

## DRAFT WORKFORCE STRATEGY 2011/12

**EXECUTIVE MEMBER:** Councillor John Bowman  
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### WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS

The Workforce Strategy sets out how the Council will manage its workforce to achieve economy, efficiency and effectiveness in providing services for local communities.

**RECOMMENDATION:** That the Panel considers the draft Workforce Strategy for 2011/12 prior to consideration by Executive.

## 1. INTRODUCTION

1.1 The Council has developed a new Council Plan for 2011/14. It sets out objectives to achieve four new goals for improvement:

- People
- Prosperity
- Place
- Performance

In order to achieve these objectives, the Council must ensure that it has the right people with the right skills in the right place at the right time. That is what the Workforce Strategy sets out to do.

## 2. ARGUMENT

2.1 Local Authorities are guided in developing their Workforce Strategies by the national Local Government Employers. A national Workforce Strategy "Delivering Through People" sets out the aspects councils need to address if they are going to have the workforce they need now and in the future. The five aspects are:

- Organisational Development
- Leadership Development
- Skills Development
- Recruitment and Retention

- Pay and Rewards

2.2 The draft Workforce Strategy presented to Executive takes account of all of these aspects within the current Copeland context. The economic scenario for the public sector for the next four years is a very strong driver to achieve more with less, and the Workforce Strategy anticipates regular organisational change to achieve that.

2.4 The Workforce Strategy contains a number of areas for improvement and action to take to ensure that the Council's workforce is better able to deliver the Council's goals and objectives. These actions will be monitored by Corporate Leadership Team through the performance management framework.

2.4 Workforce Strategies, in common with other resource plans, usually cover the same period as the main Council Plan or budgetary period, that would be three to four years. However there are many aspects of the Council's transformation programme that cannot be reliably forecast at this time, so the draft Workforce Strategy covers only the first year of the new Council Plan. An update or refresh will be needed towards the end of 2011/12 to ensure that it is aligned with the plans for transformation as they will be then.

2.5 As part of the preparation for the strategy, consultation has taken place with a number of officers at all levels in the organisation. Feedback provided has been incorporated into the strategy document and the action plan.

### **3. OPTIONS TO BE CONSIDERED**

3.1 Executive can choose not to agree the Workforce Strategy.

### **4. CONCLUSIONS**

4.1 The Council will be better positioned to make the significant changes it needs, set out in the draft Council Plan, if it can manage its workforce and the skills and knowledge of the people in the organisation.

### **5. WHAT ARE THE LEGAL, FINANCIAL AND HUMAN RESOURCES IMPLICATIONS?**

5.1 There are no legal or financial implications arising from this report which have not been previously included in agreed Council policy. .

5.2 The draft Workforce Strategy sets out directions for future management of the Council's human resources, which are recommended to Executive for approval.

## **6. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?**

6.1 A Corporate Workforce Development Steering Group will be set up that will have responsibility for delivering the action plan and the work of key task group for skills, induction and training.

6.2 The steering group will report progress to the Corporate Leadership Team and the Choosing to Change Board on a quarterly basis. Where significant issues arise, these will be reported to the next available Corporate Leadership Team meeting.

6.3 The Council's Strategic Risk Register includes risks arising from the workforce strategy.

## **7. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?**

7.1 Approval of the Workforce Strategy will enable the Council to make progress in developing the workforce in terms of skills, structure, activities, learning and productivity.

7.2 The Workforce Strategy Action Plan will allow more detailed monitoring of progress.

### **List of Appendices**

Appendix A – Draft Workforce Strategy

### **List of Background Documents:**

Local Government Employers “Delivering through People”



## **WORKFORCE STRATEGY 2011/12**

Version 8 – 28 February 2011

# Workforce Strategy

<b>Contents</b>	<b>Page Number</b>
1. Foreword	3
2. Introduction	4
3. The Copeland Picture	6
4. Drivers for Change	8
5. Our Vision and Goals	9
6. Aim of the Workforce Strategy	11
7. Copeland's Workforce Achievements in 2010/11	13
8. Copeland's Workforce Strategy 2011/12	19
9. Managing the Delivery of the Workforce Strategy	28
10. Management structure	29
11. Workforce Strategy Action Plan	30
Appendix A Workforce Profile by Service	34
Appendix B- draft Council Plan 2011/14	38

# 1. Foreword

## Our journey

***We're proud of our past and energised for our future.***

Local authorities are changing, as are the areas that they serve. Copeland is no different.

We are going through a period of transformation as we seek to deliver an ambitious 'Choosing to Change' programme for the people of Copeland.

The aims of this programme are far reaching, as we look at the way we do our business, to become more efficient and deliver our aims and ambitions for the borough.

Our people are our greatest asset, and it's only by utilising them and working together that our transformation journey will be a successful one.

This journey is about big changes – improving Copeland for the better and for the long term, but it's also about smaller, but equally important changes.

It's about things like developing our employees, ensuring they have the skills to improve the organisation and the area, and encouraging and rewarding success.

We want to be an employer of choice, with the right workforce with the right skills in the right place, delivering the right things for Copeland. If we have this, then our transformational journey will be a smooth one.

Councillor Elaine Woodburn  
Leader of Copeland Council

Paul Walker  
Chief Executive, Copeland Council

## 2. Introduction

### Our vision

Everything we do at Copeland is centred on our key aim:

***Working to improve lives, communities and the prosperity of Copeland.***

This is our vision for Copeland and is the reason we're here.

Realising this vision isn't something we can do in isolation. As we move forward, in a rapidly changing environment, we recognise that service planning, commissioning and delivery of services must be planned, consistent and joined-up. It also must be integrated with our workforce planning.

This is because everything we do as a local authority is to achieve our vision for Copeland and our people are the ones who deliver this.

### Our workforce strategy

We are committed to providing the best possible services for everyone in Copeland. To do this, we need to have good people. How we recruit, develop and retain these people is critical to our success in delivering our ambitions.

This document outlines how we will ensure that we have well skilled, well motivated, high performing people delivering excellent services. We want our people to be proud to work for Copeland Council, proud of what they do, and proud of the borough. This document outlines the objectives, priorities and actions that will help us achieve this.

This isn't the start of the journey. This is our second workforce strategy. Our first was launched a year ago, and since then we have made real progress. This strategy outlines what we have done so far, and what we still plan to do to take our achievements even further.

We value all of our employees. Without them we will not cope with the increasing demand for high quality services or continue to provide quality public services.

The success of the Council, our customers' satisfaction, our efficiency, our performance indicators, all depend heavily on our employees' skills, ability, knowledge and motivation. Their contribution is vital to our success and our customer's satisfaction.

We are clear about what we want. We want the Council to be at the heart of our community, a great place to work and an employer of choice. We want to raise our game and improve performance and efficiency to ensure the delivery of great services to the people in the community. We want high performing, people-centred, skilled and

motivated employees who are proud to deliver excellent services. We want an organisation where people are informed and valued and are an important part of the improvement process.

To achieve this we need to continuously modernise our people practices to encourage the innovation and flexibility we desire. We want to continue to create a culture that engages our employees, rewards their high performance and doesn't put blocks in the way of progress.

As a local authority serving a rural area we want and need to attract and develop talent, as well as "grow our own" from our community we serve.

At a time of government spending cuts, with new discussions about the size, role and scope of local government, and a move towards the commissioning rather than direct delivery of services, having the right people in the right roles is even more important.

Our workforce strategy is just one part of the bigger picture for Copeland, but its one of the most crucial building blocks. This strategy is aligned to our Council Plan and to the Choosing to Change programme and is integral to their delivery.



### **3. The Copeland Picture**

#### **Understanding our current position**

A plan for workforce development needs to be created to ensure that Copeland is able to develop its employees so they are able to deliver improvements to services and operate in new ways to reflect the ever changing population of Copeland. Focusing on employees behaviours and skills, and their operation within Council values will be important in the period of change.

