



CORPORATE PERSONNEL POLICY AND GUIDANCE
PEOPLE AND DEVELOPMENT TEAM
People, Law and Regulation

PAY & WORKFORCE STRATEGY

Workforce Plan 2012 - 2014

September 2012

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Introduction

As a local authority we have a responsibility to ensure excellence, value for money and continuous improvement in service delivery. To achieve this we need to ensure that we can support the delivery of the Community Strategy by having the right people in the right place, at the right time with the knowledge, skills and attitudes to deliver quality services.

Excellent service can only be provided by a well-trained workforce and good leadership, working together to achieve our key priorities.

The Council's strategic objectives are:

- PLACES: Making the Borough a place of choice
- PEOPLE: Creating opportunities and sustaining ambition
- PROSPERITY: Promoting transformational economic change for Burnley
- PERFORMANCE: Ensuring continuous improvement in all aspects of the Council's performance

A Strategic Plan covering a period of three years is produced annually which links with each Service Unit's plan. The Service Plans clearly incorporate the key projects from the Strategic Plan and show how planned service developments link to the strategic objectives. The Plans identify the lead officer responsible for the delivery of projects. As part of the Service Planning process Heads of Service have been asked to consider workforce issues when preparing service plans.

This Pay and Workforce Strategy contains elements of the Council's Organisational Development, People and Learning & Development Strategies in order to provide context to the established priorities within the national guidance.

The National Context

Pay & Workforce Strategy

In 2010, the IDeA published an update to the Local Government Pay and Workforce Strategy "Delivering through People" previously issued in 2007.

The main objective of the Strategy is 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."

In order to do this local authorities need to anticipate what excellent service delivery in the future would require in terms of workforce (skills, numbers, location etc.) and look at what they would need to do to achieve this (e.g. recruit, train, retain, reorganise etc.)

Five strategic priorities have been established, summarising the organisational and managerial changes that need to be made to ensure that targets can be achieved and services improved within planned budgets.

These are:

- **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.
- **Skill 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.

Finance

The Government, elected in 2010, has actioned a programme to reduce the national budget deficit. Local government is facing a period of service fiscal restraint with cuts in grants announced in the Comprehensive Spending Review in October 2010. Central Government funding to local authorities will be cut by 27% in real terms over the Spending Review period:

- £26.1 billion for 2011-12
- £24.4 billion for 2012-13
- £24.2 billion for 2013-14
- £22.9 billion for 2014-15

The Council has had to reduce its budget by £3.9m in the period 2010-2013. The need for change to manage this financial climate inevitably has a direct impact on our workforce. In order to achieve our objectives we will need to engage staff to change how they think and operate. We are clear about what we want to achieve, to get there we will need to consider different cost-effective methods of providing our services.

The Local Context

Our values

Our employees established our core values and the Council will use these to underpin how we deliver our services and direct how we will work with colleagues and partners for Burnley.

- **RESPONSIBILITY & ACCOUNTABILITY:** The Council is accountable to the community. We will take responsibility for the part we play and help the community to play their part
- **PROGRESSIVE:** We will challenge ways of working, listen and learn from experience and explore new ways so we can change for the better
- **HONESTY & TRUST:** We will continue to build trust with each other and in the community by being open, honest and clear about what we can and cannot do
- **MAKING A DIFFERENCE:** We will work hard to improve people's circumstances and opportunities, making a difference to individuals, the community and our neighbourhoods
- **FAIRNESS & RESPECT:** We will respect all members of the community providing fair access to services, even when we have to say no. We will support the community to respect each other and their surroundings.

Workforce Planning

The Organisational Development (OD), Learning & Development and People Strategies encompass the Pay and Workforce Strategy and aim to address the people elements of the Council's corporate objectives and values and to support managers to deliver them. This workforce plan will indicate how the strategies will be delivered. It will be clearly linked to other strategies/action plans which detail actions to support delivery of the OD, Learning & Development and People Strategies.

The plan is intended to respond to major initiatives and changing priorities. During the service planning process workforce planning is considered so that this can be fed into the corporate workforce plan.

The workforce planning process involves:

- Making the link between business strategies and people plans
- Identifying the future skills and competencies need to deliver new and improved services
- Analysing the current workforce and external labour supply
- Comparing the current and future picture
- Identifying strategies to address the gaps and challenges in a consistent way

As other local authorities are also developing workforce plans there is potential to identify common gaps that cannot be resolved locally but may be resolved by working in partnership at a sub-regional or regional level or by nationally planned interventions.

Social, Demographic & Economic Profile

It is crucial to understand the current features and constraints of the local area. Burnley covers 42 square miles with a population of 87,000 (2011).

Burnley borough is situated in the eastern part of Lancashire adjoining other former textile areas in Lancashire & Yorkshire. The town of Burnley is one of the main urban centres in Lancashire, along with Blackburn, Blackpool and Preston.

