APPENDIX 'A'

Talent Management Strategy
May 2011

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APPENDIX 'A'

Introduction

This document sets out Lancashire County Council's strategic approach to the process of attracting, selecting, training, developing, engaging and retaining employees through a clearly defined Talent Management Strategy.

2. Context

There are a number of drivers informing the strategy for talent management:

1. The Local Government Workforce Strategy - Delivering through People – aims to support councils in achieving the skilled, motivated, flexible and diverse workforces they need to deliver value for money services that make a difference to the communities they serve. It has five strategic priorities which are:
   - Organisational development
   - Leadership development
   - Skills development
   - Recruitment and retention
   - Pay and rewards
2. The Comprehensive Spending Review means that we need to maximise productivity and the use of our resources
3. Worklessness and improving skills are key economic priorities for Lancashire highlighted in the Corporate Strategy 2010-13 and the Economic Strategy 2010-13. These were identified as key areas of the Lancashire Local Area Agreement (LAA) and the County Council is using its capacity and expertise to back the government's drive to improve the skills of the workforce
4. The Corporate Strategy 2010/2013 promises that "we will work together as one council, building upon the skills, talent and knowledge our employees already have. We will also help staff to develop new skills that will be needed to work in new ways and deliver real change."
5. 'The Lancashire Way' is "the way we do things around here". It is based on a recognition that high performance levels can be best achieved if the atmosphere we create within the county council is positive and engaging for the people that work here.

3. What do we mean by Talent Management?

Talent Management within Lancashire County Council refers to the process of attracting, selecting, training, developing, engaging and retaining employees and the Talent Management Strategy defines what we will do to achieve a responsive and flexible workforce that is equipped to meet the changing needs of the organisation.

We recognise the potential in all of our employees and that talent exists throughout the organisation. Analysis has already taken place across the organisation to map out current activities that support talent management and to identify strengths,

weaknesses, opportunities and threats. The findings from this research have informed the direction of the strategy and will be explored further.

Therefore it is intended that this strategy recognises different types of talent at different levels and needs to be inclusive, not elitist.

4. What does this mean for Lancashire County Council?

To effectively deliver the "One County, One Council" agenda and successfully deliver The Lancashire Way i.e. "the way we do things around here", and meet the increasing challenges faced throughout the organisation, we recognise that we need to:

- Remove directorate and area/service barriers
- Address under performance
- Develop transferable skills
- Develop appropriate behaviours at all levels
- Change the way we work together

5. Links to other strategies

The Talent Management Strategy links to a number of other key strategies that focus on the skills and development of the workforce, including:

- Corporate Workforce Plan 2010/13
- Directorate Workforce Strategies
- County Council's Financial Strategy 2011/12 - 2014/15
- The Lancashire Way – 2010
- Narrowing the Gaps Strategy – 2010/2013: Fairness for All

6. Key Aims and Outcomes of the Talent Management Strategy

Key Aims

- Facilitate cross directorate consulting and movement of staff and to build and develop a flexible and responsive workforce
- Prepare for future changes in the job market and service delivery
- Facilitate workforce planning, succession planning and leadership development
- Contribute to the aim of being perceived as an 'employer of choice'
- Deliver potential savings on recruitment and selection by enabling 'in house' re-deployment of displaced staff
- Improve employee engagement and morale as a result of the organisation investing in their development

- Promote the re-direction of short term staffing needs to appropriate current employees and reduce the amount of agency workers and consultants.
- Support the Economic Strategy by potentially retaining Lancashire's 'talented citizens' to work in the county and benefit the Lancashire economy
- Improve morale by demonstrating commitment to and investment in employees
- Embed The Lancashire Way i.e. a permanent change in the way we work and interact with others.

Outcomes

- Highlight all the initiatives throughout the organisation that contribute to Talent Management
- Identify potential areas of development for individuals and the organisation
- Identify a transferable set of behaviours linked to 'The Lancashire Way'
- Identify clear progression routes
- Managers are equipped to manage and retain the knowledge within their team
- Improved guidance and information on succession planning
- Increased employee engagement
- Retention of staff

7. Ownership

The following will lead and take ownership of the delivery and support of the strategy:

Elected Members
The Leader of the County Council who has responsibility for Human Resources will agree the strategy and monitor progress on delivery

Trade Unions
Support the implementation of the strategy

Strategic Workforce Planning Group
- Provide direction for future strategic decisions
- Drive organisational commitment to the Talent Management Strategy
- Report to the Chief Executive and Executive Directors

Human Resources – People Team
- Integrate and align the strategy with other key strategies
- Drive cultural change within the organisation to embrace the strategy
- Identify and articulate future needs
- Evaluate and report on the effectiveness of the strategy

Managers

- Demonstrate a commitment to the strategy by incorporating it into their strategic and operational plans
- Facilitate and support opportunities for staff to develop and transfer across the organisation
- Ensure talent management is linked into the appraisal process
- Identify and articulate current and future business needs
- Deliver effective leadership practices which engage staff and encourage them to release discretionary effort and creativity

Employees

- Be prepared to work across the organisation and develop transferable skills (supported by the equalities and flexible working policies)
- Take responsibility for their own development and career progression and ensure career aspirations are highlighted and discussed during appraisals

8. Strategy Implementation

The scope of the strategy covers a two year period and will be implemented through an annual action plan led by the Human Resources – People Team.

Year 1 **Implement the strategy**	• Strategy signed off and launched • Communication throughout the organisation • Carry out a business analysis of current talent initiatives • Identify gaps in existing provision • Establish a set of transferable behaviours and skills that are linked to the Lancashire Way • Put plans in place to address the gaps identified, including a breakdown of costs likely to be incurred • Communicate the agreed organisational approach to knowledge management • Develop a framework for succession planning • Ensure all people management strategies and practices effectively support the ethos of the talent management strategy
Year 2 **Further develop and embed the strategy**	• Monitor and evaluate the strategy to identify if the strategy is delivering benefits to the organisation. • Embed career pathways to provide transparent opportunities for progression

9. Summary

The Council aims to have a fully integrated and embraced approach to Talent Management that is accessible to all.

The strategy outlines how this will be delivered to ensure that;

- Talent Management supports organisational and individual objectives
- We have a responsive and flexible workforce
- The Talent Management Strategy is structured, monitored and evaluated