Chorley Council

Workforce Development Plan Draft 2008-2011

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MESSAGE FROM CHIEF EXECUTIVE, LEADER OF THE COUNCIL AND EXECUTIVE MEMBER

Donna Hall, Chief Executive, Chorley Borough Council and Councillor Peter Goldsworthy, Leader of the Council.

Welcome to Chorley's Workforce Development Plan, which is aimed to ensure that we have the visionary leadership, organisational direction and the capacity through our people to deliver improved services, greater efficiency and customer focus in all front line services. A major part of our success is how we recruit, retain and reward our staff.

By ensuring we have the right people, with the right skills, in the right jobs, we will provide even better quality services to the people who live, work and visit Chorley. The Workforce Plan is an essential part of our improvement planning.

Excellent service can only be delivered by a well-trained workforce with great leadership, working together to achieve the key priorities outlined in our Corporate Strategy.

Coun Alan Cullens Executive Member of Resources – covering Finance, Human Resources, ICT, Procurement, and Diversity

The world we live in today is constantly changing and local government is no different, it never stays the same so at Chorley we must keep in touch with the changes.

We want to help every staff member at Chorley to develop and update their skills, helping you to further your personal careers and grasp the opportunities available to you when they come along.

The Workforce Development Plan presents the opportunity to link training and development today to the people skills required for tomorrows Council with clear strategies to achieve those needs.

This Workforce Plan for Chorley will add great value to the Council but just as important it will add value to every employee who works for us.

Introduction

The Council has previously produced a Human Resources Strategy and Learning and Development Strategy that outlined corporate training and development plans to support the Councils vision and priorities.

This is the Councils first Workforce Development Plan, in response to national guidance from the Local Government Pay and Workforce Strategy. It is timely though in reflecting a shift in culture throughout the organisation, which places people`s capacity and motivation at the hub of improving the Councils performance and reputation. The broader approach to workforce development is a natural and welcomed progression from the previous people based strategies.

The Local Government Pay and Workforce strategy was first introduced in September 2003 and was intended to be a living document that can take account of continuous changes within Local Government. Version 4 was released in November 2007.

Councils are being encouraged to work in partnership more and more delivering joint and shared services with the public, private or voluntary sector. The way services are delivered within the community is changing and has an effect on the number of people we employ, what skills they require both now and in the future and how we ensure we attract and retain the right people.

The Pay and Workforce Strategy has been revised with the five priorities listed below:

- **Organisational Development** - effectively building workforce support for new structures and new ways of working to deliver citizen focused and efficient services, in partnership

- **Leadership Development** – building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating 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 address key future occupational skill shortages, promote jobs and careers, identify, develop and motivate talent and address diversity issues

- **Pay and Rewards** – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

Building on our Success

A key element of this plan is to build on the workforce development and planning initiatives that have already been delivered as part of the Human Resource Strategy and the Learning and Development Strategy which are outlined below.

Aim	Action	Outcome
Employee Relations: To promote good internal and external relationships and communications	Back to the Floor Days held with all Chief Officers shadowing front line staff and a reciprocal arrangement where middle managers shadowed Chief Officers for a day.	Improved mutual understanding and respect for each others job roles.
	The Times Top Council survey was used as the Councils official staff survey and ranked the 10th Best Council to work for in the Country.	Identified key strengths including Leadership and the Chief Executive amongst the top 5 in the Country. A strong emphasis on team working was highlighted. Raised the profile of the Council as an 'employer of choice'.
	Introduction of Local Joint Consultative Committee with the Trade Unions.	Improved employee relations.
	Finalists in the MJ 'Top Team of the Year'.	Identified key strengths in strong leadership combining clear strategic vision with a highly consultative and inclusive approach to driving change.
	Reduce sickness levels.	Reduced to 7.79 days absence in 2007/08.
	Introduced the Chief Executives award ceremony for employees.	Recognition for achievement including attendance, quality services and innovation and ambassador for the Council.
Employee Resourcing:	Competency framework introduced as part of the performance management and recruitment process	Consistent approach to recruitment.
	Exit interviews held.	Feedback on why people leave the Council.
	E Recruitment Introduced.	Efficiency savings, raise the profile of the Council, reaches all sections of the Community,
Training and Development	Successfully achieved IiP status throughout the Council,	Value and invest in our workforce,
	Introduce a performance management system aligned to requirements of the competency framework.	92% performance and development appraisals completed 2007/08,
	Introduce blended learning approach to development.	Pick and Mix method of development available.
	Induction programme.	All new starters attend with the Leader and Chief Executive

		introductions.
	ECDL training delivered to all employees who identified it as a development need	Increased use of technology with efficiency gains
	Achieve NWEO Charter for Elected Member Development	Strategy for developing our Elected Members
Reward and Recognition	Completed Job Evaluation	Equality proof pay scale implemented
	Introduced flexible working	Improved work life balance opportunities
Diversity	Achieve Level 2 of the Equality Standard	Achieved actions identified within the Corporate Equality Scheme
	Diversity training delivered	Diversity awareness embedded and included in Induction process
	Monitor equality in relation to employment	Achieved actions identified within the Corporate Equality Scheme Policies have been equality impact assessed
	Engage with all sections of the community	Workforce more reflective of the community

In addition to those identified within the Strategies key achievements over the last 12 months include:

Health and Wellbeing

The Council has successfully achieved the bronze and silver 'Health Works Award'.

The 'Active at Work' a joint initiative between Chorley Council, South Ribble Borough Council and the PCT has encouraged employees to take up various physical activities to improve their own well being.

Business Process Architecture

Recently completed the Business Process Architecture Project that has developed a blueprint for how a district council should be structured to ensure it is focussed around the customer as part of the Centre for Local Government (CfLG) National Process Improvement Project. Funding was provided for this project, which resulted in a restructure of the management team that released £100k of savings, which were then committed to front line services.

Knowledge Management (KM)

Part of a Knowledge Management project, facilitated by the North West Improvement Network (NWIN), a joint initiative by the I&DeA, and the CfLG.

The project looked at how knowledge was managed throughout the organisation and developed a general tool for all local authorities to use that helps develop KM more effectively.

