

Workforce Strategy

2026 -2028

Contents

• Executive Summary	3
• Leadership Support	4
• Vision and Corporate Priorities	5
• Values & Why	6
• Background data	8
• Communication & Engagement	10
• Strategy Outcomes	11
• Innovative and Adaptable	13
• High Performing and valued	14
• Healthy and Productive	15
• Respectful and Inclusive	16
• Preparing for Local Government Reorganisation	17

Executive Summary

The Council recognises that people are key to the productivity of any organisation. This is especially important for public service organisations, where our customers are often the most vulnerable. We need to ensure communication and engagement of all employees throughout the life of this strategy.

Pendle Borough Council's Workforce Strategy 2026 - 2028 has been developed to deliver five strategic workforce outcomes:

- Innovative and Adaptable
- High performing and Valued
- Healthy and Productive
- Respectful and Inclusive
- Preparing for Local Government Reorganisation

The Workforce Strategy will be reviewed in line with the Council Plan to ensure we develop the workforce needed to meet the Council's aspirations.

Leadership Support

“Our staff are our most important asset and it’s vital that we invest in our people. The Workforce Strategy sets the direction and tone for our employees and all of those in leadership positions within the Council. We want this strategy to be a living document which we all believe in and which we use to drive forward our actions.

As we look ahead, we want to enable our employees to be in the best position possible for the future including the changes that will come with Local Government Reorganisation.”

Corporate Leadership Team

Pendle Borough Council



Our Vision and Council Plan Priorities

Our Vision

- **Pendle:** A richly characterful place with ambition, opportunities and strong connections.
- **Pendle Borough Council:** Working to deliver an approachable, responsive and efficient Council that aims to foster happy communities thriving in an economically ambitious and sustainable way.



Our Values - fundamental to everything we do

- **Innovation** – We encourage curiosity and new ideas, test new ways of working and learn from our mistakes.
- **Customer Focus** – Feedback from our customers helps us develop services that meet their needs. We inspire trust by being honest, open and committed to doing what's best for them.
- **Excellence** – We strive to provide quality services to our customers. We approach every challenge with a determination to succeed and improve.

The Why

Our Council Plan 2026-28 sets out the Council's priorities and helps to shape our service plans. In turn, performance development reviews take place to outline employee objectives and reflect council-wide performance.

Within our Council approximately 57% of the budget is spent on our people. So, we need to ensure that we get the most from our workforce and deliver value for money for every pound spent on public services.

This means working with employees to ensure that everyone can achieve their potential and ensure that our policies, strategies, systems and procedures support us to attract, retain, develop and engage employees in ways that deliver the best for all of our residents.

This Workforce Strategy sets out an overarching framework which provides strategic direction on employee matters.

Pendle Borough Council – Some Facts

Pendle is a borough in the far east of Pennine Lancashire, bordering North and West Yorkshire.

Population in Numbers: 95,757

50.5% are female and 49.5% male

21.4% are children aged under 16

60.7% are adults aged 16 to 64

18% are aged 65 and over

2.1% are aged 85 and over

17.7% of the population have a disability which limits day-to-day activities a little or a lot

29.5% of Pendle residents were in an ethnic minority group

Employee Data based on December 2025

232 employees (213.91 FTE)

187 (81%) Full Time

45 (19%) Part Time

86 (37%) Female

146 (63%) Male

Average age is 48

8.2% are recorded as having a disability

11% are from an ethnic minority group

Pendle Borough Council – Some Employee Facts

Employee Turnover Data

	Number of Leavers	Turnover %
2024/25	32	14.20%
2023/24	31	15.20%
2022/23	38	18.60%

- Average UK Turnover is 34% (CIPD June 2024)

Attendance Data

Year	FTE Days lost per employee	Target FTE Days lost per employee
2024/25	10.48	8
2023/24	11.29	8
2022/23	10.3	8
2021/22	8.7	8
2020/21	8.4	8

Communication & Engagement

To successfully deliver the outcomes of this strategy, proactive and consistent communication with employees and their representatives is essential. This will involve:

Communication Strategies

- **Clear Senior Management Messaging:** compelling message from leadership that outlines the vision, goals, and expected impact.
- **Regular updates:** Staff briefings, messages from the chief executive and leadership team, content on the intranet to share progress, milestones and changes.
- **Two-Way Channels:** Encourage feedback through surveys, suggestion boxes, or open forums to keep communication dynamic.
- **Visual Dashboards:** Display key metrics and achievements in shared spaces or digital platforms to maintain transparency.

Engagement Strategies

- **Role-Based Relevance:** Tailor communications to show how the strategy affects different departments and roles.
- **Interactive Workshops:** Host sessions where employees can ask questions, contribute ideas, and explore how they fit into the strategy.
- **Recognition:** Celebrate contributions and milestones to reinforce involvement and morale.
- **Pulse Checks:** Conduct periodic engagement surveys to gauge sentiment and adjust tactics accordingly.