#### **What is Copeland like?**

Copeland is a rural Borough in the North West of England. Two thirds of the Borough is within the Lake District National Park. However, the majority of residents live in the narrow coastal strip served by the A595 and West Coast rail line. Its population of just over 70,000 is concentrated in four main centres: Whitehaven, Egremont and Cleator Moor in the north and Millom in the south. The Borough extends for 35 miles from north to south and by up to 15 miles inland. However, it is geographically remote, with poor Transport infrastructure

The coastal region of West Cumbria has a fascinating industrial history, which can be discovered in local museums and heritage centres. Shipbuilding, coal and iron ore mining, and chemical manufacture have all been major employers, none of which exist anymore. The only major industrial employer now is the nuclear facility at Sellafield, near Seascale. Approximately 12,000 work in or around the Sellafield site, with many more dependent businesses in the area.

Much of the employment in the Borough of Copeland is currently dependent on the future of the nuclear industry in the UK. Britain's Energy Coast Masterplan is adopted as Government and Council policy. Any significant restructuring of the current activities of the nuclear industry in Copeland will impact on the prosperity of the Borough, positively or negatively. Nationally it is clear that employment opportunities for young people are declining. There has also been a long-standing trend in Copeland for young people to leave the area to find employment.

Copeland has experienced much greater declines in the number of young people than the county as a whole. However there has been. A significant increase has been seen in those aged 75-84, greater than the increase experienced in the county. This will have a significant impact on how we provide services, and represents a major challenge for the future. A declining working age population will also have an impact upon productivity which is an important economic indicator.

Traditional thinking suggests that changes are driven by migration – people moving either in or out of the county for various reasons. In Cumbria and particularly Copeland, it is largely believed that many young people move out of the county – perhaps for Higher Education, more affordable housing or to obtain jobs, and that many semi-retired older people move in.

Copeland has a high rate of unemployment among under 24s – 31.8% compared with 28.7% for the UK. 14% of people aged 50+ on Job Seekers' Allowance in Copeland compared to 15.1% in Great Britain. Copeland is more over-represented in the 18-24 age group with 33.3% on JSA compared to 29.3 % at Great Britain level.

#### **Copeland Facts**

- The majority of Copeland's population is white British (99.6%)
- Mid 2009 revised estimates show the population to be 69,700. In 2021 it is estimated to be 73,300 by 2021, entirely caused by the ageing population structure.
- 26% of all households are described as Struggling Families.
- 20.36% of the population of Copeland have a long term limiting illness

## **4. Drivers for Change 2011/12**

### **Public Sector Funding Cuts**

The Chancellor of the Exchequer's announcements in the Comprehensive Spending Review 2011-15 contained proposals for reductions of around 28% in the Government's grants to local government. About half of this is to affect the budget in 2011/12. All of the public sector is to see reductions in budgets, but district councils like Copeland are particularly affected.

In December 2010 the Government announced cuts of 8.9% to the revenue grant to Copeland for 2011/12. This reduction in funding, which supports day to day services, means that Copeland has to find savings in service costs and take hard decisions on what we can support in future. In addition more than £1m in special grants, which support short-term projects in support of places or people with particular needs or disadvantage in Copeland, were also cut.

### **Medium Term Financial Strategy**

Copeland Borough Council took these expected substantial reductions in public sector spending into consideration when planning its priorities in the Council Plan for 2011-14, and ensured that its Choosing to Change programme and Medium Term Financial Strategy also factored in these changes. A report received by Copeland's Resource Planning Working Group in July 2010 predicted funding gaps for the Council of £2m in 2011/12, £3.7m by 2013/14, and up to £4.4m by 2014/15. This level of under-funding required us to revisit the Council's priorities with determination to find efficiencies, and take hard decisions about what Copeland Borough Council will and will no longer do in future.

### **Council Priorities**

Given the level of public sector funding cuts, Copeland needs to ensure that it identifies and focuses only on key priorities for improvement through robust management arrangements. This will help to manage capacity and ensure that improvements are made and sustained. Helping employees to focus on priority objectives and to work in new ways will require us to operate in new ways, and learn new skills.

### **Sustainable Communities Strategy**

The emerging Copeland Partnership enables the Council to be fully engaged in partnership-led priorities for Copeland in its Cumbria, North West and themed contexts. A Sustainable Communities Strategy for Copeland will be prepared for 2011/12. It remains to be seen whether the ambition to develop a Sustainable Communities Strategy for Cumbria, which is currently paused, will come into being.

## 5. Our Vision and Goals

Copeland Borough Council has adopted a new Council Plan for 2011-14 that sets out priorities and goals that are consistent with the financial constraints. Alongside the Government budget cuts there are increasing customer demands as the local economy is under more pressure, raised expectations of quality of services and the development of the nuclear sector in Copeland.

Council members and managers have considered how all of these drivers can be factored into the new Council Plan. Many difficult decisions have been taken to reduce Copeland's priorities and budgets.

The resulting plan, with revised vision and goals sets out to:

**Vision:** Working to improve lives, communities and the prosperity of Copeland.

**Goals: *People:*** To support the development of strong, healthy and engaged communities;

To achieve this goal we will:

- Contribute to reducing health inequalities between Copeland communities and others in the North West.
- Support Copeland communities and community leaders in active participation and influencing local decisions.
- Tackle disadvantage and inequality to build aspiration and improve life-changes.
- Provide people with opportunities to build aspirations and to support their personal development.

***Prosperity:*** To build a sustainable, modern, low carbon economy that delivers economic security to the whole community.

To achieve this goal we will:

- Support opportunities for work across the borough.
- Promote opportunities for raising local skill levels.
- Support the establishment of a vibrant, diverse and sustainable local economy.
- Support the vitality and viability of our towns and rural communities.
- Enable and support the development of low carbon projects and industry to deliver our Energy Coast aspirations.

**Place:** To support Copeland becoming an attractive, safer and greener place to be.

To achieve this goal we will:

- Support the provision of high quality housing and a balanced housing market.
- Reduce waste in Copeland – recycle and compost more.
- Work with partners to achieve increased accessibility across the borough.
- Work with our partners to make people feel safer in Copeland.
- Enhance the local physical and natural environment.

**Performance:** Delivering excellent and value for money services.

To achieve this goal we will:

- Provide high performing services that are accessible and respond to customer needs.
- Transform services through new models for service delivery with other public, voluntary and private sector partners.
- Maintain a skilled, adaptable and productive workforce led by effective leading members and a strong and high performing management team.
- Provide a transparent account of performance and efficient use of resources.

Appendix B sets out the objectives for the Council Plan 2011-14

Through its corporate improvement programme, Choosing to Change, Copeland Borough Council has already undertaken a period of rapid review and improvement. We have:

- Rewritten the Constitution to improve democratic procedures;
- Developed our Overview and Scrutiny function to focus on where it can offer most benefit;
- Introduced a new Copeland Partnership with strategic partners and links to our localities;
- Developed a new Council Plan for 2011-14 focussing on key priorities;
- Carried out initial service reviews of all services, finding £2m savings for 2011/12, with more a programme of more in-depth reviews to follow;
- Improved internal communication through new approaches and tools
- Reviewed and rewritten five key Human Resource policies;
- Started to develop a new approach to customer service.

Delivery of the Choosing to Change programme will continue for at least the next year and will require support from our Workforce Strategy.

## 6. Aims of the Workforce Strategy

Copeland Borough Council is going through a huge transformation and the Workforce Strategy is crucial to its success. We need to ensure we have the right people in correct posts with the required skills to deliver the future needs of the organisation.

The Council Plan contains an objective to “**Maintain a skilled, adaptable and productive workforce led by effective leading members and a strong and high performing management team.**”

In order to deliver this objective, our new Workforce Strategy aims to achieve the following outcomes:

- Service improvement for customers
- Employees' performance maximised
- Introduction of improvement in technology and new ways of working
- Promotion of innovation in local government
- Changed attitudes and behaviours
- More flexible ways of working
- Employees engaged in change
- Talented employees attracted and retained
- Increased numbers of employees in the workforce skilled to deal with current and future work demands
- Ability to move easily to more shared services and joint working
- Stronger partnerships sustained for high performing service delivery
- Support for community employment opportunities through public sector workforce developments, for example the Future Jobs programme.