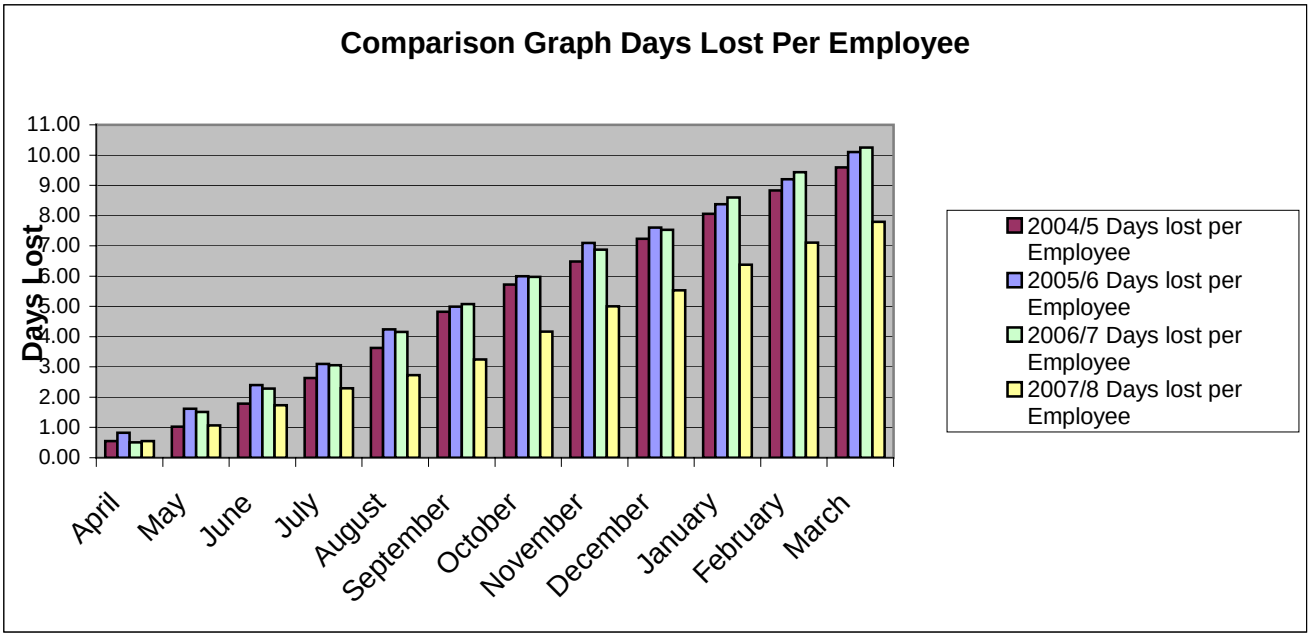
It was acknowledge that a strong culture of KM was evident throughout the Council and our processes are integrated into the KM tool as best practice for other Authorities.

TheLoop was particularly praised for providing excellent internal and external communications, with the Corporate Strategy championed for having a clear thread from the community strategy and LAA through to individual development plans.

Best Value Performance Indicators

We have achieved and / or maintained top quartile performance in a number of corporate health indicators:

- Women in top 5% of earners
- BME in top 5% of earners
- Ill health retirement
- Achieved top quartile in BVPI 12 with 7.79 days per employee lost due to sickness absence.



Workforce Planning

National Drivers for Workforce Planning

Unemployment has reached a 20 year low and lower levels of unemployment have led to a more competitive labour market resulting in a range of recruitment and retention challenges for both Local Government and the Public Sector.

The ageing population has been well documented, and there is increased pressure to improve performance and efficiency from the Gershon agenda and the Comprehensive Spending Review 2007. With greater demand for quality service from the Community, the requirement to empower the Community to deliver neighbourhood working and the increased pace of change the need to take a strategic view of workforce issues has never been greater.

A wide range of new employment legislation has come into force recently much of this is focused on creating flexible working practices and family friendly policies. Equality related legislation and Community Cohesion will also continue to impact on local authorities.

Issues relating to climate change are increasing the awareness amongst the public of environmental issues, all these impact on our workforce and the employment of our workforce.

The Workforce Development Plan

It is acknowledged that workforce planning is generally over a longer period, however, the Council reviews its Corporate Strategy annually and priorities could change regularly so the workforce development plan needs to be flexible enough to reflect this and therefore the plan has initially been produced for the period 2008-2011, to be reviewed and updated annually. It will also take account of longer-term implications affecting the Council and its workforce including climate change and the diversity of the community.

Workforce development planning has become more strategically focused on each of the five priorities within the Pay and Workforce Strategy underpinned by an action plan within our Workforce Development plan, which will form a work programme.

The plan is now integrated into our business planning process and actions will flow from the Corporate Strategy, each Directorates Business Improvement Plan and the Medium Term Financial Strategy.

We need to maximise our people assets to deliver effective and efficient public services. The workforce development plan sets out the actions that will identify what we know about our current workforce, what will be required of our future workforce and how we will bridge the workforce gaps.

In addition to help shape our present workforce requirements, this plan ensures that we plan for the future. It will support us in the management of change and help in the transition of the way services are delivered to the community in the future. As such it is a living document that will evolve and respond to our changing circumstances and customer requirements.

This plan has been developed by:

- Identifying the key priorities for Local Government
- Identifying key community and organisational challenges facing the Council
- Collecting and analysing information on the local labour market
- Scenario planning with Chief Officers
- Reviewing Directorates business improvement plans
- Researching and reviewing information on the current workforce
- Reviewing existing strategies which the Council already has in place

During the scenario planning interviews with Chief Officers they were asked to consider:

- What external environment will your service be operating in, in the next 3 years
- What are the key strategic issues that may affect your service
- What skills do your workforce have
- What skills gaps have you identified
- What skills will your workforce require in the future

Some of the key themes arising from the scenario planning include:

- Customer focus, to deliver excellent levels of service
- Promoting cross organisational working
- Collaborative working with partners
- A ‘One Council, One Team’ philosophy
- Multi skilling

Our Future Plans

The Councils priorities and future plans are set out in the Corporate Strategy that has clear links to the Community Strategy these strategies have been developed through extensive consultation with the local community, business and key partners to bring together a vision for the Borough.

The Corporate Strategy is embedded and recognised as the key internal plan that drives forward the Council priorities. It was reviewed and revised in September 2007 to ensure that it reflects the current needs of the organisation, the citizens of Chorley and it drives continuous improvement.

'The Council*'s ambition is for* Chorley *to become one of the most attractive, caring and vibrant places in the* North West *to live, to work, to invest and to visit.'*

In pursuing this vision we will focus on four priority areas:

- Prosperity
- People
- Place
- Performance

Our Priorities and Strategic Objectives

The strategic priorities reflect what we are trying to achieve in each of our priority areas.

Priority	Strategic Objective	Outcome – What success will look like
Prosperity	Put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region.	• A vibrant local economy • Thriving Chorley Town Centre • Average earnings in line with Country average
People	Improving equality of opportunity and life chances	• Number of SOA`s in worst 20% will reduce • Improve life chances for young people and children • Improved quality of life for the Borough`s older people • Healthier communities and reduced health inequalities • Improved quality of life in rural communities
	Involving people in their communities	• Improved access to public services • People will be involved in decision-making and improving the well being of their communities.
Place	Develop local solutions to climate change	• The Council`s environment footprint will be reduced • An improved local environment
	Develop the character and feel of Chorley as a good place to live	• More people will be satisfied with Chorley as a place to live • There will be a balanced housing market • Safer communities
Performance	Ensure Chorley Borough Council is a performing organisation	• Community aspirations are delivered through the efficient use of resources and effective performance management • An excellent community leader • A provider and procurer of high quality priority services • An excellent Council that is continually striving to improve

To address some of these drivers we are changing the way we deliver our services with some examples of this outlined below.

