

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

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

<b>PRIORITY 2 - DEVELOPING LEADERSHIP CAPACITY</b>		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
<b>Criteria</b>	<b>Done/Ongoing</b>	<b>To be done</b>
<b>Developing Leadership capacity with both officers and members</b>	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

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

<b>PRIORITY 4 - RESOURCING LOCAL GOVERNMENT</b>		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
<b>Criteria</b>	<b>Done/Ongoing</b>	<b>To be done</b>
<b>Ensuring that authorities recruit, train and retain the staff they need</b>	<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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<b>PRIORITY 5 - PAY AND REWARDS</b>		<i>Copeland Borough Council Pay and Workforce Strategy Development</i>
<b>Criteria</b>	<b>Done/Ongoing</b>	<b>To be done</b>
<b>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</b>		Single Status Pay and Grading Review Equal Pay Audit