Local Government's Employers' Organisation developed an overall Workforce Strategy “Delivering Through People” for local government for the first time in 2003, and it was updated in 2010. The purpose of the Local Government Workforce Strategy is to point the way for local authorities to help them to achieve their priorities through managing their workforce well. Copeland, in common with every other local authority in the UK, now needs to do more with less, and the latest edition sets a framework for achieving this.

The latest version of “Delivering Through People”, maintains the same five strategic priority themes for the local government workforce reflecting the changes in economic context :

**Organisational development** - Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.

**Leadership development** - Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.

**Skills development** -With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.

**Recruitment and retention** - With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

**Pay and rewards** - Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns. Encouraging a total reward approach to promote high performance.

## **Organisational and cultural change**

Changing the culture of any organisation is a challenge. Copeland's ambitious plans for internal and external change will rely on the Council's people changing the culture of the organisation. Copeland's managers, employees and councillors will need new skills, new ways of working, new relationships with people outside the Council and renewed determination to achieve high levels of performance. The challenges that this will bring should be included in the development of the Council Plan to ensure that change is embedded across the organisation.

In Copeland there is a new willingness and an expectation to move away from historical approaches to a widening and integration of development and enabling new thinking on issues. The opportunities of locality working and more customer engagement offer new discussions and views and approaches. Improving internal communications and information flow will result in assisting this increasing open and integrated approach and in more efficient operations.

## **Paul's Pledges**

During summer of 2010/11, the Chief Executive carried out a series of "Meet the Chief" sessions where he met every team in the Council. Following feedback from staff, the Chief Executive is developing six key pledges with staff as these are the most important things they want the Chief Executive to tackle.

1. Create a caring, stimulating environment where everyone feels valued.
2. Communicate openly, positively, honestly and frequently.
3. Put the customer at the heart of everything we do.
4. Create a culture of One Council, where everyone pulls together to deliver our shared ambitions – one team, one Council.
5. Champion Copeland at all times to stimulate interest, investment and opportunities.
6. Ensure we are an effective and efficient Council, a valued partner and a leading employer proud of its achievements.

## 7. Copeland's Workforce Achievements in 2010/11

The Council's first Workforce Strategy was produced in 2009. We have made the following progress:

### We set out to:

Further develop a range of ways of engaging employees to enable as many as possible to contribute to the future of the Council activities.

Identify need and capacity to be able to manage work efficiently through partnership working

Develop a strategy for employee attraction and retention, incorporating a "Total Reward" approach.

Carry out a more detailed examination of skills and competencies requirements, as part of the refreshed corporate planning process

### We Achieved:

Completed review of internal communication including introduction of new staff forum arrangements, new weekly newsletter – The Latest Word, quarterly Meet the Chief sessions, Choosing to Change Talk, Find out Fridays.

An online staff suggestion scheme has been introduced on the intranet encouraging staff to share good ideas with the Corporate Leadership Team and the rest of the organisation.

The Staff Forum consists of representatives from each of the Council's services. It meets on a monthly basis with the Chief Executive. The Forum is an ideal example of two way communication. It gives staff direct access to the Chief Executive to raise issues and concerns. It also provides him with a sounding board so that he can test reaction from staff to ideas and forthcoming communications.

New local strategic partnership in place for Copeland. Plan to include skills development in phase 2 of Choosing to Change programme as part of Organisational Development strategy by 30 June 2011.

A Chief Executives awards scheme is being planned for early 2011/12 that will recognise and reward success, good practice and innovative thinking.

Skills Audit undertaken in 2009/10. This identified a number of staff with no qualifications who were then encouraged to carry out numeracy and literacy at level 2. All staff that agreed to the training achieved the level 2 qualification.

Services identified workforce issues as part of corporate and service planning 2010. Amongst other things, this identified an older age profile in some services highlighting a need for succession planning.



Plan to address officer and member leadership skills for the new directions in which the Council will progress with new Corporate Plan

Member development needs are identified on a one to one basis using an external facilitator and fed into member development programme. A new Corporate Leadership Team is in place and further leadership development for officers and members is planned in the next phase of Choosing to Change.

Review recruitment and selection practice to ensure that we attract a wide pool of candidates to consider employment with the Council.

Equality impact Assessments identified a number of actions to address imbalance in workforce, including opportunities for young people- we have apprenticeship schemes in Building Control, IT and Open Spaces (gardeners).

Review of temporary staffing arrangements as part of programme to meet the financial pressures in 2011/12

Review complete by 30 September 2010. Ongoing vacancy management process in place and the Corporate Leadership Team regularly review use of consultants.

“Management of Change Policy & Procedure” drafted, bringing together all the HR policies which relate to change management, including redundancy, redeployment, early and flexible retirement, outsourcing and shared service initiatives

Revised policies for Attendance Management, Grievance, Conduct and Capability were accepted by Executive on 24 January 2011, for implementation from 1 April 2011.

Review Sickness Absence Policy and Procedure with Trades Union representatives and managers

Review complete. Revised policy and procedure accepted by Executive 24 January 2011, for implementation from 1 April 2011. Current sickness levels for the first 3 quarters of 2010/11 stand at 8.44 days compared to 11.06 for the same period in 2009/10.

Deliver action plan to address health improvement inside the Council and in the community.

A number of health improvement initiatives have been introduced for employees and members in 2010 – focusing on diet, exercise, smoking and alcohol.

Investigate the potential of shared services to provide services within budget constraints and to ensure that services are sustainable

Revenues & Benefits shared service started 1 June 2010; Internal audit was due to start 1 December; further opportunities being explored.

Develop arrangements for succession planning for people who have unique skills or significant experience of the service which may be lost if they retire or leave the Council.

To be considered as part of the Organisational Development strategy in phase 2 of Choosing to Change.

## **Other Workforce Achievements in 2010/11**

### **Pay and Grading Review**

Copeland Borough Council completed its Pay and Grading Review in December 2009. Implementation of the review across the organisation from 1 December 2009 included paying back-pay to those whose posts were upgraded, and pay protection for up to 3 years for those whose posts were down-graded.

In addition all Copeland's full-time employees were moved onto 37 hour week contracts from 1 April 2010. Previously the mainly office-based employees worked a full-time contract of 35 hours 25 minutes per week, and a few full-time employees had contracts for longer than 37 hour weeks. Historical anomalies arising from grade-related annual leave allowances were also removed.

A number of other matters to be considered as part of Copeland's Pay and Grading Review – flexible working, car allowances and other terms and conditions- were referred to the Single Table Negotiating Committee to be reviewed. This work is on-going.

### **Equality Framework for Local Government**

Copeland Borough Council reached the "Achieving" level in the Equality Framework for Local Government in November 2010. The evidence we offered towards this assessment included a range of achievements and plans in progress towards a Modern and Diverse Workforce. We will continue to embed good practice in our Human Resources policies and procedures so that we can maintain this standard and reach the next level.

### **Skills Award and Investors In People**

The Council is committed to developing the skills, capacity and productivity of its employees. We were awarded the North West Skills Award in January 2011, based on a range of commitments and associated action plan to ensure that we promote and encourage appropriate workforce learning, and monitor the impact of our training and development interventions. One area of particular focus is Skills for Life - promoting literacy, numeracy and communications skills for all. Working with partner providers, a number of Copeland employees have already achieved Level 2 qualifications through Skills for Life courses.

Around 40 employees attended a learning awards ceremony in November 2010, having achieved success in subjects as diverse as health and safety at work, first aid, the European Computer Driving License, and management diplomas. The Council's Union Learning Reps, who have played a big role in supporting employees undertaking learning of various kinds, also attended, as did a number of partner organisations involved in the delivery of training.

The Council is committed to retaining its Investors In People accreditation which is due for renewal during 2011/12.

The Council currently has apprenticeship programmes in place in IT, Building Control and Open Spaces (gardening). It also has arranged for a number of officers within the organisation to be mentored with colleagues from partner organisations to develop their skills and knowledge.