Neighbourhood Working in Chorley

The council was recently awarded Beacon Status for Transforming Service: Citizen Engagement and Empowerment, we are striving to continually improve the services we deliver to the citizens of Chorley.

Following an extensive inquiry into Neighbourhood working by the Environment and Community Overview and Scrutiny panel the way that we deliver services to the Community will change in 2008/09. As opposed to delivering the same services across the whole Borough we will deliver our services based on a system of neighbourhood teams delivering key front line services within 7 distinct areas of the Borough, this will ensure the Councils equality commitment to deliver excellent services are accessible and appropriate to all.

Each Neighbourhood team would prepare an annual action plan for its neighbourhood based on information and evidence gained from a number of sources and partners in their neighbourhood. Lancashire Constabulary, Primary Care Trust, Lancashire County Council and Parish Councils will be key partners in the neighbourhood teams.

The employees currently delivering front line services across the borough will be incorporated into neighbourhood teams, enhancing their skills with increased flexibility in job roles.

Financial Shared Services

Although reported in the National Guardian as one of the top three VFM Councils in the Country and achieving 4 out of 4 in Value for Money and Use of Resources, we recognized along with South Ribble Borough Council that we shared the same common drivers associated with delivering a shared financial services arrangement:

Efficiency – the pressure to achieve further process improvement and financial savings, and a recognition that two councils working collaboratively are better able to tackle such issues as recruitment challenges and systems development.

Effectiveness – the desire for continuous improvement and delivery of best practice, including partnership working – effectively building upon the best from each council and beyond.

A business case confirmed that efficiencies and effectiveness in service delivery could be gained through the shared delivery of the following services:

- Accounting and Exchequer Services
- Procurement Services
- Internal Audit and Risk Management

An innovative way of delivering the shared service will involve the TUPE transfer of employees between the two Councils, with employees delivering their specialist services to both Councils.

Workforce skills in the future

The Shared Services Agenda together with the Councils Neighbourhood working agenda in particular will require the workforce to develop new skills for the future. The way services are delivered in the future will require new skill sets associated with building trust with colleagues, partners and members of our local communities.

The need for multi skilling across and within disciplines will form part of our future development needs

A number of actions have already been planned to develop the workforce over the coming 12 months as a result of information gained from scenario planning with Chief Officers, actions identified within the Corporate Strategy and those included within each Directorates Business Improvement Plan.

The main resource needed for delivery of the action plan is staff time – time for research, analysis and to deliver and attend training. The HR and OD Directorate will develop and deliver bespoke training wherever possible to build capacity in house.

The finance available to deliver the action plan is limited to the Councils annually agreed training budget. In the event that additional money is needed, those costs will be identified and specific approval sought before any expenditure is incurred. External finance and partnership working to minimise costs will be sought wherever possible.

The Councils competency framework had been in place since 2003 and was introduced with the objective to develop Chorley Council into a learning organisation. The framework has formal links with the corporate recruitment & selection process, people management and training procedures. The framework lacked direct links with Chorley's organisational needs and goals and required clarity around the expectations of the workforce.

In January 2008, a full review of the framework commenced with the aim of retaining the parts of the current framework that work well, while addressing the need to update the competencies. Following interviews with key Managers, Directors and focus groups with employees from across the Council a number of general themes emerged, including a core set of soft skills required by all managerial and supervisor staff, Chorley specific skills around political, financial and project working and a set of universal challenges around cross functional working, partnership working, team building and change management.

A new set of core competencies have been agreed that will underpin the skills and behaviours now required of our workforce.

Core Values

A set of core values have been developed by our employees as a means of signalling to everyone including partners and citizens the beliefs, behaviours and principles that we believe are required to deliver the vision and best possible quality of life for local people.

Our new values are:

- Forward Thinking – always ambitious to do better
- Respect – responding to the different needs and aspirations of our customers and those we work with
- Professional – striving to provide high quality services
- Pride – in our jobs, pride in the Council, pride in Chorley
- One Team, One Council

Chorley Core Competencies Model

Actions already planned over the next 12 months include:

Change Management Programme

Organisational and individual change management working practices will be key to achieving our change agenda. We aim to internally develop both skill-sets through a comprehensive development programme incorporating briefing documents for project teams, training sessions aimed at middle managers and workshops and consultancy sessions focusing on the practicalities and implementation of change projects rather than the theory. To support the HR and OD Directorate and to build their capacity carefully selected external providers will be used to deliver a number of the change management interventions.

Project Management Skills

Project management skills will be key to the successful delivery of our projects on time and within budgets, however they are also increasingly a key skill in working effectively within communities. An action this year is to introduce a 2 day bespoke on site training course for all key and capital project managers and a half day board member training for members and senior officers, around 60 members of staff will be involved in the training.

The intention is that the training will compliment, strengthen and expand on the successful training that is provided in house at present.

NVQ Level 2 Business Improvement Techniques

Originally delivered in the North East by the Regional Centre of Excellence, this fully funded course will be delivered to an initial cross section of employees from all Directorates, after which it is envisaged it will be rolled out across the Council. The qualification consists of 6 units: -

- Working to statutory regulations including health and safety
- Effective team working
- Workplace organisation
- Applying continuous improvement techniques
- Visual management
- Process flow analysis

In addition to developing the skills required for business improvement processes the cross-functional working of the group will encourage joint working.

Climate Change

A key action within our strategic objectives is to ‘develop local solutions to climate change’. Awareness sessions to educate and inform staff on the implications of environmental issues in relation to their work and personal life are scheduled. The Chief Executive Awards and a Staff Suggestion scheme will encourage employees to develop ways of working that will reduce our own effect on the environment.

Equality and Diversity

We are committed to achieving Level 3 of the Equality Standard during the next 12 months, and intend to build on the awareness training already delivered across the Council through a customised and innovative e learning tool. Diversity is already included as part of the Councils induction process.

In addition to the software package, front line employees will receive specific equality awareness training to enhance the training already delivered.

Elected Member Development

The role of Elected Members has been enhanced as strategic leaders and place shapers and the Council is totally committed to providing elected Members with learning and development opportunities to help them gain the necessary skills to fulfil their roles as frontline councillors operating at ward level and also as decision makers for the Authority.

In 2006 the Council was awarded Charter Status by North West Employers for Elected Member Training and Development.

The Council`s Learning and Development Strategy includes elected Members as well as staff development and has drawn up a Development Framework specifically for Member learning which is based on individual learning plans for all Councillors. This is an annual process whereby Member's individual learning needs are considered, based on their current knowledge and skills, any skills gaps they identify and also their wishes for future development.

Development opportunities are available in a range of formats:

- Monthly Member Learning Hours. These are scheduled into the Council's meetings calendar each month and are dedicated to topics which have arisen through individual learning plans but also generic needs around keeping Members informed about key Council developments.

