

Action Description	Measure	Due Date
CULTURE AND LEADERSHIP		
Embed a culture of career-long Learning throughout the organisation	Number of employees and number of training opportunities completed	31/03/24
Inspire Heads of Service and Managers to continue to develop employees	Engagement/interactions	31/03/24
Embed Learning and Development via toolbox talks, team meetings and briefings	Number of toolbox talks	31/03/24
Introduce learning champions for each department to work with the HR team on implementing the action plan	number of learning champions appointed	31/08/22
Encourage interdepartmental partnership working to build a 'One Council' to share and learn from each other to increase benefits to the community such as better quality services offered.	Number of interdepartmental partnerships	31/03/23 31/03/24
Undertake regular Coaching and Mentoring programmes for Heads of Service and Senior Managers.	Number of coaching programmes implemented	31/03/23
PROMOTE VOCATIONAL AND PROFESSIONAL TRAINING		
Raise skills of employees through informal and formal vocational training	Number of vocational training courses number of employees qualified to at least level 2	31/03/23
Raise skills of employees through informal and formal professional training	Number of formal professional courses	31/03/23 31/03/24
Raise skills of employees through informal and formal apprenticeship training	Number of apprenticeship courses	31/03/23 31/03/24
Consider the introduction of a graduate programme	report to Cabinet	30/09/23
Introduce and refresh 6 BLZ courses, including new e-learning courses on procurement; on contract standing orders and contract management and on financial standing orders	Number of BLZ courses refreshed and introduced	31/03/23

Action Description	Measure	Due Date
Number of training courses outside BLZ	Number of training courses undertaken outside BLZ	31/03/23
RAISE SPECIFIC STRATEGIC SKILLS AND IMPROVE AGILITY		
Identify ways of raising strategic skills of managers including skills in relation to data analytics; project management managing people with neurodiverse conditions and change management	Number of training opportunities to develop strategic skills	31/03/23 31/03/24
Improve the agility of the local authority by cross training front line workers in services such as certain areas of business support, and customer services to be able to respond better to times of peak demand	Cross training undertaken outside relevant section employees	31/03/23
Develop the skills of internal audit to identify business improvement opportunities	Quality of internal audit reports	31/03/23
ADDRESS SKILL GAPS		
Fill Skills gaps by working with Heads of Service to identify key areas.	Vacancies, turnover, vocational/professional training/number of market supplements applied	31/03/23 31/03/24
Identify skills gaps and link to Apprenticeships to "grow our own"	Number of Apprenticeships offered, recruitment figures	31/03/23
Develop our approach to succession planning	Numbers of internal promotions	31/03/23 31/03/24