It is the retail, business and service centre for Pennine Lancashire in the east of the county. Despite having a significant urban centre, over 80% of the borough is rural, and the urban area characteristically has open views of the surrounding countryside, including over the Pennines.

Much of Burnley's character and distinctiveness today derives, not only from its attractive Pennine setting, but also from its development during the Industrial Revolution. This gave much of the inner part of the town its distinctive terraces, built of local stone in grid-iron street patterns; close not only to dominating mill buildings but also to attractive open areas, such as the borough's fine formal parks and the Leeds-Liverpool Canal.

Living conditions in Burnley

- In 2010 the Indices of Deprivation identified that Burnley is ranked the 11th most deprived area out of 326 local authority areas. The proportion of the Burnley population who live within the most deprived areas has increased from 22% in 2007 to 32% in 2010.
- Housing prices in the borough average at £73,000 compared with £130,000 across the North West.

- Annual salaries in the borough are 13% lower than the regional average.
- In 2010, 22% of the working age population in the borough were claiming an out of work benefit. This compares to a North West average of 18%.

Age profile

It is important to gauge the size and skills of the potential workforce pool, but also the size of the population who will be potential future employees as well as service users.

- 16.2% of the population is over pensionable age compared with 18% across Lancashire
- 18.4% of the population is under 15 which compares with the national average of 17.6%
- 65.4% of the population are of working age

The abolition of the default retirement age and concerns about pensions suggest that more people will continue working up to and beyond 65. Therefore, it is important to consider within future plans and strategies to secure the recruitment and retention of both older and younger workers. The Council has made good progress in recruiting younger employees in recent years and work needs to continue to improve the knowledge management of the workforce. Retention of older employees is assisted in part by our “Flexible Retirement” policy introduced in 2008.

Ethnicity profile

It is important for the Council to reflect the local population in the workforce recruited. As at March 2012 the Council’s workforce comprised 6.79% from Black & Minority Ethnic groups compared with 8.23% within the local population.

Disability profile

As at March 2012 the Council employed 4.59% having declared a disability. Information shows that 22% of the borough population declare that they have a limiting long-term illness

Skills profile

Information gathered suggests that the proportion of the working age population in the borough with no qualifications is 11%. However, the proportion qualified to at least NVQ level 4 is 27.2% which is an encouraging increase on the 20% indicated in 2009. Such knowledge and understanding is critical when determining future training and recruitment plans and is incorporated into strategy to ensure that we can attract the best people to work for the Council

Economic profile

Burnley is dominated by low-paid jobs, low skills and educational attainment and areas of deprivation and in some areas poor housing.

The number out of work and claiming benefits in Burnley increased by 50% between 2004 and 2010. The average gross salary in the Borough is £21,000 compared with £24,250 across the North West. The average for Council employees is £23,530

Our current workforce

To establish strengths and weaknesses within our workforce it is vital to maintain a clear picture of its composition to ensure possible issues are dealt with proactively. This includes examining all information available including statistics and responses from staff via the bi-annual Staff Survey. Development needs are assessed annually as part of the Performance Development Review in order to ensure our staff have the skills we need.

Workforce composition

A snapshot of employee data is taken at the end of every quarter to monitor the composition of the workforce and gain an understanding of developing trends. Appendix 1 provides a detailed analysis and below are key points:

- The Council's headcount at March 2012 was 501, a reduction of 20.7% since March 2009. The full time equivalent (FTE) reduced by 17.7%.
- The gender breakdown of the workforce is equally distributed.
- The age profile average is 44, although numbers aged under 24 continue to increase. The long-term aim is to continue to increase the number of young people in the workforce
- The proportion of disabled employees in the workforce is 4.59% at March 2012, a reduction since March 2009 but the proportion of BME employees has increased to 6.79% from 6.48 %.
- Sickness absence has reduced from 9.14 to 5.76 days lost per employee over the last 3 years (a reduction of 37%).
- Turnover within the Council for was 6.7% in 2011/12. This includes those employees whose employment was ended due to redundancy. The turnover across local government in England was 10.3%.

Staff Survey

Understanding our workforce, their needs and their views on working for Burnley Borough Council is essential to position us to deliver the highest quality services to the people of Burnley. One of the methods used to engage our workforce and to assess their views is the Staff Survey, carried out every two years to assess levels of employee engagement and give employees the opportunity to provide feedback.

The latest survey, circulated in 2011, has enabled us to understand the level of knowledge that staff have about key corporate issues and a range of internal communications and provides clarity on the areas requiring development. This enables the Council to realise its full potential as an organisation.

Staff supply and demand

Monitoring of the Council's demand for staff and identifying main sources of supply is important in ensuring the Council is able to engage the staff it needs both now and in the future.