### **Days Lost to Sickness Absence**

In 2009/10 the Council lost more than 5000 employee days to sickness absence. A number of actions were taken in 2010 to remedy this. A review of policy and procedure was undertaken by a working group including the Portfolio-holder, managers and representatives of the trades unions.

The provision of Occupational Health service was doubled in 2010/11 to allow speedier resolution particularly of long-term sickness cases, to help get employees back to work. We also introduced new guidance for managers on Special Leave. This introduced more flexibility for managers to grant time off to employees for exceptional reasons.

By the end of Quarter 3 in 2010/11 the average days lost per head among the Council's workforce was 8.44 days which is a reduction of 24% on the corresponding 3 Quarters in 2009/10 which was 11.06. Although progress is encouraging this continues to be an issue that we need to keep under surveillance.

### **Visible and Approachable Leadership Style**

The Corporate Leadership Team are committed to having open and honest communication with employees. This can be demonstrated through:

- “Meet the Chief” sessions. These are quarterly meetings for all employees to meet the Chief Executive. They are designed to be informative, interactive and encourage involvement.
- Regular newsletters being sent out to employees, including “The Latest Word” on a weekly basis and “Choosing to Change Talk” to update staff on the transformation programme.
- An online staff suggestion scheme has been introduced on the intranet encouraging staff to share good ideas with the Corporate Leadership Team and the rest of the organisation.
- Staff have been regularly reminded they can meet the Chief Executive and Directors during the service review programme.
- During this period of significant change regular meetings have taken place with Trade Unions, including close involvement from full time Trade Union officers.
- Employees feeling comfortable to put forward recommendations for improvements. An example is shown overleaf.

**Case study from our Parks Department:**

*"I started in the Parks Dept in 2002 as a trainee gardener, in 2007 I secured a full time position in the team and so have worked in the Parks Department for almost 9 years. In these 9 years I have gained a detailed understanding of the working of the department and as a result recognised how some working practices could be improved. I decided to do something to raise awareness of improvements that could be made. So whilst having time off I decided to jot down a few notes and eventually came up with a document entitled 'Proposed actions to be taken to provide a much more efficient parks department'. A copy of this was given to the Chief Executive of Copeland, the Head of Leisure and Environmental Services and my Supervisors.*

*After a week, I received a letter from the Chief Executive thanking me for taking the time to produce the document and he would like to meet me to discuss further on the points. A week later and a meeting was arranged with Paul Walker, Pat Graham and Keith Parker. We agreed I would work alongside the Keith to work through my suggestions. A few weeks later I was given the opportunity to voice the suggestions I'd raised in the document with the Parks Supervisors, with Keith's support. This gave me an opportunity to ask questions and give my input about the workings of the department.*

*Since then some practices have been changed, other changes are still on-going but I know they being worked on. I have a planned fortnightly meeting with the Head of Service to catch up with the related issues and how much progress has been made. I've also been given time out to work on labour saving designs for new planting schemes such as re-designing part of the grounds at Distington Crematorium, the Council Centre and St Nicholas's.*

*I would like to proceed in this same way, meeting the Head on a regular basis, taking time to plan work or design planting schemes. And genuinely help out in the running of the department."*

**Keith Parker, Head of Service:**

*"Our Parks traineeship was developed to help with succession planning in the team, bring in new ideas and create a skilled workforce which over time could spin off into the local community, or indeed wider as has happened in practice. He was one of our early trainees who like a number of his colleagues was given opportunity to work outside of the Council's boundaries, including some time with my wife who is a professional horticulturalist and writer. I am particularly pleased that he has used the opportunities available to him and is now helping to further improve the parks department at an especially challenging time for us all."*

## **Member Development**

In 2006, the Council gained the Member Development Charter accreditation from the North West Employers Organisation. Work is being carried out to renew this accreditation in 2011/12.

Member development programmes are developed on an annual basis. This involves the identification of training needs for each member on a one to one basis. In the past this has led to training being provided such as community engagement, IT and media skills.

Through the Choosing to Change programme, work is being carried out with the IDeA to provide peer support for members. Both of the main political parties have accredited peers to provide support.

## **Culture, Values and Competencies**

It is crucial that the building blocks to facilitate and enable sustained change across the organisation are put in place. Embedding change, and ensuring change is sustained will be achieved through not only making structural and management changes but also focusing on these building blocks for change. This includes:

- Attitude, competencies and behaviours – what type of culture do we want to create?
- Corporate values – what are they? What do we want staff to aspire to?
- Performance Management – both business improvement and staff development and management.
- Capacity for change – skills required to support, facilitate, consult and implement.
- Embedding a 'can do' culture focused on people and performance.
- Create a 'one-council' way of working together to achieve common goals.
- Leadership development – a programme of development activities to support a new leadership structure with high performing corporate and senior management that 'add value'.

A package of work has been defined which will:

- Review the Council's current performance management practices and aspirations for the future.
- Develop behavioural statements (competencies) which can be incorporated into a new competency framework
- Review and develop performance appraisals, 360 degree feedback, recommendations to develop the workforce and heads of service.
- Develop a methodology for carrying out a Staff Survey.

A series of workshops have been organised with the management team to identify specific behaviours and competencies that are a priority for all staff when delivering on key priorities for the Council.

## 8. Copeland's Workforce Strategy

Taking the five strategic objectives of the national Local Government Workforce Strategy "Delivering Through People" as a framework for our Workforce Strategy, Copeland Borough Council will start to address the following issues:

**1) Organisational development** - *Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.*

**Resources:** We will have less access to resources in the near future. Copeland Borough Council has to change in many ways to provide leadership and services for our communities using fewer resources. During the transition employee numbers and skills are being closely examined to create an organisation able to focus on the Council's priorities. The process of review started in 2010, and will continue for the next twelve months at least. It is not yet clear what the ultimate size of the Council's workforce will be, but making the changes required will be challenging and need careful management.

**Performance:** More than ever now we need to ensure that we are able to respond to our customers. However the Council's workforce will be smaller in 2011. We need to improve our performance in several areas, and find ways of raising customer satisfaction within limited resources. Improving all aspects of performance management will be important to the future success of the Council. To manage the process of change we will have to become more skilled at managing programmes and projects.

**New Ways of Working:** The size of the workforce is likely to continue to reduce in numbers of direct employees, as more services are delivered through other arrangements, such as through shared services or merged teams. As a smaller organisation we must encourage a one-council approach. Opportunities will arise from new arrangements for Council employees to further their careers and the Council will gain the benefit of service resilience offered by partnership working.

Use of technology will enable us to work smarter across services and we will improve our systems and processes. Enabling our communities to be involved in their public services will be increasingly important. Finding new sources of income and carbon management will help our budgets. Copeland's managers will need to be able to work providing services through enabling and in partnerships. Copeland's employees will need to be flexible to learn new ways of working.

**Partnerships:** Partnerships with the communities in Copeland, through Locality Working, or with long-established bodies, such as parish councils, will be increasingly important mechanisms influencing service provision in future. The Council's capacity for understanding and engaging with communities in Copeland will need to develop to meet this way of working and it will require more focus in the short-term future.

**Communication:** The Choosing to Change programme has supported improvements in communication practice, particularly internal communication. Our reputation is steadily growing and we all have a part to play in that, not just the Communications team. However we recognise that we have more progress to make, and we plan to support the

delivery of our plans and strategies better through better communication using technology and systems to increase the impact.

**Health Inequalities:** Copeland Borough contains communities which have high levels of health inequalities and lower life-expectancy than other parts of Cumbria, the North West region and England as a whole. The Council's workforce is largely drawn from the local community and the Council's work in addressing health inequalities supports improvement both in its workforce and in the wider community. We will need to ensure that the Council's workforce is able to maintain good levels of health to attend for work. The Council has developed action plans under the "Health Is Everybody's Business" programme and will continue to work with partners on this in 2011/12.