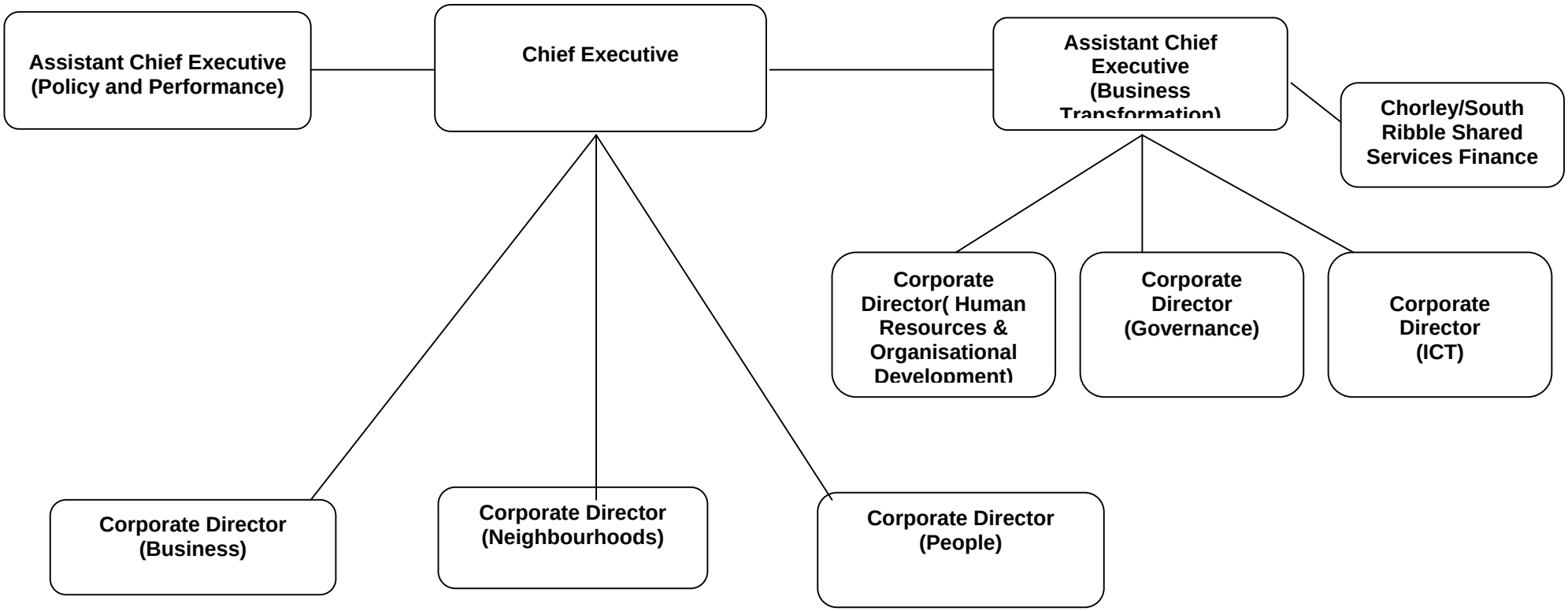
- Dedicated Member training sessions on topics, which Members have identified. These are usually longer sessions eg. most recently an IT drop in session and also half day sessions with an external trainer on "Getting your point across".

- Individual conferences and events for individual training needs eg. for portfolio holders or in response to direct requests from Members to attend courses or conferences. Each request is looked at in the context of skills development and also budgetary constraints.

- Electronic learning opportunities are increasing and include eg. the Modern Councillor initiative developed by North West Employers/NWIN.

There is a Member Steering Group established to drive the whole of the Member training and development programme. This is a group of six councillors from different political groups who meet regularly to review and evaluate training opportunities including the new Member induction process. They champion different ways of delivering training and development with their political group colleagues. The remit of this Group is being extended in 2008 to include Member support issues. The new Local Government and Involvement in Health Act and the work of the Councillors Commission recognise the raft of both training and support that Members should have access to, to ensure councillors are both good community champions and effective decision makers whether as Executive Members, in a scrutiny role or making planning and licensing decisions.

Management Structure .
The Chief Executive, 2 Assistant Chief Executives & 6 Corporate Directors make up the Strategic Management Team



- Economic Development
- Tourism
- Town Centre
- Markets
- Planning
- Development Control/Building Control

- Neighbourhood Mgt
- Strategic Housing
- Property Client
- Community Safety
- Street Cleansing
- Grounds Maintenance

- Arts Development
- Entertainment
- Festivals and Events
- Sports
- Leisure Services
- Countryside Services
- Parks and Open Spaces
- Recreation & Play
- Bereavement
- Customer Services

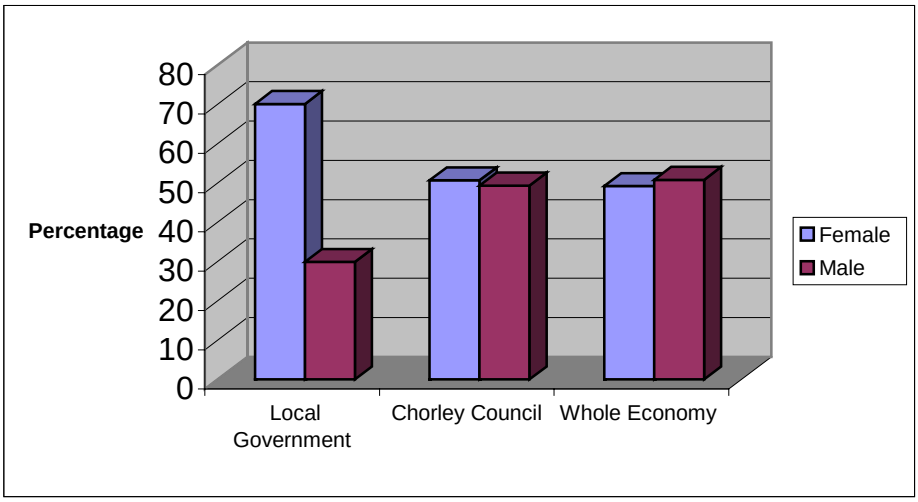
What we know about our current workforce

In order to undertake a gap analysis and establish how the Council can best satisfy its future workforce requirements it is important to understand and appreciate the existing establishment.

There are a number of sources from which data is available including the HR database, payroll, recruitment information and the recent staff survey. External comparisons with the wider local government workforce and the local economy are provided by the Office for National Statistics.

Current workforce profile

- We currently employ 381 people of which 349 (91.6%) have permanent positions with 19 temporary posts and 13 casual, this mirrors national figure across Local Government in England as reported by the Office for National Statistics.
- 55% of employees live within the Borough.
- 60.4% of employees in Local Government work full time and 39.5% are part time.
- 70.68% of our employees work full time hours and 29.06% part time
- 88% of males work full time compared to 50% of women who work full time



Actions

Although all posts are considered for flexible working, further action will be taken to review our policies and communicate work life balance initiatives.

A home working policy will be developed to improve work/life balance.