Historically, Council job vacancies have been filled by a combination of internal and external job applicants. If filled by internal candidates, career progression and development is provided which builds skills, experience and motivation. Appointment of external job applicants, with experience gained in alternative working environments, can bring fresh ideas into the organisation together with a different perspective, contributing to innovatory practices and new ways of working.

Monitoring of the numbers of vacancies has shown a reduction in recent years influenced by budget savings, restructurings and the need to find suitable alternative employment for staff at risk of redundancy.

Our future workforce

The development of our future workforce relies upon an analysis of the current position and a vision of where the Council needs to be in the future. As the Council develops, with its partners, strategies for dealing with these significant reductions, there is a need to be clear about the type of employer we are seeking to become and the implications of this for the staff that remain.

Achieving this has implications for the type of organisation we wish to become and the type of staff we recruit and retain. We will need employees that are fully engaged and motivated and are active players in the continuous reshaping and evolution of our services, resulting in increased customer experience and satisfaction. We will need an organisation that is healthy and innovative, capable

of self-renewal, delivering sustainable performance through people, resulting in organisational effectiveness.

We recognise that our success as an organisation is dependent upon the commitment and dedication of all our staff. We also need to recognise the risk the Council faces in terms of maintaining staff morale and commitment.

Corporate workforce priorities and progress

Role of the People & Development Team

The People & Development team aims to integrate the Council's priorities with its approach to people management by ensuring all related priorities, policies, procedures and systems contribute to the achievement of the Council's Strategic Plan. The goal is to have the right numbers of people with the right skills and motivation to deliver improved services effectively and efficiently.

The People & Development team will:

- Develop the HR service to be flexible and focused on the needs of the organisation and ensure that HR staff have the appropriate skills.
- Develop and review policies, procedures and practices that are responsive to internal needs and outside changes that enable the organisation to improve.
- Provide learning and development to improve the way we manage all our services.
- Provide resources and opportunities for the workforce to support the achievement of the Council's aims and objectives.
- Ensure the HRIS system can provide workforce data to provide a comprehensive picture of current and future recruitment & retention needs.

Organisational Development

The Local Government Workforce Strategy 2010 states "Councils need excellent organisational development and change management skills to positively engage their staff in developing new structures and new ways of working difficult workforce challenges need to be tackled, to achieve potential efficiency savings."

In 2010 service units were encouraged to review their structures given revised budgetary targets within the current challenging financial climate. This did result in a number of compulsory redundancies. The Council went on to implement a senior management review which resulted in the loss of a further four posts. Linked to this the Council has approved a pay policy for chief officers

The Council has a number of policies which provide a range of options for flexible working arrangements, enabling new ways of working that assist maintenance of a good work-life balance.

The Council is keen to ensure that all employees are able to provide feedback and opinions and does this through a number of forums including the staff survey, staff conferences and core brief sessions

We continue to undertake equalities monitoring to collect and analyse data about employees' ethnic background, age, gender and disability. Analysis of the data collected through monitoring helps us to identify trends and establish targets to tackle any potential discrimination. The results of monitoring are published on the Council's website in our annual Workforce Profile report.

Work has been done on identifying corporate savings over the last few years in relation to terms and conditions. These include changes to excess travel arrangements and enhancements. Further work will be done to identify further ways in which savings can be made.

There are some good examples of joint working across the authority e.g. shared Health & Safety provision with Rossendale, shared legal provision with Pendle. We will continue to work with other authorities to identify areas where this is feasible to address skill shortages and/or improve efficiency in service delivery.

The Council will:

- ✓ continue to develop new structures, career pathways and ways of working that maximise organisational productivity and efficiency and encourage innovation.
- ✓ achieve and retain a representative and diverse workforce, embedding equalities issues into management practices and service delivery
- ✓ identify critical current and future workforce issues and take action to address these
- ✓ explore the possibilities of working with our partners to achieve efficiencies and improve effectiveness

Leadership Development

The Local Government Workforce Strategy 2010 states that leadership skills will be tested to the full over the next few years in order to successfully develop our communities and to achieve citizen-centred services. Continued investment is needed to build visionary, ambitious and effective leadership to make the best use of political and managerial roles, operating in a partnership context.

Burnley Borough Council needs creative, competent and enabling managers who facilitate a culture and working environment where innovation and continuous improvement is the norm.

The People & Development team provides a range of programmes to develop managers' leadership and strategic skills. Evaluation of the programmes by participants has been very positive. As part of the Burnley Leadership Programme, managers undertake a 360° analysis to provide feedback on their leadership styles and inform their development programmes.

The Council has developed a coaching culture and has 12 trained corporate coaches. Coaching assists employees with a learning or improvement objective such as undertaking a challenging task or project, implementation or significant change, improving personal performance or maximising potential.

