

Workforce Strategy

2024 -2027

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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.

Pendle Borough Council's Workforce Strategy 2024 - 2027 has been developed to deliver four strategic workforce outcomes:

- Innovative and Adaptable
- High performing and Valued
- Healthy and Productive
- Respectful and Inclusive
- Shaping up for the Future

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

Feedback from Extended Management Team, Corporate Management Team and the staff survey 2024 has helped to shape this strategy.

Leadership Support

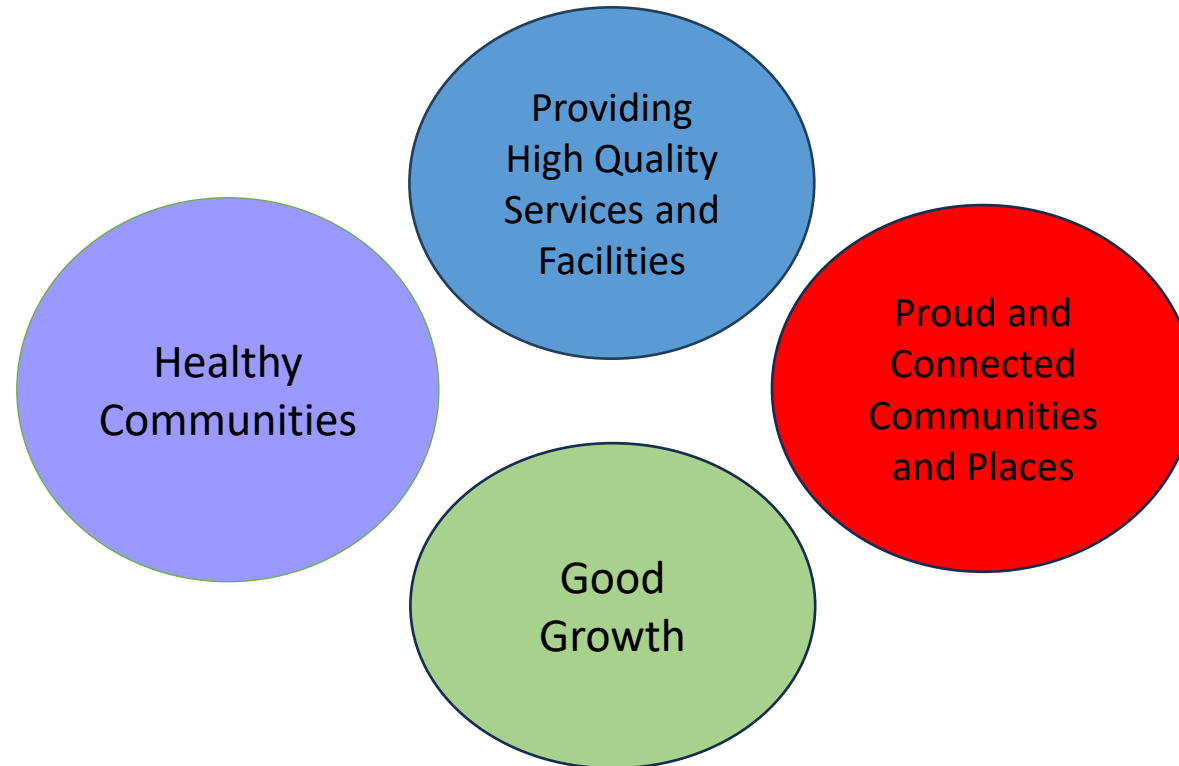
“Our staff are our most important asset and it’s vital that we invest in our people. The new Workforce Strategy sets the direction and tone for our employees and all of those in leadership positions within the Council. I want this strategy to be a living document which we believe in and which we use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

Rose Rouse, Chief Executive

Our Vision and Corporate 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

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 Resident 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

20.1% are children aged under 15

61.9% are adults aged 15 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% of Pendle residents were in an ethnic minority group

Pendle Borough Council – Some Employee Facts

- As at June 2024, the Council employed 216 employees (FTE 200.8), of which 170 were full-time (79%) and 46 part-time (21%). Of the 216 employees, 78 (36%) were female and 138 (64%) male.
- The average age of council employees is 48
- 10.6% of employees are recorded as having a disability
- 8.8% of employees are from an ethnic minority group
- The staff turnover for 2023-24 was 15.2% which equates to 31 leavers for the 12 months

Workforce Strategy Outcomes

Innovative and
Adaptable

High
performing
and Valued

Healthy and
Productive

Respectful
and Inclusive

Shaping up for
the Future

Our workforce strategy aims to deliver:

A skilled, high performing, 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.

Innovative and Adaptable

We will:

- Ensure our values are integrated into our recruitment, selection and development processes.
- 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 design structures to enhance services.

Measures

- Value-driven and consistent recruitment, selection and development processes.
- 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 decision making at all levels in the organisations.
- Provide managers with the 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 across the organisation.
- 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.

Shaping up for the Future

We will:

- Develop flexible career pathways and succession plans to adapt to shifting demands.
- 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 workforce and succession plans.

Measures

- Succession planning impact.
- Plan for changes to service delivery and employee demographics
- Staff survey responses to development and progression opportunities.