Gender

- Our gender split is almost 50/50 with 49.34% male and 50.66% female,
- Local Government gender profile is 29.9% males 70.1% female although our profile does almost mirror the gender profile of the whole economy with 50.8% male and 49.2% female across all sectors.

Actions

The Local Government profile includes education and social service sectors that historically have a higher percentage of female employees our profile therefore is better reflective of the whole economy.

We will continue to monitor our gender profile.

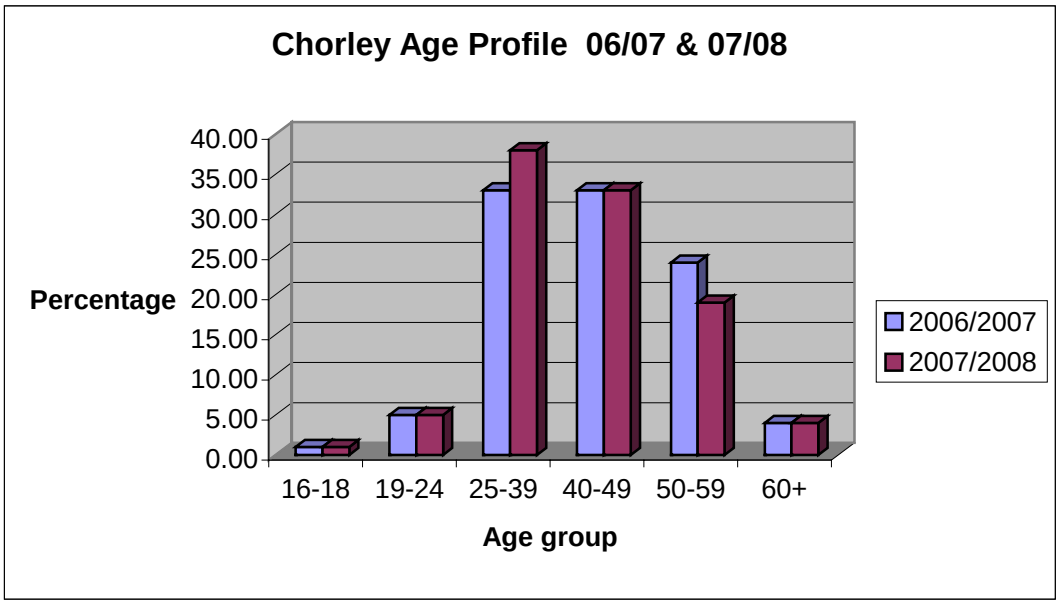
Age Profile

- 6% of our employees are aged 24 or below, compared to 7.2% across Local Government. This figure has remained consistent in Chorley since 2006.
- There has been a 5% increase to 38% in the number of employees aged 25-39 which is well above the local government profile at 27.5%
- Employees aged 40-49 has stayed consistent at 33% also above the local government profile.

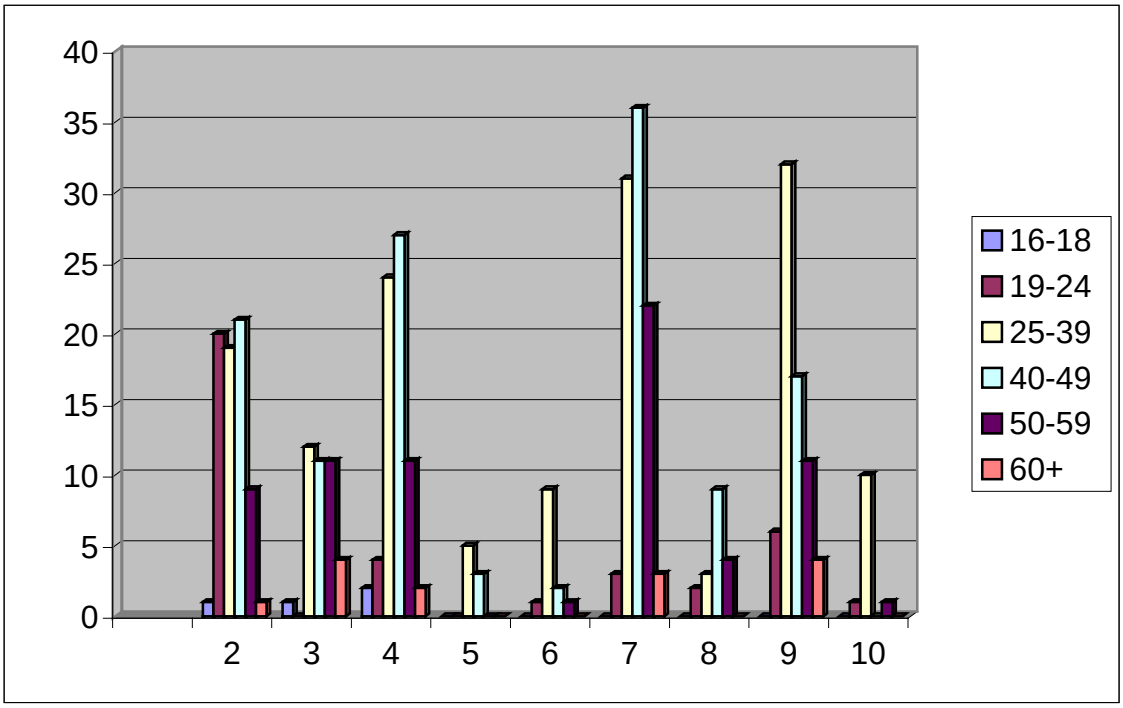
A number of restructures throughout the Council in the last 2 years has seen many employees over the age of 50 taking advantage of early retirement, the TUPE transfer of over 100 employees transferred in the Housing Directorate to Chorley Community Housing resulted in a reduction in employees over the age of 50.

The % of young people entering the Council has remained consistently low and requires further action to encourage younger people to apply for job opportunities.

Although the age profile of the entire Council looks relatively healthy with less than a quarter of the workforce that can potentially retire in the next 10 years, further analysis does indicate that over 27% of the Neighbourhoods Directorate and 38% of the Corporate Governance Directorate may retire in the next 10 years, with a significant number of these carrying out manual duties.



Business	2
Corp Gov	3
Finance	4
HR	5
ICT	6
Neigh	7
Office of CE	8
People	9
Policy & Perf	10



	Chorley 2008	Local Government 2007
16-18 years	1%	
19-24	5%	7.2%
25-39	38%	27.5%
40-49	33%	30.9%
50-59	18.6%	26.4%
60+	4%	8%

Actions

The Lancashire Local Area Agreement has set a target to improve opportunities for Lancashire's young people by increasing the number of modern apprentices recruited across Authorities in the County. As part of this commitment, in conjunction with CXL (previously Connexions) we are recruiting at least 4 modern apprentices in business administration this year, with the intention to increase this figure year on year and expand to other disciplines.

To further encourage younger people into Chorley Council, we will expand our works experience programme to include graduates and explore the potential for offering project and research opportunities in the Council for students as part of their coursework. We will communicate our intentions through graduate websites.