The Council will:

- ✓ progress and continue to build visionary and ambitious leadership at all levels within our organisation through ongoing leadership and management development programmes and interventions and development processes to bring forward new talent
- ✓ encourage individual learning and development and provide opportunities for cross organisational working and networking to build and foster effective relationships and mentoring.
- ✓ further develop our coaching culture, embedding this into our normal management style and, in the process, evaluate how that impacts and makes a difference to our employees and our customers.
- ✓ increase employee engagement throughout the organisation by providing policies, procedures and communication channels that are open and honest, that measure progress and celebrate achievement and that manage employees in a responsible and accountable way
- ✓ measure new and existing managers against our values and required behaviours, values and competencies

Skills Development

The Council recognises the need to invest in the development of people to enhance their skills, confidence and job satisfaction and has achieved the national Investors in People Standard. This accreditation shows the authority's commitment to achieving Council objectives through the ongoing management and development of its staff. By helping staff to improve their skills we are also ensuring that they can better serve the needs of our residents and equip them to meet the changing requirements of the Council.

Our workforce will continue to be fundamental to our ability to deliver flexible and fit for purpose services in the future. We will continue to invest appropriate time and resources in ensuring staff have the skills, experience, capacity and support to deliver what is expected of them. Key to this is maximising the benefits of all learning opportunities that tie into an ongoing programme of training and development, driven by the priorities set out in our strategic plan and each individual's PDR.

Succession planning can help the organisation ensure that it has sufficient people of the right calibre and skills in place to take over the roles of senior colleagues as they retire or leave the council. The objective is to secure an effective and orderly transition. However, succession plans are not just about eliminating gaps when people move on; they are also about ensuring that the talent pool is developed and deployed to the roles where it is needed as the council evolves. There are already examples of this where structured career grades and trainee posts are intended to develop and retain employees.

There is a national initiative to commit to supporting all those in the workplace to reach NVQ level 2 in any subject on the grounds that this increases employability and flexibility in the workforce. The Council has signed up to this Skills Pledge.

Additionally the Council is also committed to the Skills for Life initiative which aims to improve the literacy and numeracy of all adults up to the equivalent of NVQ level 2 (GCSE). The Council is working in partnership with Burnley College to provide this opportunity to employees and at March 2012 37 employees have successfully completed this learning.

The Council continues to support the development of young people in the workplace through our Apprenticeship scheme. As well as enabling the achievement of a recognised qualification at NVQ level 2/3 we also provide a programme of internal learning and development events and each apprentice is allocated a mentor from within their area of work to support the development of their skills.

The Council works closely with the local Job Centre Plus in supporting the Government's Worklessness agenda. We participated in the Future Jobs Fund scheme which provided 6 months' work experience for young people who were not

enrolled in education, employment or training schemes (NEET) and some of these individuals were later successful in gaining an Apprenticeship with us.

The Council will:

- ✓ maintain our “Skills Pledge” distinction status and continue to meet the North West Skills Award by delivering innovative and demonstrably effective learning solutions, working collaboratively with our partners
- ✓ induct our employees effectively at an individual, service and corporate level by providing appropriate learning plans and support and manager guidance to ensure new or promoted employees are quickly comfortable and competent in their role
- ✓ stretch our organisational learning and development by successfully completing the IIP Extended Framework Assessment, using the Framework as a challenge to further develop and improve our employee and customer experience.
- ✓ deliver a comprehensive Corporate Training Calendar based on organisational and employee needs identified in our annual training plans
- ✓ align the corporate training budget to our needs, achieving value for money on all commitments and use internally trained trainers and learning and development representatives to support and promote the learning offer available
- ✓ support employees at all levels in the organisation to achieve appropriate vocational qualifications through internal funding mechanisms, or by researching and accessing external funding, by working closely with training providers, by promoting opportunities, providing appropriate study time and other facilities and agreeing work based projects
- ✓ celebrate learning achievements through Make a Difference (MAD) Awards and the Burnley’s Got Talent event, but also via 1-2-1 meetings, PDRs, Council People, local media and regional and national awards.
- ✓ continue to support schemes to get the local population into work experience to enhance their skills.

Recruitment & Retention

The recruitment and retention of the right workforce with the right skills and attitudes remains a key priority given the reductions in staffing. The Local Government Workforce Strategy 2010 emphasises the importance of retaining key skills when reducing posts and maintaining trainee schemes designed to supply occupational skills that have been in short supply. This, and working with partners, should help to ensure the authority can achieve its strategic ambitions in the future.

The Council has been working on promoting the organisation as an employer of choice in conjunction with implementing a new jobs portal on the internet which will enable us to attract and recruit top quality candidates.