Workforce Strategy Outcomes

Innovative and
Adaptable

High
performing
and Valued

Healthy and
Productive

Respectful
and Inclusive

Preparing for
Local
Government
Reorganisation
(LGR)

Our workforce strategy aims to deliver

A skilled, high performing, agile, diverse and inclusive, healthy and productive workforce that is resilient and able to foresee and adapt to changing needs, is representative of our place and delivers value for money, high quality, resident focused and needs-led services.

We will:

- Ensure that the services we deliver take into account both value for money needs and high-quality considerations.
- Encourage our staff to aspire, thrive and flourish through a broad range of development opportunities.
- Recognise, support and value the wellbeing and contribution of our employees.
- Be an inclusive workforce which proactively harnesses the breadth of our diversity and is representative of our communities.
- Be LGR ready to support the safe and legal creation of the new authority on 1st April 2028

Innovative and Adaptable

We will:

- Ensure all employees have the opportunity to develop and grow, with a personal development plan, including clearly defined performance objectives.
- Create a culture of learning and sharing across services and with key partners to help us understand each others priorities.
- Encourage and provide specific opportunities to participate in cross department programmes/projects.
- Think creatively about vacant posts and redesign structures to further enhance services.

Measures

- Employee feedback on the personal development review process.
- Staff survey responses to learning and development and cross-communication.
- Reduction in employee turnover.
- Reduction in cost and/or improved efficiency of service delivery.

High Performing and Valued

We will:

- Create an environment where people are clear about what is expected of them within the resources they have, receive regular feedback and where poor performance is addressed
- Provide a performance management framework which sets, records and monitors clear expectations across the organisation
- Facilitate effective learning and development programmes to support and improve employees' capabilities to fulfil their roles and potential
- Promote a culture of informed, evidenced based, pragmatic ,autonomous decision making at all levels in the organisations
- Provide managers with tools to lead, manage and develop their staff – including coaching and mentoring
- Promote a culture that encourages staff to support and value others and recognises employees who demonstrate staff values and behaviours
- **Measures**
- Annual personal development review and regular one to ones for all employees
- Employee engagement in all relevant performance measures for their service
- Uptake of corporate and service-specific learning and development opportunities
- Those receiving below expected performance engagement outcomes are performance managed and are clear about how they can improve
- Participation in management and leadership development and relevant staff engagement measures
- Employee turnover figures stable and in line comparators

Healthy and Productive

We will:

- Provide and promote resources for managers and individuals to support good physical, financial and mental health
- Develop a culture of leadership and empowerment, with accountability and decision making in line with the post
- Facilitate opportunities for employees to contribute to continuous improvement
- Foster a culture that promotes wellbeing across the council with leaders' role modeling positive behaviours
- Provide employee benefits and ways to recognise and reward employees

Measures

- Increase in attendance rates
- Increase in the number of staff who rate the organisation as a good organisation to work for (staff survey)
- Increase in the net promoter score on the staff survey.
- Uptake and feedback on the employee wellbeing offer
- Uptake and feedback on the employee benefits offer

Respectful and Inclusive

We will:

- Engender a culture of respectful behaviours and positive, can-do attitude
- Ensure that our recruitment processes are inclusive and transparent
- Promote equality and inclusion in key council strategies, policies and processes
- Ensure that all employees can access support and development opportunities
- Offer equity in career pathways and succession planning that provide staff the opportunity to progress and achieve their potential

Measures

- Positive feedback in staff engagement exercises, including staff survey
- Consistent and fair application of the recruitment and selection policy
- Learning programme to support employees in embedding equality and inclusion
- Opportunities for all to participate in development activities
- Employee equality data to continue upward trend

Preparing for Local Government Reorganisation (LGR)

We will:

- Develop employees to support continuous delivery of our services
- Ensure all colleagues have the opportunity to develop and grow, with a personal development plan, linked with the Council Plan and service plans
- Provide opportunities for employee development including upskilling in digital technology
- Be an agile and forward-thinking organisation as we move into LGR
- Ensure the Council has completed all necessary internal preparations
- Ensure employees are developed and supported in terms of qualifications and skills to enable them to progress and thrive in the next organisation.
- Prepare and support our employees for the significant changes that are to come.

Measures

- Plan for changes to service delivery and employee demographics
- Staff survey responses to development and progression opportunities
- Use of digital tools to develop a more agile, effective and efficient workforce
- Give employees opportunity to gain formal qualifications and upskill
- Complete an equal pay audit including ensuring all employees have up to date contracts, job descriptions and have been job evaluated in the last 5 years
- Maintain stability, mobility, legally compliant workforce through to LGR transition process
- Employees feel prepared and able to deal with LGR changes to thrive in the new organisation.