

PAY & WORKFORCE STRATEGY
AND
WORKFORCE DEVELOPMENT PLAN 2007/10

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PREFACE

Rossendale Borough Council through its Community Strategy – Rossendale Alive – has ambitious plans for the future.

Achieving those ambitions requires us to transform the way that the Council engages with, and provides services to local people and organisations and our employees are central to the delivery of these plans.

The council has identified a “capacity building approach” as the process by which the organisation can build its capacity to achieve significant changes and Rossendale Alive. In addition, to a model of Neighbourhood Management to develop a more local, integrated approach to delivery in key service areas.

Accordingly it is necessary for this Pay and Workforce Strategy and Workforce Development Plan to be able to underpin what the Council seeks to achieve and to help us define what we need in the way of people - in terms of jobs, skills, knowledge and behaviours - whilst also enabling us to achieve our organisational objectives in the medium and long term. In other words, it is how we align our business strategy and our people strategy.

We intend to ensure that every employee who works for Rossendale is properly trained, skilled and motivated to serve our diverse population.

In addition, this Plan will also serve as a useful and informative guide to Council Members, Senior Management and employees on the major corporate developments which this Council will continue to face in the future.

The first pay and Workforce Strategy for Rossendale was produced March 2006. Given the unprecedented recent changes and further expected developments in Rossendale, it is our expectation that the Workforce Development Plan will be refreshed on an annual basis every January.

1. INTRODUCTION

1. A Workforce Development Plan for Rossendale:

Rossendale has ambitious plans for the future and has agreed an overall vision for the Borough. The Council has identified six new Corporate Priorities to deliver the vision: Delivering Quality Services to our Customers, Delivering Regeneration across the Borough, Keeping our Borough Clean and Green, Promoting Rossendale as a cracking place to live and visit, improving health and well-being across the Borough. In addition, to an internally focused priority of being a well managed Council. The Human Resources team plays a significant role in the overall improvement agenda of the Council, and the delivering of efficiency savings and as part of that process, an overarching Human Resources three year (HR) Strategy has been established which is refreshed on an annual basis, linked to a three year Business Plan.

2. Both the HR Strategy and the Business Plan recognise the need for the production of a Workforce Development Plan, especially set against the Council's improvement and capacity building agenda. The continued public sector challenge of recruitment and retention and the clear indication of the requirement for a Plan as set out in the current Local Government Pay and Workforce Strategy.

3. The main objective of the Council's Strategy is in line with the current Pay and Workforce Strategy, as developed by the Office of the Deputy Prime Minister (ODPM) and the Employers' Organisation on behalf of the Local Government Association and published in July 2005, it is to 'Ensure that Local Government in England has the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services'. The Strategy will be refreshed as further guidance from the Department of Communities and Local Government is available.

4. The production of a Workforce Plan helps define what organisations need in the way of people – in terms of jobs, skills, knowledge and behaviours – to enable the achievement of organisational objectives and to align business strategy with people strategy. All local authorities have a responsibility to ensure 'excellent' value for money and continual improvement in service delivery to their customers. To achieve this they need to ensure that they can attract and retain the right people with the right skills, in the right place, at the right time, so that they can achieve their vision for service delivery for the future.

The process itself:

- Engages officers and Members to ensure that people management plans are aligned to business objectives.
- Helps the organisation examine the external drivers that will influence the changing way that services will be delivered and

- Provides forecasts of the workforce needed to achieve this vision of future service delivery.
5. The result of an effective Workforce Plan is that the authority is better able to manage employment expenditure by undertaking a planned approach to service needs in terms of people, skills and numbers. Other benefits are :
- It can help with risk management by ensuring equality of access to jobs, training and development and by giving organisations the means to understand staffing trends and shortfalls.
 - It will help to address the requirement of the Audit Commission's CPA and other external inspection processes by specifically examining the organisation's knowledge and capacity around the skills needed to effect change and sustain improvements.
 - It will assist in the delivery or procurement of customer focussed, effective services to the community.
6. Consequently this Workforce Plan has been produced to fulfil the main objectives of the Pay and Workforce strategy. It has been produced with reference to the updated guidance notes from the IDeA (Improvement and Development Agency) and is in line with the template issued by the North Western Local Authorities Employers Organisation. Reference has also been made to the SOCPO guide "How To Build Capacity" and to the "Guide to Workforce Planning" produced by the Employers' Organisation.