The recruitment and retention of younger workers is very important, contributing to a diverse employee base. There has been a significant increase in employees under 25 in recent years which has, in the main, been due to the adoption of an apprenticeship scheme and restructurings which have created opportunities at the lower grades.

The apprenticeship scheme gives young people the chance to gain experience and to learn the skills that will make them a valuable member of the workforce and there is a growing demand from young people, who recognise that apprenticeships provide an excellent opportunity. The scheme assists the Council to build skills and expertise, widening employee diversity and filling skills gaps. We currently employ 30 Apprentices across all service units including business administration, grounds maintenance and leisure facilities (an increase of 66.6% since 2009). The average for English shire districts is 5 apprentices.

We have established policies to improve retention of staff of all ages, including flexible working, retaining disabled employees through tailored adjustment agreements and well-being initiatives aimed at improving the health of all employees. Our Flexible Retirement policy has a direct impact on older workers, providing for a phased introduction to retirement by reducing hours in the same post or by moving to a lower graded post whilst drawing their local government pension benefits.

From October 2011 the Council abolished its default compulsory retirement age of 65 to comply with legislation which has the effect of retaining more older staff together with their skills. Employees will not normally be retired solely on grounds of their age but where there is a key specific workforce planning requirement managers should seek further advice on succession planning.

The Council will:

- ✓ ensure we have an employer brand that will attract a fully diverse range of top quality candidates when vacancies arise. This will include the development of the use of social media.
- ✓ continue to encourage young people to work through the Council through the Apprenticeship scheme and working closely with schools to raise awareness of the opportunities available.
- ✓ Identify key future occupational skills requirements and take action to address these

Pay & Rewards

The Council modernised its pay system with the implementation of the Single Status pay and grading system, underpinned by the NJC Job Evaluation scheme in April 2006. An equal pay audit was carried out at the time and a pay policy was developed. The Council has developed a pay statement which will be published annually.

New arrangements for enhancements for unsocial hours and weekend working were implemented in November 2010. The new model was implemented following extensive negotiations with the trade unions and a full consultation process with employees. The outcome of this also resulted in a longer closure at Christmas/ New Year.

The Council also has in place a range of pay and reward policies (e.g. market supplements, honoraria payments) which are reviewed to ensure they are fit for purpose and enable us to recruit and retain skilled employees and reward them for their contribution.

The Council recognise the contribution of employees at the quarterly Make a Difference (MAD) Awards which culminates in an annual celebration event.

The Council has developed a “Talent Programme” which has been designed to provide solid foundations for those wanting to take a more active role in the changes facing the Council and to those who have been identified as having the talent and potential to do this. Following successful completion of the programme employees become part of the “Talent Cohort”. The Council will use this cohort as a sounding board and practical facilitation group to drive new ideas and processes – participants are at the cutting edge of new developments within the Council and have a real opportunity to shape them.

The Council will:

- ✓ Maintain the integrity of our pay and grading structures to ensure all jobs are paid according to their worth and produce pay policies that are open and accountable
- ✓ Recognise achievements and encourage innovation through Continuous Process Improvement (CPI), corporate cross organisational and talent management projects
- ✓ Explore the best way to develop a total rewards approach
- ✓ Continue to offer a total reward package that is seen as fair and supports the Council’s Values and Pay & Workforce Strategy.

Future challenges

In the light of the financial challenge the Council faces, reviews are likely to see changes in structures and further reductions in overall staff numbers. These will be managed using the Council’s redundancy and redeployment policies.

The way in which we work will also change. There will be a much greater focus on partnership working and shared services and our workforce will need to acquire and develop strengthened skills around commissioning, procurement and contract management

The challenges ahead are great and there will be a heavy reliance on senior managers to lead the organisation through another period of substantial change and employ visioning skills to ensure the best outcomes for our residents.

Workforce Planning

Plans for changes to our workforce will take account of budget reductions, succession planning, knowledge management, career pathways and alternative ways of delivering services, for example through partnership working. We will work to anticipate and align our grading structures and skill levels to meet our current and future budgets and work demands. We will be sensitive and supportive, open, honest and consultative about the changes that are required to safeguard and transform our services for the future:

The Council will:

- ✓ Regularly plan and review the composition of our workforce and take action to ensure we have people with the right knowledge and skill levels in place to achieve our strategic goals.
- ✓ Provide a partnership approach and HR advisory service that is proactive, flexible and responsive to the needs of the organisation; where policies, procedures and practices are developed and reviewed to facilitate transformational change.
- ✓ Systematically identify future workforce requirements as part of our workforce planning and service unit planning processes each year.
- ✓ Promote, monitor and actively support and champion diversity in our workforce.
- ✓ Deliver fair, accessible, efficient and effective recruitment processes that fully utilise electronic media and positively promote the Council through value for money processes.
- ✓ Forge improved links with schools to encourage wider understanding of public sector services and careers through promotions and our volunteering policy and programmes.
- ✓ Provide fit for purpose work experience programmes and, working with partners, support work placements for students, graduates and the unemployed.
- ✓ Continue to expand our successful apprenticeship scheme, encouraging managers to mainstream apprentice and traineeships as part of their succession and workforce planning.
- ✓ Maintain effective partnership arrangements for the provision of specialist advisers, agency and casual workers to ensure an uninterrupted delivery of essential services.
- ✓ Deliver comprehensive out placement support for those who leave the organisation voluntarily or otherwise including practical support, access to learning and development funding and opportunities and support for the emotional impact of the change to their circumstances.

