance Appraisal Scheme. Managers and staff can easily see what courses are on offer and who each course supports the achievement of the Personal Qualities Framework at an individual and team level.

The development of the annual Corporate Training Programme takes into account the work of Operational Managers to support the implementation of Service Plans, training needs identified within the Performance Appraisal, aspirational goals to support talent management, thoughts of staff via the Staff Survey and key themes and the direction of travel for the Council as a whole, such as excellent customer service or members ideas about making south Lakeland the "best place to live, work and explore".

Corporate training will be geared towards meeting Council values, behaviours and competencies and meeting the need to offer different services differently and moving the culture of the organisation forward to be flexible about how we develop the services we offer to others.

E-learning

In order to support a variety of learning styles and time to engage with training, a suite of e-learning interactions are being developed. These will allow for short training courses to be available via the intranet at a time and location which suits learners. The Council have purchased some specialist interactive software to support the development in-house of this suite of training.

NVQ Training

The Council is running four NVQ level 2 qualifications in conjunction with Myerscough College. The current courses, which take two years to complete, are being delivered in Waste Management Operative, Waste Management Driver, Street Cleansing and Customer Service.

<u>Skills Development Key Objectives</u>

- Produce an annual Corporate Training Programme
- Introduce a scheme that supports the development of employees in their job on a one to one basis e.g. coaching, mentoring, buddying.

6.4 Recruitment and Retention

It is paramount that we continue to retain and attract employees with the skills and attributes required of our future workforce.

According to the 'e-paycheck' and North West Employers Organisation (NWEO) research in 2014, the three biggest occupational skill shortages in the North West of England remain:

1. Environmental Health Officers,
2. Planning Officers (not related to Development Control)
3. IT second line support

This is broadly similar to the position in 2009, the date of the last statistical evidence available. The situation remains the same in 2014 for 2015 shortage skills.

When comparing this data with all other District Councils in England, the picture is slightly different:

1. Planning Officers (not related to Development Control)
2. Environmental Health Officers
3. Housing Officers

The top occupational skills shortages for South Lakeland District Council remain in 2014 to be:

1. Planning Officers
2. Building Control
3. IT Support Officers (second line positions)

This situation remains unchanged from the 2013 shortage skills set experienced through recruitment activities in 2014 at the Council.

Succession Planning

Planning to allow us to grow our own talent is as important as attracting new talent to the Council. Effective succession planning allows us to continue to develop aspiring managers of the future, aligning their development to the competency standards identified through the Personal Qualities Framework.

Recruitment

The Council, in collaboration with the other Cumbrian authorities has developed a 'Your Cumbria Jobs' website. The recruitment process is managed via the Human Resource

Information/Payroll System and there is access to e-recruitment for those applicants wishing to apply for posts in this way.

Attracting and Retaining Staff

The Council needs to recruit and retain talented people. The needs of the services and individuals differ; however, a good work/life strategy balances needs and encourages synergy.

The Council recognises that there are tangible benefits from supporting flexible working practices, implementing family friendly initiatives and assisting employees to achieve a balance between their work commitments and their life outside of work. The Council has a range of policies that assist employees to achieve a work/life balance for example, Flexible Working Scheme, Purchase of Additional Annual Leave, Career Break and Flexible Retirement.

Local government is not as an attractive employer as has previously been the case due to the unprecedented changes it has experienced including a 3 year pay freeze which only concluded in January 2015. Further pay awards are not known at this time for future years. Although SLDC can attract employees due to the excellent geographical location and lifestyle the area offers, we also need to consider and further develop other non-pay benefits and these have been explored in 2014 for further development in 2015.

Apprenticeships

Apprenticeships offer an opportunity to satisfy a number of relevant and current priorities:

- They address significant capacity threats posed by an aging workforce.
- They support the development of a continuous professional development culture within the workforce.
- They support local activity to 'increase employment' in the area.

The first apprentice was employed in 2012 in the Human Resource group and studied for Level 2 and Level 3 NVQ's in Business Administration. During 2013 a further 2 apprentices were recruited.

A revised Apprenticeship Scheme has been approved for implementation in April 2015 to include the recruitment and development of 4 apprentices across the Council and not specifically allocated to operational service areas.

Recruitment and Retention Key Objectives

- Ensure our recruitment and selection processes attract and retain talent.
- Develop and implement an apprenticeship scheme.

6.5 Pay and Reward

Pay and Grading

The Council first adopted the National Joint Council for Local Government Services pay and grading scheme in 2004. As job roles have evolved over the last 12 years and in line with the need for many different skill sets a full review of the scheme including an equality audit would be beneficial to ensure that it remains 'fit for purpose'. This review is scheduled to commence in 2015 once the project parameters have been agreed with the Senior Management Team.

We continue to experiment with partnership and shared working on a basis that integrated working improves both services and outcomes for service users. These different ways of working need to be reflected in some form of remuneration package for those staff involved which isn't recognised in the current job evaluation scheme.