Succession planning will be developed linked to changes in the demand for workforce skills and knowledge and the future loss of these through colleagues leaving.

We will also develop our future leaders and managers where possible and 'talent spot' and provide support for staff to develop the core competencies before they become in critical demand.

Mentoring, work shadowing and project opportunities will be introduced.

Labour Turnover

- Labour turnover at Chorley was 14.96% in 2007/08, slightly above the average for Local Government at 13.6%.

- 24% of those leaving in the last year did so to take up employment opportunities elsewhere whilst the remaining 76% left due to retirement, end of temporary contracts, TUPE transfer or redundancy, 2 employees were dismissed.

Information provided from exit interviews is used to inform the workforce planning elements of business improvement plans and identify strategies to promote retention and reduce staff turnover.

Despite a number of restructures throughout the Council, over 39% of employees have more than 10 years service, with a further 32% having more than 2 years service.

This would indicate that there is an adequate mix of experience and new blood within the Authority.

Actions

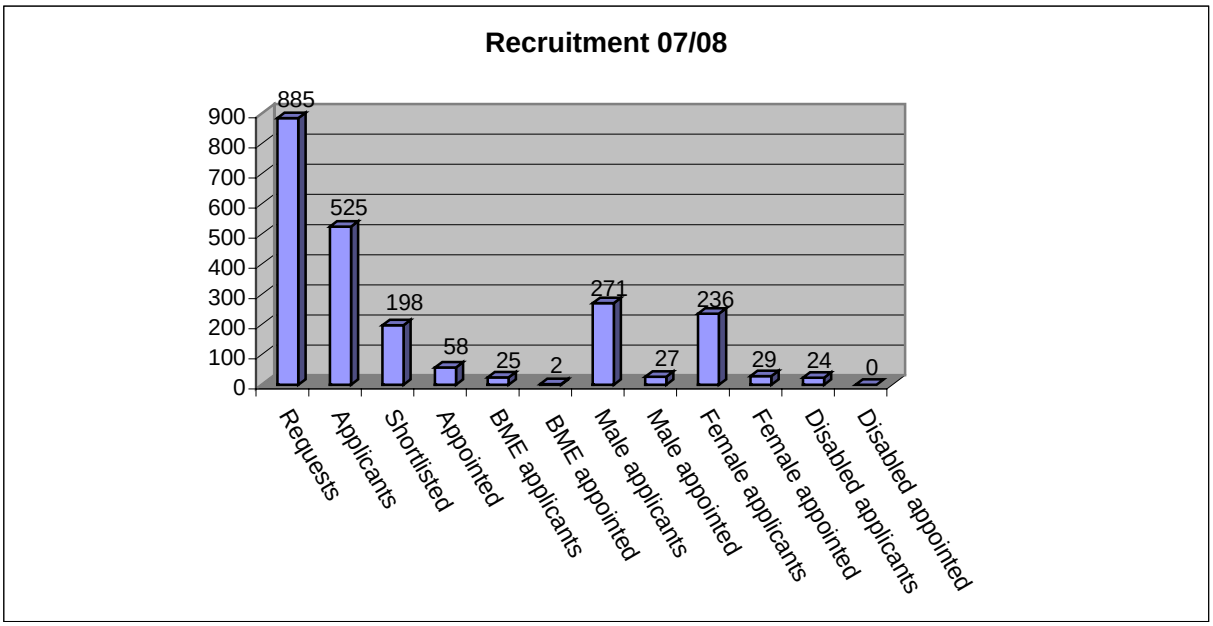
Although the % of labour turnover is slightly above average we have not identified this as a problem however, we will continue to monitor labour turnover on a monthly basis across each Directorate, and identify any trends from exit interviews

Expand on the Knowledge Management programme to ensure we retain knowledge throughout the organisation when employees leave

Equal Opportunities

- 2.36% of the workforce are from black and ethnic minority communities compared to 1.95% of the economically active population within Chorley.

- 3.67% of our workforce considers himself or herself to have a disability, compared to 15.09% who consider themselves to have a disability within the economically active population of Chorley.



Of the 60 vacancies that were advertised in 2007/08,

- 885 people requested information on our vacant posts
- 525 completed and returned applications
- 271 males and 236 females applied
- 25 BME and 24 disabled persons applied for positions
- 198 people were shortlisted
- 58 people appointed.
- 28 males and 30 females were appointed
- 2 BME applicants were appointed with no disabled applicants being appointed.

Applicants are encouraged from all sections of the community although the best person for the vacancy is always appointed, however, the continued low number of applicants from the black and minority ethnic community and disabled people would highlight that further action needs to be taken to encourage more applicants from these groups and more creative ways of recruiting to vacant posts should be considered.

Actions

Liaise with the Councils Equality Forum to identify ways of breaking down barriers to recruitment.

Review our Recruitment and Selection Policy

Review where and how our vacancies are advertised

Liaise with Lancashire County Council 'WorkRight' to offer works experience and employment to those with disabilities

Best Value Performance Indicators

		Target 07/08	Actual 07/08	Target 08/09
BV 11a	Top 5% earners women	35		35
BV 11b	Top 5% earners black & ethnic minority	5		5
BV 11c	Top 5% with disability	9.57		10.52
BV 12	Average days lost due to sickness per employee	9.22		8.76
BV 14	% Early retirement	0.43		0.22
BV 15	% Ill health retirement	0		0
BV 16a	% Employees who meet DDA	4.02		4.42
BV 17a	% Employees from minority ethnic communities	1.95		2

- 5 of the 9 Chief Officers in the Council including the Chief Executive being a woman.

- The % of BME employees in the top 5% has seen an improvement from the bottom to the top quartile this year however represents only 1 employee due to the relatively small number of employees in the top 5% of earners.

- The number of disabled employees in the top 5% has declined due to a senior management team restructure when 2 Chief Officers took the opportunity for early retirement.

Actions

As identified above to encourage a more reflective workforce of the Community

Trade Unions

- Unison is the only recognised Trade Union within the Council
- The current trade union membership stands at 50%.

Trade Union membership has reduced by 10% in the last year although some of this is due to the TUPE transfer of employees.

Actions

We will encourage membership of the Trade Union and include a Unison presentation as part of the Induction programme.

Current recruitment and retention issues in the workforce

A survey of recruitment in 2007/08 has not identified any problem areas for recruitment. There is however, a national shortage of enforcement officers, in particular Environmental Health Officers and Building Control Officers.

Although the Council has not experienced any difficulty in retaining these professionals the age profile within these areas indicates that a number might retire in the next 10 years. To prepare for this we have retained 2 Student EHO positions on the establishment when most Authorities have deleted these due to budget constraints and we have recently recruited one of our modern apprentices into a trainee building control officer position. The Council is committed to attracting younger people into Local Government with the opportunity to ‘grow our own’ professionals.