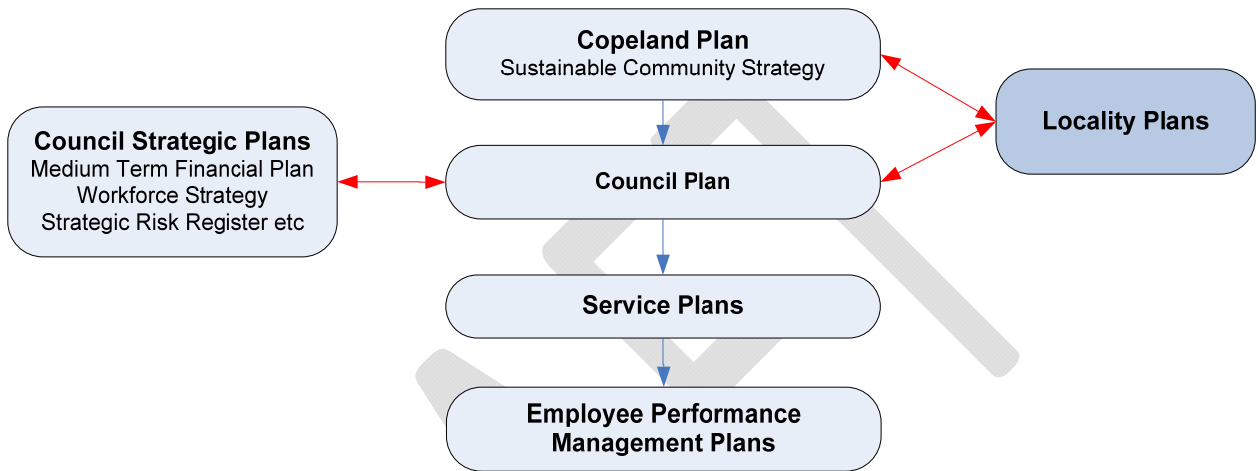
**Human Resource Management and Organisational Development :** The framework of Copeland's Human Resource Management currently reflects a traditional local government service. There will be opportunities in future for reducing costs through delivering jointly with other organisations, devolving some activities to managers and through making better use of technology to become more efficient. Our HR Management service will contribute to the strategic management of the Council.

**Equality and Diversity:** We reached the "Achieving" level in the Equality Framework for Local Government in November 2010. The evidence we offered towards this assessment included a range of achievements and plans in progress towards a Modern and Diverse Workforce. We will continue to embed good practice in our HR policies and procedures so that we can maintain this standard and reach the next level.

**In 2011-12 we will:**

- Continue to carry out service reviews to identify new ways of delivering services to do more with less through: new organisational structures; with a one council approach; making more use of technology; partnerships with other organisations; shared services.
- Develop our workforce capacity, skills and competencies to deliver our new Customer Service Strategy.
- Through Locality Working develop a stronger approach to communities which includes more opportunities for engagement and enabling.
- Enhance the Council's communications through a new strategy and encouraging better communication practices at all levels.
- Continue to deliver health improvement action plans for community and employees from the "Health is Everybody's Business" programme.
- Maintain close range management monitoring of Council employees' sickness absence levels to ensure that action can be taken to address problem areas.
- Review and reshape the Human Resource Management service to support workforce development to meet our Choosing to Change objectives.

- Deliver the improvement plan from the “Achieving” level of the assessment of the Equalities Framework for Local Government and work towards the “Excelling” level.
- Link our strategy planning framework from our Sustainable Community Strategy, Council Plan, key service strategies and service plans through to priorities for services and staff and their personal development needs. This is demonstrated in the diagram below:



Our strategic planning framework will ensure that we have a joined-up approach to policy development across the Council. This ensures that our policies, plans and strategies are focused on delivering our priorities at the right time and in the right way to improve the lives of people of Copeland.

The Council is working with partners to develop a new Sustainable Community Strategy called the “Copeland Plan”. This will reflect the priorities and needs of our communities. The objectives arising from the Copeland Plan will be reflected in our own Council Plan which in turn drives our annual service plans for each department. Annual Employee Performance Management Plans will be in place for every employee and align their objectives with that of their service. This will be supported by personal development plans identifying areas of training required to meet employee objectives.

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**2) Leadership development** - *Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.*

**Leadership:** All leaders, political, and managerial in any part of the Council’s workforce, are crucial to delivering Copeland’s vision for the future. Developing our leaders to achieve our objectives has routinely been part of Copeland’s training and development



plans. However there has never been a time when we needed more from our leaders. We need to ensure that we have a high performing leadership team that adds real value; where all our leaders understand their role in our future, and what skills and competencies will be needed to manage in the transformed organisation.

**Choosing to Change:** The transformation of the Council under the Choosing to Change programme is continuing for at least another 12 months, with the workstreams to come in 2011, focussing more on cultural change. Leading the Council through this phase of transformation will require leadership expertise and confidence among both officers and members. Improving performance management arrangements will strengthen management at Copeland.

**Senior Management Review:** The Council will be putting in place a new organisational structure in 2011. This will require those who will be leaders in future to take on a greater span of responsibility. These leaders will need to be role models, having a good understanding of what it means to be a leader, and how to carry out the role efficiently and effectively will be essential.

**Management Skills:** We should be ensuring that managers across Copeland's organisation are properly equipped to lead, through developing up to date communication, behaviours and skills. They will need to work increasingly in partnerships - service, strategic, community and across service boundaries - so this area must be a focus for future development and evaluation.

We must ensure that our service managers are supported to take on increasing responsibility for managing their part of the business – leading their teams, managing change, reducing resources and taking good decisions.

**Diversity:** Copeland's leaders currently do not reflect the profile of the population of the Borough or the country. Our councillors tend to be male and from the older age groups. Our managers are white and without declared disabilities. We have started to seek candidates for election as councillors from among a wider range of the local population. We must find ways to attract more diverse candidates to our management roles and encourage our partners and contractors to do the same.

**In 2011/12 we will:**

- Arrange for leadership development for both members and officers, ensuring that leading through partnerships is a key part of the offer.
- Arrange an updated programme of management development for managers in the new organisational structure.
- Work with partners to develop our culture and values under the Choosing to Change programme.
- Encourage more diverse candidates for leadership roles with Copeland, and with our partners and contractors.

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**3) Skills development** - *With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.*

**Customer Service Strategy:** The Choosing to Change improvement programme envisages that the Council will be operating in different ways in future. One of the underlying principles of the programme is the Council will achieve more for its customers. Some services which are currently delivered from the back office will be transferred to the frontline.

**Competency Framework:** The organisation would be more successful if the people in it, whatever their role, felt empowered to contribute to achieving the Council's outcomes together. To support this we will be updating our competency framework to set out the skills, experience and behaviours we will need from everyone in future.

**Skills Audit:** The Council carried out an audit of qualifications among Copeland employees in 2009 and found that the great majority of the workforce was qualified at Level 2 and above, and 37% of the workforce held qualifications at Level 4 or above. This is encouraging as it demonstrates the ability of the workforce to learn and achieve required standards. We should repeat this in 2011 to identify additional skills within our existing workforce.

However there are still parts of Copeland's organisation where employees hold no qualifications at all. To address this, the Council sought accreditation under the North West Skills Award, which focuses on increasing learning among employees who have not yet achieved level 2 qualifications. There has been a successful uptake from Copeland's employees for this, supported by Union Learning Representatives, and they are gaining recognition for their efforts.

#### **Developing Skills for the Future:**

**Employees:** The areas identified as future skills development needs arising out of Choosing to Change and the new Council Plan for employees are:

- Top Team development
- Managing and working in partnerships
- Engagement with employees, customers and the community
- Strengthen management skills
- Customer Service skills and competencies
- Programme and project management to manage our time better
- Managing people and teams
- Financial management
- Managing for Equality and Diversity
- Skills for Life

Each year the Council develops a corporate learning and development plan focussing on learning needs for the whole organisation. Generic courses or opportunities to learn in areas of general need are offered during the year to Copeland's employees in all

services. The learning needs listed above will form the core of our learning and development plan.