- ✓ Further develop our HRIS system to ensure our workforce data provides a comprehensive picture of current and future recruitment & retention needs.

Future priorities

Council services need to be provided flexibly according to local need. The success of the new structures will depend upon an engaged and committed workforce, able to work in new ways within a new culture.

Our priority over the coming year will be to continue to develop new structures and ways of working that meet these requirements whilst maximising organisational productivity and efficiency, ensuring the Council has a workforce that will respond to the demands of service delivery both in the short and longer term by:

- continuing to strengthen leadership capability, by ensuring managers and leaders understand their role in delivering productivities and efficiencies and enabling individuals and teams to manage and support change effectively, whilst maintaining morale and staff engagement;
- ensuring the current workforce possesses the appropriate skills, qualification and experience to support excellence in service delivery and take action in the event of skills shortages;
- considering the skills required of our future workforce, and the numbers of staff that will be required with these skills;
- seeking opportunities to engage employees in activities to identify new ways of working, continuous improvement and organisational change;

Further information

For further information regarding this Strategy and Plan please contact Vicky White, Principal Personnel Officer on 01282 477124.

Current Workforce Profile and Evaluation

Burnley's workforce numbers 501, (FTE 457.07) as at 31st March 2012. Following a senior management review the organisation is now structured across 11 service units. The headcount of 501 is made up of 398 full time and 103 part time employees. Of these, 460 are on permanent employment contracts and 41 are on temporary contracts. We also have a number of casual workers who have an impact on the provision of services but the workforce plan is focussed on our contracted employees.

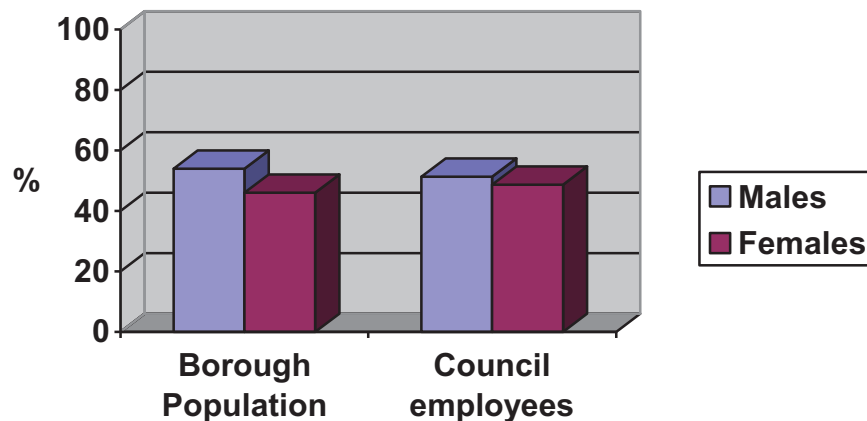
Gender

The gender profile consists of 257 males (51.3%) and 244 females (48.7%). Although the general population of the UK consists broadly of a 50/50 split between men and women the current local government profile has a male/female gender split of 25 to 75. This is heavily influenced by the Counties, Mets, Unitaries and London Boroughs, which all include traditionally female dominated services such as education and social services. Burnley has a profile which reflects that of other district councils where these services are not provided by employees.

The senior management team comprises of 75% male and 25% female.

The diagrams below illustrate Burnley Borough Council's gender profile and that of the economically active population in Burnley.

Gender Profile



Ethnicity

The ethnicity of the workforce is as follows:

Ethnicity	Numbers	Percentage
White British	460	91.82
White Irish	4	0.79
White - Any other background	3	0.60
Asian or Asian British – Pakistani	18	3.59
Asian or Asian British – Bangladeshi	3	0.60
Asian or Asian British – Indian	6	1.20
Asian or Asian British – Any other background	2	0.40
Black or Black British – Black Caribbean	1	0.20
Dual Heritage – White/Black Caribbean	1	0.20
Dual Heritage – White/Asian	3	0.60
Totals	501	100.0