A Lancashire wide analysis of enforcement officers is currently being undertaken which will re enforce this message and should encourage a Lancashire wide initiative to increase the number of trainees within enforcement professions.

The limited number of qualified Accountants in Local Government is a national issue with skills being scarce. Although the Council has sufficient specialists in house a Financial Shared Services agreement has been reached with South Ribble Borough Council incorporating Accountancy, Audit and Exchequer services which will increase capacity within both Councils and ensure sufficient skills are available in the future.

Actions

Although problem areas have not been identified we will continue to monitor our recruitment, and share the information gained from the analysis of enforcement officers across Lancashire. The financial shared services agenda will be progressed.

Learning and Development

The Council was recognised as an Investor in People employer in 2006. A skills audit was completed in 2006 and will be updated in the current year in collaboration with the Learning Skills Council.

All Chief Officers have attended the Lancashire Leadership Programme which is a North West Improvement Network NWIN funded to develop visionary and ambitious leadership throughout Lancashire. Parts of the programme will be adapted and incorporated into a Chorley Management Development Programme to build capacity and develop the skills and behaviours of our Managers.

A middle managers forum is held on a bi monthly basis and updates managers on new initiatives, successes and current challenges in addition to providing an excellent networking opportunity.

To improve the level of Leadership and Management a 360 degree feedback tool has been used for Chief Officers, this will be expanded and all Managers will receive a 360 degree feedback as part of their annual performance and development appraisal.

Chorley has recently signed the Skills for Life pledge that commits the Council to ensuring that all its employees are invested in and skilled up to NVQ Level 2 as a minimum.

The budget for staff development training in 2007/08 was £80,000, in 2008/09 the budget has been reduced to £47,7000 to reflect the reduction in staff numbers since the TUPE transfer of over 100 employees and also the recruitment of HR Consultants within the HR & OD Directorate who are able to develop and deliver bespoke training in house.

Actions

Our skills data will be updated to identify any critical skill gaps.

The skills audit previously completed shows that a large percentage of those within the Corporate Governance and Neighbourhoods Directorate do not have this level of NVQ or equivalent qualification therefore actions need to be identified to up skill these employees.
Skills to deliver better partnership working will be identified and developed to deliver the neighbourhood and community engagement agenda.

Chorley Management Development Programme to build capacity and develop the skills and behaviours of our Managers will be introduced.

Future workforce needs will be identified via Personal Development Plan with a 95% completion rate

Achievement of the ‘Get On Award’

Pay and Reward

Job evaluation has been successfully implemented throughout the Council with a new fit for purpose pay policy. An equal pay audit was carried out on the new pay policy using the Equal Opportunities Commission equal pay toolkit.

To address low pay the bottom 3 spinal column points (SCP) of the NJC pay scale have been deleted, with Scale 1 now starting at SCP 7. Slight changes have been made to the band width of Scale 3 and Scale 4. To reduce the number of principal officer grades, some grades have been amalgamated.

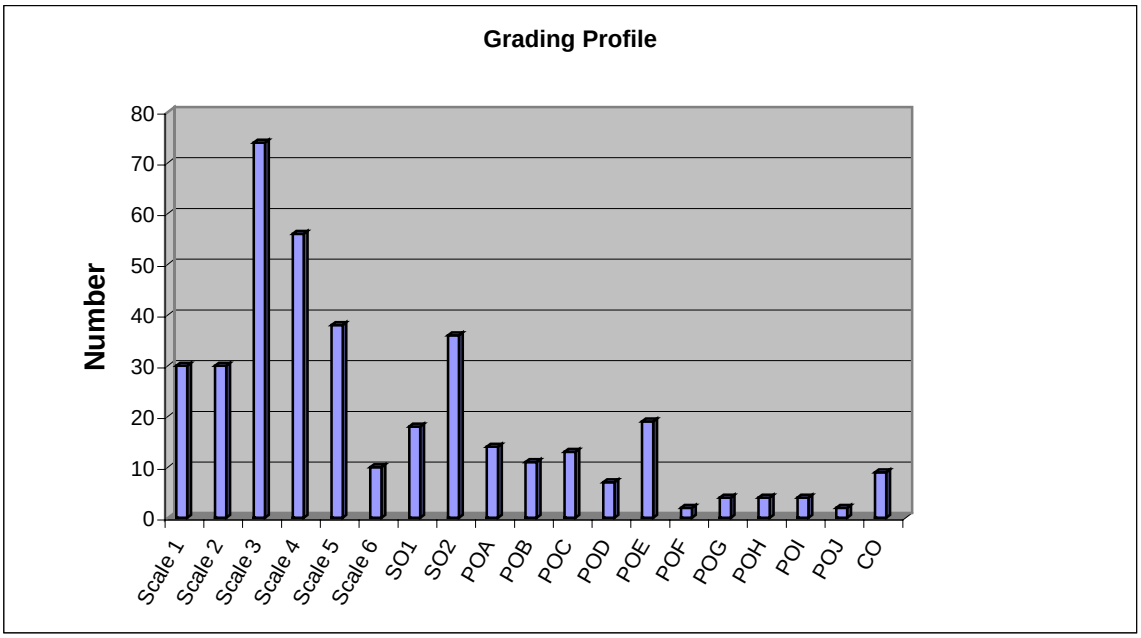
Actions

Our new pay structure will be maintained through the job evaluation of any new or changed job role. To reflect new ways of working a total rewards package will be explored, with the intention to develop assessment based progression in year three to reinforce high performance.

Grading Profile

The current grading profile shows a high percentage of employees at Scale 3, this is due to the large number of front line employees. The next highest are Scale 5 and SO2 respectively.

The majority of our employees are front line, dealing with customers on a daily basis including customer services, grounds maintenance and street scene operatives



Actions

The continuing development of the majority of our workforce is therefore around the customer needs, with an increased emphasis on technology skills.

Developing Tomorrows Workforce

The five key themes identified in the national Pay and Workforce Strategy for Local Government highlighted several areas for consideration when determining what the Council needs to do to plan, manage and develop its workforce in the future. The strategy also posed the following questions, is your Council:

1. A place where people help shape the community and world around them?
2. A place where reputations are built and skills developed?
3. A place where people and services are responsive and challenges are relished?
4. A place where success improves people's lives, the environment and prospects for future generations?
5. A place that encourages and rewards success?
6. A place that people are proud to work for?

Evidence provided throughout this plan confirms that Chorley Council is striving to be an excellent provider of services to the community whilst committed to be an employer of choice, however, we identify that the requirement to continually change the services we provide and how we provide them must be managed affectively to ensure we have the right people with the right skills delivering the right service to our community. The five priorities within the Pay and Workforce Strategy underpin our workforce development plan over the next 3 years.