**Councillors:**

Copeland Councillors have also had opportunities to learn during 2010 with programmes offered in:

- Community Engagement
- Media Skills
- Overview & Scrutiny – sessions at start of meetings
- Facilitating Improvement Groups
- Managing Meetings – Observation & Feedback
- IT and Blackberry training
- Training for specialist panels
- Treasury Management
- Finance & External Funding

Copeland Borough Council holds the North West Employers' Organisation Member Development Charter. Each year a programme for Member development is drawn up from personal development interviews with members. External learning offered to members includes:

- Councillors Guide to Local Government Finance
- IDeA Leadership Academy modules in:
  - Community Safety
  - Health & Well Being
  - Making Children Matter
  - Cultural Services
- Equality Act – Introduction for Councillors
- Officers & Members Working Together
- Assertiveness Skills
- Using Social Media – Guide for Councillors
- Equalities – Sub Regional Briefing for Elected Members

A local election in Copeland in 2011 means that there will be a need for induction training for members elected for the first time. This will be run jointly with Allerdale BC, a neighbouring Council.

**In 2011/12 we will:**

- Develop corporate learning and development plans for 2011/12 for Copeland employees and for members, focussing on the priority skills development arising out of Choosing to Change and to deliver the Council Plan. Evaluate the learning;
- Work with Choosing to Change partners on our new competency framework and launch it during 2011.
- Relaunch employee performance management appraisals;
- Repeat the skills audit in 2011 to identify additional skills in the existing workforce;

- Retain the North West Member Development Charter Level 2;
- Run new member induction training with Allerdale BC after the local election;

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**4) Recruitment and retention** - *With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.*

**Prospects for Recruitment:** In Copeland the main driver now for predicting supply and demand for people with particular skills is what the Council's budget can accommodate. In the past Copeland has experienced some difficulties in filling posts due to its geographic and socio-economic factors. This is an issue that we need to keep under review, as some key posts may need to be filled in the next 12-24 months.

To tackle the uncertainty caused by the national economic conditions and the impact on public sector budgets, the Council, has been operating a Vacancy Management scheme since September 2009. This has required each vacancy arising to be rigorously challenged before agreement to recruit was given. Savings of £250k per year were achieved by Copeland Borough Council through not filling some posts, or filling them in different ways or delaying recruitment. It is not anticipated that the Council will be recruiting in any numbers into the foreseeable future.

**Prospects for Retention:** Our employees have a range of skills, experience and knowledge that we need to be successful as an organisation. It is possible that the general employment market will heat up over the next two years and once again the Council will find it difficult to retain people in some jobs as we compete with other employers. Those posts which are found in all sectors, some of which can pay a great deal more than local authorities, are likely to be in professions that we find difficult to recruit: lawyers, accountants, IT, project management.

Copeland posts in traditional shortage services (for example Planning and Environmental Health) are less likely to become vacant as local government generally reduces recruitment.

**Alternative Sources of Skills:** As its workforce has reduced, Copeland has made careful use of specialists on interim or consultancy contracts. Externally funded projects have enabled the Council to benefit from scarce skills for limited periods. Where traditional recruitment has not been able to fill a vacancy in a reasonable timescale, interim appointments have reduced risks to the organisation of a key post being left unfilled. This approach will continue where it is appropriate.

**Succession Planning :** An organisational restructure, which will be put in place in Copeland in April 2011, means that around 40 Council posts will be lost across the Council. One of the key challenges arising from that will be to ensure that as far as possible Copeland retains knowledge and experience it needs to achieve its new vision

and goals, or develops people to take on new roles. Business continuity could be at risk if we do not get this right.

Copeland will need to improve its resilience to provide itself with essential skills through a range of means including traineeships, talent identification among existing employees, internal and external secondments, or through partnerships. We should be identifying Copeland's leaders of the future to plan for succession to existing leaders.

**Workforce Profile:** Copeland Borough Council's workforce is aging and the majority of the workforce is in the age-groups 41-60 (see Appendix A for a profile of the workforce). Managers need to address how the skills and experience of these older workers can be replaced when they retire. There have been a number of examples during 2010 of use of the Council's flexible retirement policy and changes of working arrangements for both individuals and services in the run-up to retirement.

**Attracting Young People Into Local Government:** There is a significant absence of young people in the Copeland Council workforce. In the medium-term, unless this is addressed, it will put at risk both the achievement of strategic objectives and also day to day services. The Council has recognised that this is an area needing attention and has taken some steps to address it.

- The Council was successful in gaining grant funding for the Future Jobs Fund, and offered 12 months paid work experience to 48 young unemployed people with a range of employers in Copeland. The external funding has now finished and this scheme will not continue beyond May 2012.
- A new Copeland Apprenticeship Initiative is in the process of development, funded externally, and offering 25 opportunities for apprentices with a range of employers.
- The Council has a good record in offering opportunities to young people who start work with us after finishing their education, helping them to develop their careers.
- The Council has 4 apprenticeships currently running in both office-based and outdoor services.
- Opportunities to interest young people in careers in local government are taken by Copeland as they arise through work experience, jobs fairs, national graduate development scheme.
- Developing Copeland employees' careers through offering opportunities to act up, secondments and special projects.

**We will:**

- Maintain and develop our current apprenticeships within the Council and look for further opportunities to train or retrain employees to provide ourselves with the skills we need.

- Work with partners to build resilience into providing ourselves with skills we need or will need through new models of service delivery.
- Continue through job fairs and work experience to seek to attract young people into local government work and offer them development opportunities to build their careers, and encourage our partners to do the same.

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**5) Pay and rewards** - *Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns. Encouraging a total reward approach to promote high performance.*

### **Equal Pay**

For Copeland the major improvement in recent years as regards pay and rewards has been the introduction through the Pay and Grading Review of single status for most Council employees –a single pay scale, 37 hour week full-time contract, common terms and conditions for sick pay, leave and salary.

However the condition of the national economy has brought a new set of drivers for local authorities as employers; the imperative to introduce equal pay has been balanced by the need to reduce costs and improve value for money.

### **Reward**

The National Local Government Workforce Strategy sets out three objectives for tackling the current situation:

- Making a sustained effort to ensure cost reduction to a lower sustainable level, followed by vigilance over cost control;
- Building a stronger link between contribution and pay progression;
- Developing a renewed effort to introduce a total reward approach that helps to ensure that employees are engaged and motivated during this challenging period.

*“The broad aim must be that, as well as ensuring equal pay, local pay structures help to recruit, retain and motivate the best people and to provide a focus on the Council’s priority outcomes.” Delivering Through People 2010.*

For Copeland, in future work to develop the organisation, there will always need to consider the budgetary constraints. For 2011/12 the service review process has identified £2m of on-going budget reductions, in year 1 of a four year programme.

The Council does not currently have a reward system linking increments to performance. However the Copeland Employee Performance Management scheme allows more opportunities to review employees’ performance, and if there was interest in making that link, it would be possible to do so.

The Council will be launching a programme of Chief Executive Awards which will recognise and reward teams and individuals who go that extra mile to deliver great

customer service and further the aims and aspirations of the organisation. Staff will be able to nominate themselves or their colleagues for six categories including innovation, promising newcomer and team of the year. The winners will be celebrated at an annual awards ceremony where they will receive certificates, trophies and monetary awards as appropriate.