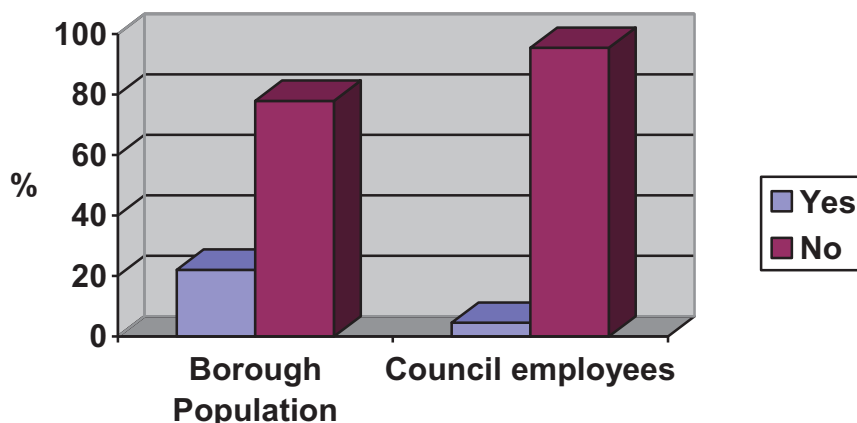
The 2001 Census indicates that 8.23% of the total local population are from minority ethnic communities. At present there is no information available to indicate what % of the minority ethnic community are economically active. However, research indicates that there is some disparity between unemployment rates for males from white and BME communities. Unemployment rates tend to be higher for males from BME communities than for white males.

The % of the workforce from minority ethnic communities is currently 6.79%. Work continues to be undertaken including identifying ways to increase the diversity of our workforce such as encouraging young people to consider working for the authority, improving the offer of work experience placements to local schools, attending careers events to promote opportunities including apprenticeship schemes.

Disability

There are currently 4.59% of employees who have declared a disability. This is less than the current estimate of 18% of the general population who are thought to have some form of disability. Within Burnley 22% of the population declared in the 2001 Census that they had a limiting long-term illness.

Disability Profile



Religion and Belief

Monitoring information on religion and belief is not currently collected from existing staff although it is being collected as part of the recruitment monitoring process.

Information from the 2001 Census gives the following results for religion and belief within Burnley, regionally and nationally.

Religion or Belief as Recorded in the 2001 Census

	Burnley (%)	North West (%)	England (%)
Christian	74.46	78.01	71.74
Buddhist	0.11	0.18	0.28
Hindu	0.28	0.40	1.11
Jewish	0.03	0.42	0.52
Muslim	6.58	3.04	3.10
Sikh	0.03	0.10	0.67
Other religion	0.18	0.16	0.29
No religion	11.04	10.48	14.59
Religion not stated	7.29	7.21	7.70

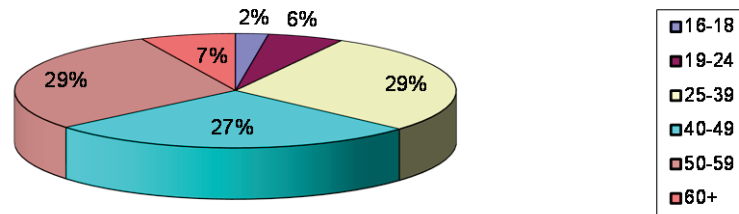
Sexual Orientation

Information on the sexual orientation of employees is not currently collected from existing staff although it is being collected as part of the recruitment monitoring process. No information is collected nationally within the census.

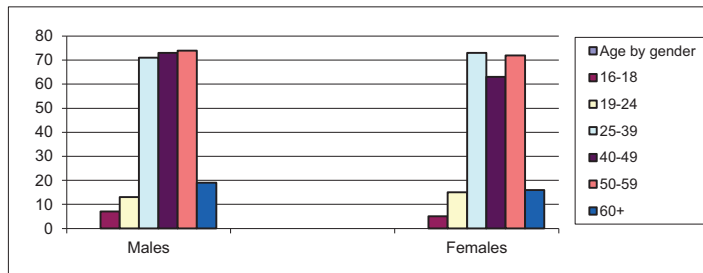
Age

The age profile for employees is as follows:

Age profile - Burnley Borough Council employees



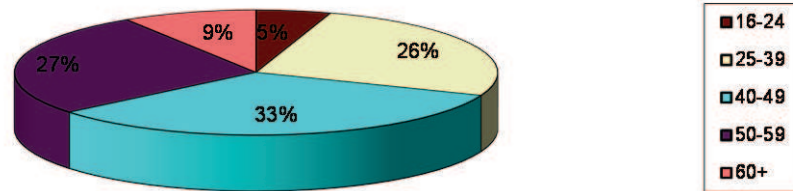
It can be seen from the above chart that most of the workforce (63.3%) is over 40 with over a third (36.1%) being over 50. This presents a challenge as these employees can be expected to retire within the next 15 years and the authority needs to find ways to ensure continuity of knowledge and experience.



