

PWS Priorities – What’s been done, ongoing and outstanding as at June 2006

PRIORITY 1 - DEVELOPING THE ORGANISATION		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
Criteria	Done/Ongoing	To be done
People and Performance	<ul style="list-style-type: none"> • Reviewing HR Policies • Developing Managers’ HR Toolkit • New style job profiles • Basic CBC bespoke behavioural competency framework • Flexible working • H&S Officer Action Plan • Performance Management Framework • Improved member development 	<ul style="list-style-type: none"> • Job profile quality check • National LG competency framework • Further development of flexible working arrangements • Implementation of H&S Action Plan • Relaunch Employee development/appraisal • Training and development on change management skills • Succession planning • Improve employee engagement/TU engagement including JCSP
Process Redesign	Performance improvement team in place IEG programme delivered	Communicate priority actions and achievements of team
Equality and Diversity	Commitment to Level 1 of Equality and Diversity national standards All job profiles include equality and diversity standards of behaviour	Launch training software Equal Pay Audit Recognition of the advantages of a diverse workforce Review Policies to recognise Age Discrimination legislation
Partnership working	Involved in a wide range of partnerships <ul style="list-style-type: none"> • LSP • Community Safety • Market Town Initiatives • Regeneration issues • Nuclear issues 	Review/produce action plan on service specific partnerships Skills training on partnership working

PRIORITY 2 - DEVELOPING LEADERSHIP CAPACITY		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
Criteria	Done/Ongoing	To be done
Developing Leadership capacity with both officers and members	Attendance of senior members on National Leadership Academy Corporate Team restructure Management Skills Training (ILM)	Corporate Team Development Identification of leadership training needs across the organisation Succession Planning

PRIORITY 3 - Developing Workforce skills and capacity		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
Criteria	Done/Ongoing	To be done
Developing workforce skills and capacity across the corporate centre of authorities, specific services, management and the frontline workforce	<ul style="list-style-type: none"> • Part skills audit • Draft Corporate Training Plan for 06/07 • Management Skills programme(ILM) • Ad hoc training and qualifications support • IIP status • Training Admin software 	<ul style="list-style-type: none"> • Comprehensive skills audit • Skills Gap assessment • Training and Development Policy • T& D plan including identification of future training needs • Training on use of TA software • Bring TNA/Plan/Budget processes into line • Provide up to date, accurate training records and performance management information • Training evaluation process • Retain IIP status(2008)? • Embedding PWS into service planning • Progress devolved training budget ? • Devolvement of selected HR practices to line managers • Continuation of work to reduce sickness absence.

PRIORITY 4 - RESOURCING LOCAL GOVERNMENT		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
Criteria	Done/Ongoing	To be done
Ensuring that authorities recruit, train and retain the staff they need	<p>Part-developed competency based job profiles</p> <p>Electronic availability of selected recruitment information and application form</p> <p>Procured HR recruitment software package</p> <p>Life Skills training package</p> <p>Working from home pilot ongoing</p>	<p>Workforce plan</p> <p>Develop e-recruitment in Cumbria partnership</p> <p>Revisit recruitment policy and expand to include retention</p> <p>Revisit recruitment and selection procedures</p> <p>Revisit and relaunch Induction policy and process</p> <p>Develop a competency based approach following national local government guidelines for a range of HR activities</p> <p>Review recruitment materials and records making better use of IT</p> <p>Interviewing training to allow managers to be self-sufficient in the recruiting process</p> <p>Review the role of members in the recruitment process</p> <p>Review and relaunch exit interview package</p> <p>Review relocation policy</p> <p>Progress options for shared services options</p> <p>Consider relaunch of student training schemes</p> <p>Revisit employee benefits package</p> <p>Understand and promote practices to improve employee engagement, including a healthy employer's strategy</p> <p>Provide accurate employee mix information</p>

		Pay closer attention to T&D analysis
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PRIORITY 5 - PAY AND REWARDS		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
Criteria	Done/Ongoing	To be done
Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving both value for money in service delivery and fairness		Single Status Pay and Grading Review Equal Pay Audit