**We will:**

- Complete a review of employee allowances, to deliver the Council's priority objectives within financial constraints
- Introduce the Chief Executive Award Scheme
- Renew our Investors in People status
- Achieve external accreditation and awards to recognise and celebrate the achievement of Copeland Borough Council staff
- Promote the 'You said, we did' achievement to recognise the service improvement and staff responsibility for making things happen

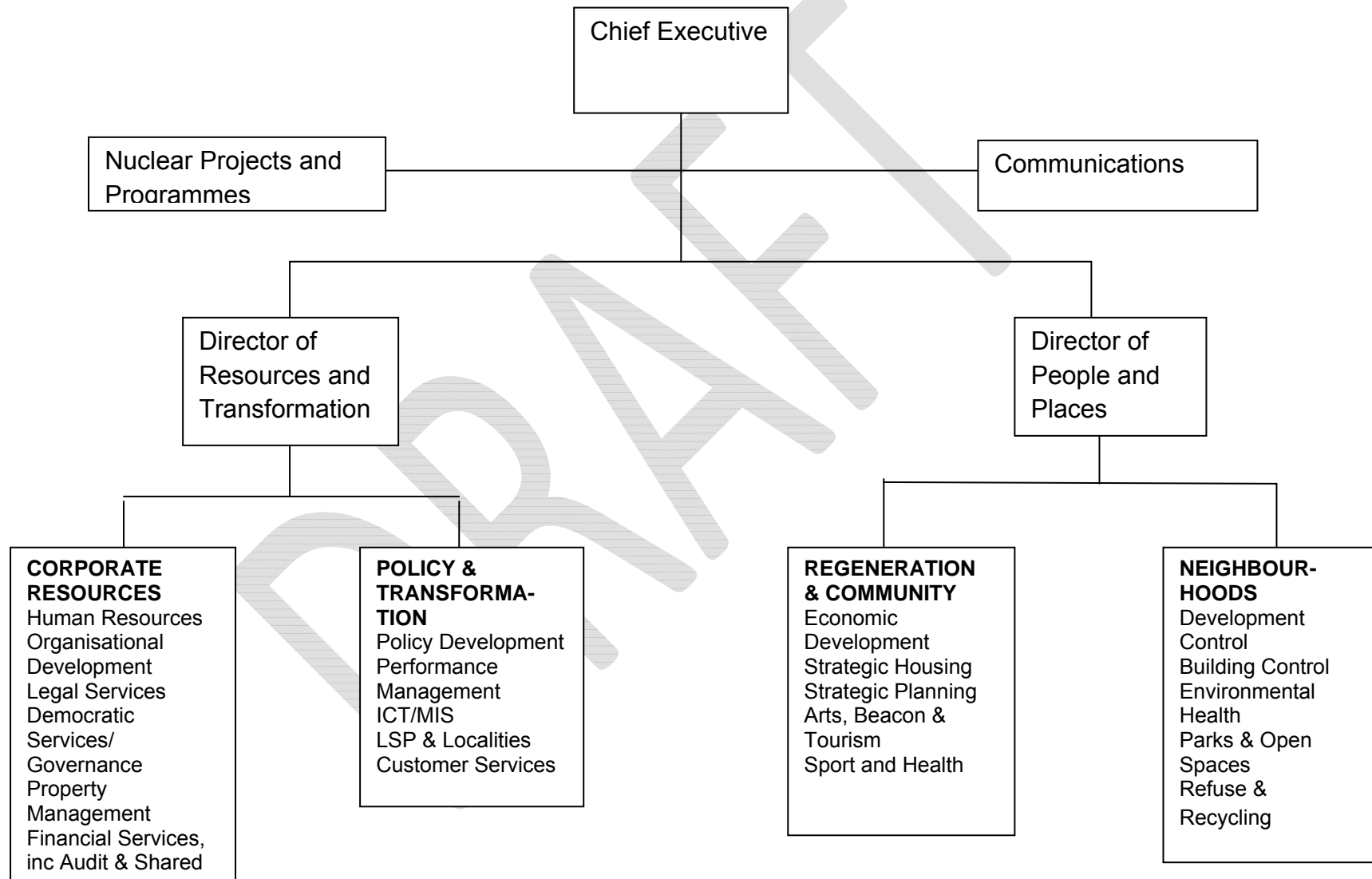
## **9. Managing the Delivery of the Workforce Strategy**

To successfully deliver this workforce strategy will require strong leadership and effective governance arrangements in place.

A Corporate Workforce Development Steering Group will be set up that will have responsibility for delivering the action plan and the work of key task group for skills, induction and training. The make up and terms of reference for the steering group will be agreed by the Corporate Leadership Team.

The steering group will report progress to Corporate Leadership Team and the Choosing to Change Board on a quarterly basis. Where significant issues arise, these will be reported to the next available Corporate Leadership Team meeting.

10. Proposed Management Structure 2011





**11. Workforce Strategy Action Plan 2011/12-** Themed by National Workforce Strategy.

A draft action plan to deliver the workforce strategy is shown below. Further work is required to define some of the milestones.

Ref No	Action	Lead Officer	Milestones
	<b>Organisational Development</b>		
1.1	<ul style="list-style-type: none"> <li>Carry out service reviews to identify new ways of delivering services to do more with less through: new organisational structures: with a one council approach; making more use of technology; partnerships with other organisations; shared services.</li> </ul>	Director of Resources and Transformation	Programme of service reviews due to be concluded by March 2012
1.2	<ul style="list-style-type: none"> <li>Develop our workforce capacity, skills and competencies to deliver our new Customer Service Strategy.</li> </ul>	Head of Corporate Resources	To be confirmed
1.3	<ul style="list-style-type: none"> <li>Through Locality Working develop a stronger approach to communities which includes more opportunities for engagement and enabling.</li> </ul>	Head of Policy and Transformation	Current Locality Work initiative due to finish 31/3/12
1.4	<ul style="list-style-type: none"> <li>Enhance the Council's communications through a new strategy and encouraging better communication practices at all levels.</li> </ul>	Communications Manager	Throughout 2011/12
1.5	<ul style="list-style-type: none"> <li>Continue to deliver health improvement action plans for community and employees from the "Health is Everybody's Business" programme.</li> </ul>	Head of Neighbourhoods	Throughout 2011/12

Ref No	Action	Lead Officer	Milestones
1.6	<ul style="list-style-type: none"> <li>Maintain close range management monitoring of Council employees' sickness absence levels to ensure that action can be taken to address problem areas.</li> </ul>	Head of Corporate Resources	Throughout 2011/12
1.7	<ul style="list-style-type: none"> <li>Review and reshape the HR Management service to support workforce development to meet our Choosing to Change objectives.</li> </ul>	Head of Corporate Resources	Dec 2011
1.8	<ul style="list-style-type: none"> <li>Deliver the improvement plan from the "Achieving" level of the assessment of the Equalities Framework for Local Government and work towards the "Excelling" level</li> </ul>	Head of Policy and Transformation	To be confirmed
1.8	<ul style="list-style-type: none"> <li>Link our strategy planning framework from our Sustainable Community Strategy, Council Plan, key service strategies and service plans through to priorities for services and staff and their personal development needs.</li> </ul>	Head of Policy and Transformation	To be confirmed
	<b>Leadership Development</b>		
2.1	<ul style="list-style-type: none"> <li>Arrange for leadership development for both members and officers, ensuring that leading through partnerships is a key part of the offer.</li> </ul>	Head of Corporate Resources	Dec 2011
2.2	<ul style="list-style-type: none"> <li>Arrange an updated programme of management development for managers in the new organisational structure.</li> </ul>	Head of Corporate Resources	Dec 2011
2.3	<ul style="list-style-type: none"> <li>Work with partners to develop our culture and values under the Choosing to Change programme.</li> </ul>	Head of Corporate Resources	Dec 2011

Ref No	Action	Lead Officer	Milestones
2.4	<ul style="list-style-type: none"> <li>Encourage more diverse candidates for leadership roles with Copeland, and with our partners and contractors.</li> </ul>	Head of Corporate Resources	To be confirmed
	<b>Skills Development</b>		
3.1	<ul style="list-style-type: none"> <li>Develop corporate learning and development plans for 2011/12 for Copeland employees and for members, focussing on the priority skills development arising out of Choosing to Change and to deliver the Council Plan. Evaluate the learning;</li> </ul>	Head of Corporate Resources	March 2012
3.2	<ul style="list-style-type: none"> <li>Work with Choosing to Change partners on our new competency framework and launch.</li> </ul>	Head of Corporate Resources	During 2011
3.3	<ul style="list-style-type: none"> <li>Relaunch employee performance management appraisals</li> </ul>	Head of Corporate Resources	By end of 2011
3.4	<ul style="list-style-type: none"> <li>Repeat the skills audit in 2011 to identify additional skills in the existing workforce</li> </ul>	Head of Corporate Resources	By the end of 2011
3.5	<ul style="list-style-type: none"> <li>Retain the North West Member Development Charter Level 1;</li> </ul>	Democratic Services Manager	Spring 2012
3.6	<ul style="list-style-type: none"> <li>Run 6 new member induction training with Allerdale BC after the local election;</li> </ul>	Democratic Services Manager	By July 2011
	<b>Recruitment and Retention</b>		
4.1	<ul style="list-style-type: none"> <li>Maintain and develop our current apprenticeships within the Council and look for further opportunities to train or retrain</li> </ul>	Head of Corporate Resources	During 2011