The differences in age profile by gender are not significant.

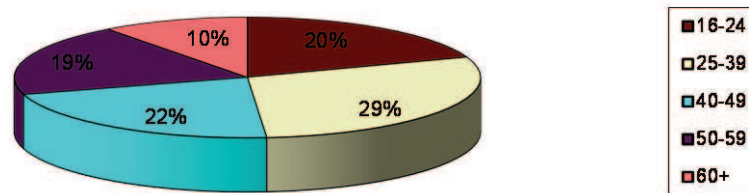
The age profile for Burnley Borough Council generally reflects the profile for local government where there is a tendency to have a significant proportion of staff aged over fifty with long service. This raises issues for workforce planning nationally as a great deal of expertise may be lost simultaneously due to retirement.

Age profile - Local Government workforce



Information from the 2011 Census indicates the following age profile within Burnley.

Age profile - Borough population (16-65)



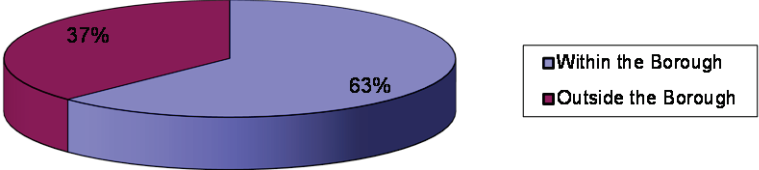
It can be seen that in 2011 the profile of those in work in the borough was generally younger than that of Burnley Borough Council - the majority of those of working age were less than 40 (49%) and only 29% of the working age population were aged over 50.

In terms of the local population the Council probably does not adequately reflect the age balance due to the significant proportion of employees aged over 50 and the relatively small proportion of employees (8%) aged 24 or under. The proportion of the local population aged under 25 recorded in the 2011 census was just over double this (20%) although some of these will be students.

Geographical Distribution of the Workforce

An analysis of the workforce has indicated that 63% live within the borough.

Percentage of employees living in the Borough



WORKFORCE PLAN 2012-2014				
Action	Service Responsible	Timescale	Comments	
Regularly plan and review the composition of our workforce and take action to ensure we have people with the right knowledge and skill levels in place to achieve our strategic goals.	SMG supported by P&D	Plan over 3 years Review annually	Linked to annual service planning process	
Provide a partnership approach and HR advisory service that is proactive, flexible and responsive to the needs of the organisation; where policies, procedures and practices are developed and reviewed to facilitate transformational change.	P&D team	Ongoing	Links to OD, L&D and People Strategies and Team Burnley Programme Board	
Systematically identify future workforce requirements as part of our workforce planning and service unit planning processes each year.	SMG	Plan over 3 years Review annually		
Promote, monitor and actively support and champion diversity in our workforce.	All SU's supported by P&D	Quarterly	P&D to provide regular establishment reports	
Deliver fair, accessible, efficient and effective recruitment processes that fully utilise electronic media and positively promote the Council through value for money processes	P&D team	Monitor responses to advertising	New portal arrangements to be reviewed in January 2013	
Forge improved links with schools to encourage wider understanding of public sector services and careers through promotions and our volunteering	P&D team Corporate volunteers	Ongoing	Further plans to be developed in 2012/13 following Talent Management Programme	

Action	Service Responsible	Timescale	Comments
policy and programmes.			
Provide fit for purpose work experience programmes and, working with partners, support work placements for students, graduates and the unemployed	P&D team All SU's BLAMO	Ongoing	Working in partnership with Job Centre Plus to address worklessness Policy guidance to be developed 2012/13
Continue to expand our successful apprenticeship scheme, encouraging managers to mainstream apprentice and traineeships as part of their succession and workforce planning	All SU's	Ongoing	Budget savings for 2013/14 need to take account of workforce planning requirements where there is a temptation to delete entry level posts
Maintain effective partnership arrangements for the provision of specialist advisers, agency and casual workers to ensure an uninterrupted delivery of essential services	P&D team	2012/13	3 rd Party vendor contract with Matrix working in partnership with LCC for all specialist and agency workers Ensure effective recruitment process in place for direct employment of casual workers
Deliver comprehensive out placement support for those who leave the organisation voluntarily or otherwise including practical support, access to learning and development funding and opportunities and support for the emotional impact of the change to their circumstances	SMG P&D team	Ongoing	Develop outplacement support for apprentices who are due to leave the organisation
Further develop our HRIS system to ensure our workforce data provides a comprehensive picture of current and future recruitment & retention needs	P&D team	2013/14	HR21 upgrade to be implemented 2012. Further expansion of T&A to be considered eg. to Sport & Culture and Green Spaces & Amenities