Total Rewards

To enhance employee motivation and assist with employee retention it is necessary to consider the total rewards package available to staff. The Council currently offer many benefits including Local Government Pension Scheme, flexi scheme, purchase of additional annual leave, childcare vouchers and cycle to work scheme. It is intended to produce a statement for staff detailing the rewards they receive and the Council will need to consult employees regarding what additional non-cash benefits they would like to see offered that also suits business needs and market circumstances.

<u>Pay and Reward Key Objectives</u>

- Ensure the pay and grading scheme remains 'fit for purpose'.
- Explore the best ways to develop a total reward package for employees

7.0 Employee Performance Management

A new Performance Appraisal Scheme was introduced in 2013 that focused on 3 distinct but interlinked elements:

- Personal Qualities Framework
- Personal Performance Review
- Personal Development Review

The Personal Qualities Framework reflects the way the Council wishes employees to conduct themselves and the manner in which business is undertaken. Adherence to these qualities will support the successful pursuit of Council objectives.

Development acknowledges that for all employees, at all levels, there will be gaps between current performance and target performance which cannot be addressed by additional resources or new technology but by enhancing the skills, knowledge and confidence of the individual. Getting the best from our employees by aligning behaviours to core values

A survey to review the new scheme was undertaken in 2014 with the recommendation to enhance training and support for managers and to run the paperwork as developed for a further appraisal cycle to allow it to be properly tested and embedded. A

further review will take place in 2015 and learning from this will be incorporated into any revision of the scheme.

The scheme is a significant addition to the performance management framework and the Personal Qualities Framework has been cited as an exemplar of good practice by the external IiP assessor.

8.0 Investors in People

Investors in People specialises in transforming business performance through employees. It is designed to help the Council achieve the results we want by focusing on business objectives, and develop strategies and actions for continuous improvement.

At the heart of Investors in People is the Standard, a framework of best practice that is outcome focused: it outlines what the Council needs to achieve as well as what are our strengths, challenges and priorities.

Working towards Investors in People accreditation provides a number of key benefits including improved financial performance, productivity and effective and quality customer service. The Investors in People framework supports engagement with employees and the further development of leadership capabilities.

In May 2012, South Lakeland District Council was accredited by IiP with the Standard and with the Bronze award in 2013. We achieved the Silver Standard as part of the Council Plan aspirations in 2014. A decision is being made in 2015 with regard to the next IiP review and its level.

There are many benefits to being accredited with IiP including recruiting and retaining the best employees. IiP is about continually improving our business to ensure that we can listen to the needs of our employees and offer the best possible client/customer experience. We continue to listen to and respect the opinions and ideas of our employees and we will use these to develop our action plan following our assessment result from IiP.

The accreditation of the IiP standard will allow us to take pride in a job well done and develop ourselves flexibly for the future. IiP supports the Councils stated aim for excellence.

9.0 Communication and Employee Engagement

Corporate Information

Effective and timely communication of management information is vital for employee engagement in order to support the achievement of Council Plan objectives.

Managers communicate information to their staff by holding regular team and 1:1 meetings and by the Personal Performance Appraisal process. In addition information is shared with employees via a variety of media such as Desk Top News, Inside Story and Chief Executive Staff Briefings

Working with the Unions

There is a good working relationship with the recognised unions, Unison and GMB, via informal and formal routes. A culture of engaging the unions has fostered trust and cooperation. The Council will continue to build on this and look to further engage with unions and non-union employees to ensure an environment of well-managed and equitable employee relations.

Staff survey

One of the methods used to engage with our workforce to gain their views is via the staff survey. The survey is used to assess levels of employee engagement and give employees the opportunity to provide feedback.

The latest survey conducted during September 2013 has enabled us to understand the level of knowledge that staff have about key corporate messages and a range of internal mechanism and provides clarity on the areas requiring development. The next survey will take place in 2015.

The survey showed improved ratings (in comparison with the 2011 survey) across the whole survey. Key areas include:

- SLDC works openly and honestly over 30% increase in the positive agreement with this question
- Training has helped staff do their job more effectively 25% increase in the positive agreement with this question
- Staff receive feedback on their performance 50% increase in the positive agreement with this question
- Staff are treated with dignity and respect 10% increase in the positive agreement with this question
- Staff are satisfied with their job at SLDC 10% increase in the positive agreement with this question

A copy of the survey is available on the Council's intranet.

Views and ideas will be collated from teams and team learning activities and these will support the development of an action plan to consider what further improvements the Council may make to support the delivery of the Council Plan.

10.0 Review and Evaluation

The Workforce Development Plan will be reviewed on an annual basis in line with the annual Council Plan refresh and service and budget planning processes commencing October each year.

Assistant Directors and Operational Managers will be provided with support from the HR Group in considering the delivery of services, the skills required to deliver their services, career paths for staff, succession planning and recruitment and retention issues. All

workforce planning information which is service specific will be reported in the individual service plans.

The following will all be taken into account when reviewing and/or evaluating the plan:

- Council Plan
- Council Budget
- Service Plans
- Performance Appraisals
- External and internal audit and inspection