Ref No	Action	Lead Officer	Milestones
	employees to provide ourselves with the skills we need.		
4.2	<ul style="list-style-type: none"> <li>Work with partners to build resilience into providing ourselves with skills we need or will need through new models of service delivery.</li> </ul>	Head of Corporate Resources	To be confirmed
4.3	<ul style="list-style-type: none"> <li>Continue through job fairs and work experience to seek to attract young people into local government work and offer them development opportunities to build their careers, and encourage our partners to do the same.</li> </ul>	Head of Corporate Resources	Throughout 2011/12
	<b>Pay and Rewards</b>		
5.1	<ul style="list-style-type: none"> <li>Complete review of employee allowances, to deliver the Council's priority objectives within financial constraints;</li> </ul>	HR Manager	30 June 2011
5.2	<ul style="list-style-type: none"> <li>Introduce the Chief Executive Award Scheme</li> </ul>	Chief Executive	During 2011
5.3	<ul style="list-style-type: none"> <li>Renew our Investors in People status</li> </ul>	Head of Corporate Resources	June 2011
5.4	<ul style="list-style-type: none"> <li>Achieve external accreditation and awards to recognise and celebrate the achievement of Copeland Borough Council staff</li> </ul>	Head of Corporate Resources	During 2011
5.5	<ul style="list-style-type: none"> <li>Promote the 'You said, we did' achievement to recognise the service improvement and staff responsibility for making things happen</li> </ul>	Head of Corporate Resources	During 2011

## Appendix A : Workforce Profile by Service

### COPELAND BOROUGH COUNCIL EMPLOYEE PROFILE BY SALARY BANDS AND GENDER AT 30 SEPTEMBER 2010

Service	No of Employees	Up to scp11		Up to Scp 21		Up to scp 29		Up to scp 39		Scp39 and above	
		M	F	M	F	M	F	M	F	M	F
Chief Executive	6						2			2	2
Customer Services	26		1		21		1		1	1	
Development Operations	33		3	2	13	2	1	6	1	3	3
Development Strategy	43			1	6	3	12	8	9	3	1
Finance & MIS	21			1	5	4	1	2	6	1	1
Legal Services	23			4	8	1	4		3	3	
Leisure & Environmental Services	169	15	4	91	11	17	6	10	10	3	2
Policy & Performance	21				4		5	3	6	2	1
<b>Totals</b>	<b>342</b>	<b>15</b>	<b>8</b>	<b>99</b>	<b>68</b>	<b>27</b>	<b>32</b>	<b>29</b>	<b>36</b>	<b>18</b>	<b>10</b>

**COPELAND BOROUGH COUNCIL EMPLOYEE PROFILE BY GENDER AND EMPLOYMENT CONTRACT AT 30 SEPTEMBER 2010**

	<b>No of Employees</b>	<b>Total FTE</b>	<b>FTE Male</b>	<b>Actual Male</b>	<b>FTE Female</b>	<b>Actual Female</b>
Chief Executive	6	6	2	2	4	4
Customer Services	26	16.9	1	1	15.9	25
Development Operations	33	23	12.6	13	14.4	20
Development Strategy	43	40.8	14.6	15	26.2	28
Finance & MIS	21	18.9	8	8	10.9	13
Legal Services	23	23	6.44	8	12.3	15
Leisure & Environmental Services	169	162.7	135.1	136	27.7	33
Policy & Performance	21	5	4.9	5	12.6	16
<b>Totals</b>	<b>342</b>	<b>296.3</b>	<b>184.64</b>	<b>188</b>	<b>124</b>	<b>154</b>

FTE = Full Time Equivalent - part-time employees' hours are aggregated into the equivalent of full-time contracts.

**COPELAND BOROUGH COUNCIL EMPLOYEE PROFILE BY DIABILITY AND ETHNICITY AT 30  
SEPTEMBER 2010**

<b>Service</b>	<b>No of Employees</b>	<b>Disabled</b>	<b>White</b>	<b>Other</b>
Chief Executive	6	0	6	0
Customer Services	26	1	26	0
Development Operations	32	0	31	1
Development Strategy	44	2	44	0
Finance & MIS	21	1	20	1
Legal Services	23	1	23	0
Leisure & Environmental Services	169	11	169	0
Policy & Performance	21	1	21	0
<b>Totals</b>	<b>342</b>	<b>17</b>	<b>340</b>	<b>2</b>

**COPELAND BOROUGH COUNCIL EMPLOYEE PROFILE BY AGE AND GENDER AT 30 SEPTEMBER 2010**

	No of Employees	M	F	M	F	M	F	M	F	M	F
		19 - 21	19 - 21	22 - 30	22 - 30	31- 40	31- 40	41-50	41-50	51+	51+
Chief Executive	6	0	0	0	0	0	1	1	3	1	0
Customer Services	26	0	0	0	7	1	8	0	3	0	7
Development Operations	32	0	0	2	3	2	5	5	5	3	7
Development Strategy	44	0	0	3	5	1	8	3	10	8	5
Finance & MIS	21	0	0	2	3	0	2	4	5	2	3
Legal Services	23	0	0	0	3	0	1	2	5	6	6
Leisure & Environmental Services	169	0	0	20	6	26	7	38	13	51	7
Policy & Performance	21	0	0	1	2	1	5	0	7	3	2
<b>Totals</b>	<b>342</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>29</b>	<b>31</b>	<b>37</b>	<b>53</b>	<b>51</b>	<b>74</b>	<b>37</b>





<b>Vision</b>	<b><i>Our Vision : working to improve lives, communities and the prosperity of Copeland.</i></b>			
<b>Goals</b>	<b>People</b>	<b>Prosperity</b>	<b>Place</b>	<b>Performance</b>
<b>Objectives</b>	1. <i>To support the development of strong, healthy and engaged communities.</i>	2. <i>To build a sustainable, modern, low carbon economy that delivers economic security to the whole community.</i>	3. <i>To support Copeland becoming an attractive, safer and greener place to be.</i>	4. <i>Delivering excellent and value for money services.</i>
	<p>1.1. <b>Contribute to reducing health inequalities between Copeland communities and others in the North West.</b></p> <p>1.2. <b>Support Copeland communities and community leaders in active participation and influencing local decisions.</b></p> <p>1.3. <b>Tackle disadvantage and inequality to build aspiration and improve life chances.</b></p> <p>1.4. <b>Provide people with opportunities to build aspirations and to support their personal development.</b></p>	<p>2.1 <b>Support opportunities for work across the borough.</b></p> <p>2.2 <b>Promote opportunities for raising local skill levels.</b></p> <p>2.3 <b>Establish a vibrant, diverse and sustainable local economy.</b></p> <p>2.4 <b>Support the vitality and viability of our towns and rural communities.</b></p> <p>2.5 <b>Enhance and support the development of low carbon technologies to support our Energy Coast aspirations.</b></p>	<p>3.1 <b>Support the provision of high quality housing and a balanced housing market.</b></p> <p>3.2 <b>Reduce waste in Copeland - recycle and compost more.</b></p> <p>3.3 <b>Work with partners to achieve increased accessibility across the borough.</b></p> <p>3.4 <b>Work with the Copeland community to reduce the causes of climate change.</b></p> <p>3.5 <b>Work with our partners to make people feel safer in Copeland.</b></p> <p>3.6 <b>Enhance the local physical and natural environment.</b></p>	<p>4.1 <b>Provide services that are accessible and respond to customer needs.</b></p> <p>4.2 <b>Transform services through new models for service delivery with other public, voluntary and private sector partners.</b></p> <p>4.3 <b>Maintain a skilled, adaptable and productive workforce led by effective leading members and a strong and high performing management team.</b></p> <p>4.4 <b>Provide a transparent account of performance and use of resources.</b></p>