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Appendix 1

Priority Area	Objective	Actions	Links to other strategies	Lead
1.Organisational Development	Building Capacity	Develop the skills and behaviours of managers and employees - Update competency framework		
	Building better partnerships	Neighbourhood Agenda / Community Engagement - Recognise the skills for developing and sustaining partnerships and relationships in practice - Explore the characteristics of an effective partnership - Collaborative working skills - Customer focus and empathy skills		
	Workforce that reflects the diversity of the Community	Achieve level 3 of the Equality Standard - liase with the councils Equality Forum - Review of recruitment and selection policy - Liase with LCC WorkRight to encourage applicants with Disabilities		
	Environmental Awareness	Educate and inform staff on the implications of environmental issues in relation to their work and personal life		

	Develop next generation of leaders Retain IiP	Leadership Development Actions - Competency Model Re – accreditation		
2. Leadership Development	Promote Cultural Change Develop next generation of leaders Work jointly with partners via LSP to equip those to lead the Community Strategy	Developing productive working relationships - Defining communication and the importance of it - Influencing and Negotiation skills to achieve results - Building productive working relationships - Communicating assertively - Understanding and influencing cultures - Impact of Leadership on Culture Management by Objectives - Identify productive and non productive time - Focus on objectives and priorities Leadership and Managing Change - The difference between management and leadership - Transformational / Transactional		

	Attract and develop political and managerial leadership today and tomorrow	leadership - Changing managers of activity into managers of performance Succession planning		
3. Skills Development	Building Capacity Skills For Life Eliminate critical skills gaps	Update skills data - Identify any critical skills gaps - Actions to plug the gaps Future workforce needs identified via PDPs - 95% completion Identify those without minimum NVQ2 - Achieve Get On Award Competency Framework		

4. Recruitment and Retention	Attract more young people into Local Government Workforce reflective of the community Developing tomorrow leaders and front line staff Eliminate critical skills gaps No occupational skills shortages reported	Increase modern apprenticeship opportunities in line with LAA targets Explore student placements, graduate projects and work experience - forge better links with schools and colleges Introduce – - Mentoring - Work shadowing - Project Opportunities		
5. Pay and Rewards	Modern pay system to reflect new priorities and new ways of working Reinforce high performance	Maintenance of new pay structure Explore total rewards package Develop assessment based progression		

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbourhoods	Office of CE	People	Policy & Performance
Employees	**381**	**53**	**39**	**70**	**8**	**13**	**98**	**18**	**70**	**12**
Permanent	349	52	33	66	8	12	91	18	57	12
Temporary	19	1	1	4		1	6		6	
Casual	13		5				1		7	
Male %	49.34	60.38	38.46	35.71	25	84.62	82.65	11.11	21.43	41.67
Female %	50.66	39.62	61.54	64.29	75	15.38	17.35	88.89	78.57	58.33
Disabled %	3.67	3.77	5.13	1.43	0	7.69	5.10	0.00	4.29	0.00
BME %	2.36	3.77	2.56	1.43	0	0.00	1.02	5.56	4.29	0.00
FT %	70.68	81.13	48.72	74.29	75	100.00	92.93	88.89	28.57	91.67
PT %	29.06	18.87	51.28	25.71	25	0	6.06	11.11	71.43	8.33
Male FT %	88.88	90.62	66.66	100.00	100.00	100.00	96.20	100.00	53.30	100.00
Male PT %	11.11	9.37	33.33	0.00	0.00	0.00	3.70	0.00	46.60	0.00
Female FT %	50.77	66.66	33.33	60.00	66.66	100.00	82.35	87.50	21.80	85.70
Female PT %	49.22	33.33	66.66	40.00	33.33	0.00	17.64	14.20	78.18	14.20

Age Profile

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbour-hoods	Office of CE	People	Policy & Performance
Employees	**381**	**53**	**39**	**70**	**8**	**13**	**98**	**18**	**70**	**12**
16-18% (no.)	1.04 (4)	1.88 (1)	2.56 (1)	2.85 (2)	0	0	0	0	0	0
19-24% (no.)	4.98 (19)	3.77 (20)	0	5.71 (4)	0	7.69(1)	3.06 (3)	11.11(2)	8.57(6)	8.3(1)
25-39% (no.)	38.05(145)	35.8 (19)	30.76 (12)	34.28(24)	62.5(5)	69.2(9)	31.63 (31)	16.6 (3)	45.71(32)	83.3 (10)
40-49% (no.)	33.01(126)	39.6(21)	28.2(11)	38.57(27)	37.5(3)	15.3 (2)	36.73(36)	50(9)	24.28(17)	0
50-59% (no.)	18.64 (71)	16.9 (9)	28.2(11)	15.71(11)	0	7.69(1)	22.45(22)	22.2(4)	15.71(11)	8.3(1)
60+ % (no.)	4.19 (16)	1.88(1)	10.25(4)	2.85(2)	0	0	3.06(3)	0	5.71(4)	0

Service Profile

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbour-hoods	Office of CE	People	Policy & Performance
Employees	**381**	**53**	**39**	**70**	**8**	**13**	**98**	**18**	**70**	**12**
<1 yr % (no)	13.91(53)	20.75(11)	17.95(7)	8.57(6)	0	7.7 (1)	11.22(11)	11.11 (2)	14.29 (10)	41.67(5)
1-2 yrs % (no)	14.44 (55)	15.09(8)	15.38(6)	12.5(1)	62.50(5)	15.38(2)	13.26(13)	11.11(2)	18.57(13)	16.67(2)
2-9 yrs % (no)	32.02(122)	30.19(16)	41.03(16)	25(2)	25(2)	38.46(5)	21.43(21)	16.67(3)	38.57(27)	33.33(4)
10yrs + % (no)	39.63(151)	33.97(18)	25.64(10)	12.5(1)	12.5(1)	38.46(5)	54.08(53)	61.11(11)	28.57(20)	8.33(1)

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbour-hoods	Office of CE	People	Policy & Performance	Property
Employees	**381**	**53**	**39**	**70**	**8**	**13**	**98**	**18**	**70**	**12**	
Retirement	0.26 % (1)	0	2.56% (1)	0	0	0	0	0	0	0	0
Dismissal	0.52% (2)	0	2.56% (1)	0	0	0	0	0	0	0	20.00% (1)
ER/VS	2.89% (11)	1.88%(1)	0	4.28% (3)	0	7.69% (1)	3.06% (3)	11.11% (2)	1.43% (1)	0	0
Temp/Fixed Term	2.62% (10)	0	0	1.43% (1)	12.5%(1)	0	7.14% (7)	5.55%(1)	0	0	0
Redundancy	1.31% (5)	0	2.56% (1)	0	37.5%(3)	0	0	0	0	0	0
TUPE	1.05% (4)	0	0	0	0	0	0	0	0	0	80.00%(4)
Resignation	6.30% (24)	9.43% (5)	12.82% (5)	4.28% (3)	12.5%(1)	0	2.04%(2)	5.55%(1)	10.00%(7)	0	0
Total	14.96% (57)	11.32% (6)	20.51% (8)	10.00% (7)	62.50%(5)	7.69% (1)	7.84% (4)	27.77%(5)	11.42%(8)	0	100%(5)