How the Workforce Plan fits in with Rossendale's vision and plans:

7. The Council has clear ambitions for the Borough and shares a vision " Rossendale Alive' – with the local strategic partnership (LSP). These ambitions are articulated in the Community Strategy.
8. The Community Strategy was introduced in 2005 and Rossendale has been developing ways in which to improve local service delivery and engage with communities. The Council has established structure of Area Forums that provide opportunities for local people to improve service delivery. During 2007 the Community Strategy will be reviewed by the Rossendale Partnership and a Sustainable Community Strategy produced. This will provide a vehicle for improved, integrated service delivery that will result in a better quality of life for the people of Rossendale.
9. The sustainable community strategy will focus on three key areas:
- Developing a neighbourhood management approach to service delivery within Town
 - Ships
 - Reviewing and Developing the existing structure of Area Forums to produce and oversee delivery of a Neighbourhood Plan
 - Strengthen the role of elected members as Community Leaders

10. The Council is also working with the County Council and its partners to improve the delivery of services through enhanced two tier co-operation.
11. Rossendale's Workforce Plan will cover all areas of the current and future workforce profile. It will cover future service scenarios such as delivery trends, new objectives, anticipated problems, and structural changes together with further partnership possibilities and national government agendas.
- 12.. From this scenario it will then be possible to establish the nature of the workforce which will be needed to effectively deliver Rossendale's vision for the future.
13. Rossendale is changing in terms of service delivery. The Capacity Building Model makes it well placed to respond to the government White Paper Strong and Prosperous Communities. The Council has already moved away from a narrowly defined approach to service delivery and is engaging positively with commissioning roles in many areas:
 - Responsibility for highways service has been transferred back to Lancashire County Council
 - A Trust has been developed to deliver leisure services
 - Housing services were provided under the stock transfer arrangement from 1 April 2006 by Green Vale Homes
 - Customer Services is provided by a public/private partnership arrangement with CAPITA.

Contact Point for Further Information:

14. This Workforce Plan has been produced by Liz Murphy MCIPD, Head of Human Resources.

2. CONTEXT

The Locality:

15. The borough of Rossendale, in south east Lancashire, covers 137 square kilometres, made up of valleys cutting through fells and moors. The population of the borough is 65,000 with 3.93% from ethnic minority backgrounds of whom 3.8% are economically active. (see paragraph 27 for ethnic group breakdown). The main communities are based in the towns of Rawtenstall, Bacup, Whitworth and Haslingden. Textiles and shoe manufacturing form the economic history of the borough, but since these have declined – partly due to increased imports – the borough has struggled to define a new economic identity. Rossendale has good transport links, with easy access to Manchester and the industrial towns in the north east of the county.

The Council:

16. Rossendale Borough Council has 36 councillors, employs approximately 231 staff (including casuals) and managed a gross revenue budget of £11.2 million in 2007/08. The political composition of the Council is 22 Conservative councillors, 12 Labour, 1 Liberal and 1 Independent.

Key Priorities and Community Needs:

17. As indicated since the CPA assessment in 2004, the Council has worked with the local strategic partnership to develop a community strategy and delivery plan, launched in June 2005, covering eight strategic themes as follows:
 - Community Safety – a place where people do not live in fear of crime;
 - Health – a place where vulnerable people are looked after and all residents can look forward to a long healthy life;
 - Education – a place where people of all ages will be well educated and capable of providing business with the human resource to compete in highly competitive global markets;
 - Environment – a place which has attractive rural settings, a fantastic street scene and is easily accessible for all;
 - Housing – a place where people have a choice of high quality housing which is affordable to all;
 - Economy – a place where job prospects and wages are high and the cost of living is low;
 - Community Network – a place where all opinions count and people respect and celebrate difference in gender, sexuality, race, culture and religion;
 - Culture – a place which is a cracking place to live for people of all ages live and is widely accepted as a major place to visit.

Corporate Priorities:

The Council has identified six Corporate priorities which contribute to the vision of Rossendale Alive. These are identified as:

Delivering Quality Service to our customers
Delivering Regeneration across the Borough
Keeping our Borough Clean and Green
Promoting Rossendale as a cracking place to live and visit
Improving Health and well-being across the borough

In addition, to the internally focused priority a well managed Council.

18. Human Resources activity sits under the RBC priority of a Well Managed Council. The Human Resources Strategy reflects the national HR agenda and, as part of the Council's Corporate Plan, it provides a direct linkage to the Human Resources

Business Plan, the Organisational Development Plan, the Pay and Workforce Strategy and the Equalities Strategy.

19. In order to deliver the Human Resources Strategy and the overall vision for the Council, five core competencies have been identified for Rossendale's workforce. These are:
- Listening and Communicating
 - Loyalty
 - Management of Performance
 - Celebration of Success
 - Customers Matter
20. As part of the Human Resources contribution to building Rossendale's capacity, there are a total of 8 building blocks to deliver Organisational Improvement, the first of which is the Workforce Plan. The process is described diagrammatically at Appendix 1

The National HR Agenda:

21. In addition to Rossendale's key priorities and community needs, there are also a number of driving forces on the national HR agenda which point towards the good practice of providing a Workforce Plan:
- The ODPM's Pay and Workforce Strategy
 - Local Government Pay Commission and Pay Settlement Guidance
 - Delivering Efficiency (Gershon) in Local Services
 - Improving Productivity and Efficiency – Employers Organisation
 - National Leadership Strategy for Local Government
 - Corporate Governance and Resources Blocks of CPA Assessment
22. The IDeA recently published updated guidelines on the Pay and Workforce Strategy. The guidelines are intended to provide a framework and support to help councils with organisational transformation and workforce reforms required to deliver improved services, greater efficiencies and better customer focus in front-line services. The key priorities which make up the Pay and Workforce Strategy are:
- Developing the organisation – to achieve excellence in people and performance management, process redesign, job redesign, equality & diversity in service delivery and partnership working.
 - Developing leadership capacity – among both officers and members, including attracting effective leaders into local government from outside the sector.
 - Developing workforce skills and capability – across the corporate centre of authorities, specific services, management and the frontline workforce.
 - Resourcing local government – ensuring that councils recruit, train and retain the staff they need.

- Pay and rewards – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving both value for money in service delivery and fairness.

23. The strategy calls on authorities to embrace the challenge of organisational transformation and to focus on organisational development and workforce planning to embrace people management. Following the publication of the PWS, the ODPM, IDeA, Local Government Employers, Regional Employers' Organisations and other partners are coordinating activities at local, regional and national level to develop the visionary leadership, organisational flexibility and people capacity needed in the local government sector.

Regional Focus:

24. Within the NW Region, a Regional Implementation team has been set up to oversee the implementation of the PWS. The team constitutes representatives from the North West Employers' Organisation, ODPM, Audit Commission, IDeA, the Trade Unions and a Chief Executive from the five sub regions. The team have now agreed a set of priorities which will be the focus of their work during the following year. The priorities are:

- Focussing on the leadership task of promoting effective people management.
- Developing human resources and organisational development capacity.
- Understanding organisational development practice and application.
- Effective workforce planning.
- Key skills shortages.

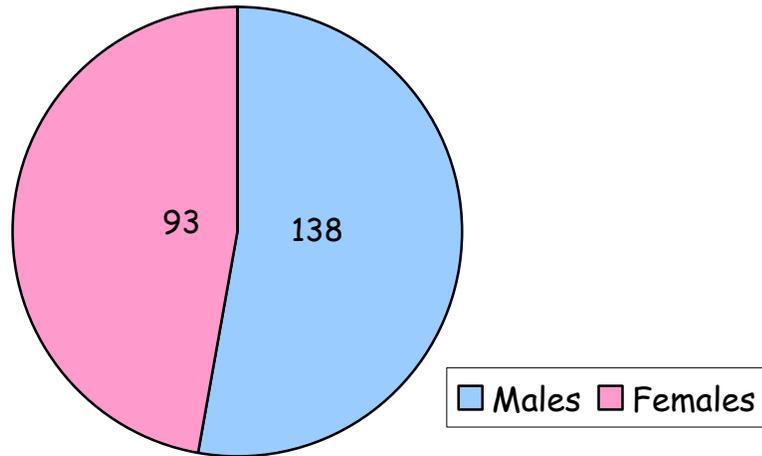
3. CURRENT WORKFORCE PROFILE AND EVALUATION

Total Employees:

25. Rossendale's workforce numbers 231 employees including casuals (201FTE) as at 1 January 2007. The organisation is structured via nine services – Street Scene and Liveability; Economic Regeneration and Strategic Housing; Spatial Development; Customer Services and E Government; Community and Partnerships; Policy and Change; Financial Services; Legal and Democratic Services and Human Resources. Appendix 2 sets out the current organisational structure.

26. The headcount of 231 includes 190 full time posts (82.2%) and 24 part time posts (10.39%) whilst the gender profile is 138 males (59.7%) and 93 females (40.29%) Although the current local government gender profile has a female-male gender split of 70 – 30, this is heavily influenced by the Counties, Mets, Unitaries and London Boroughs which all include the Education and Social Services functions. Rossendale's profile reflects a normal district profile which precludes those functions but includes the service areas of Community Partnership, Spatial Development, Street Scene & Liveability, Economic Regeneration & Housing, Customer Services & E Government etc.

Figure 1: Gender Profile



27. 200 employees (86.58%) enjoy permanent contracts – the remaining 31 (13.42%) employees are either temporary or casual employees.

Ethnicity:

28. Of the current headcount of 231, the ethnicity of 10 employees is not declared. An analysis of the remaining 221 employees indicates a predominately white workforce of 215 (9) with the remaining 6 employees (2.7%) having an ethnic split as follows:-

White other white	1
Pakistani	3
Bangladeshi	2

29. The ethnic group demographic census 2001 data for Rossendale indicates that 3.93% of the total population are from minority ethnic communities and further research has indicated that 3.8% are economically active. This figure is reflected in the Corporate Health BVPI 17b target and outturn figures for 2006/7.
30. The Council current target for 2007/8 is to employ 2.0% employees from minority ethnic communities within the workforce. The average of all English District Councils is 2.1% and top quartile is currently 2.7%.

Disability:

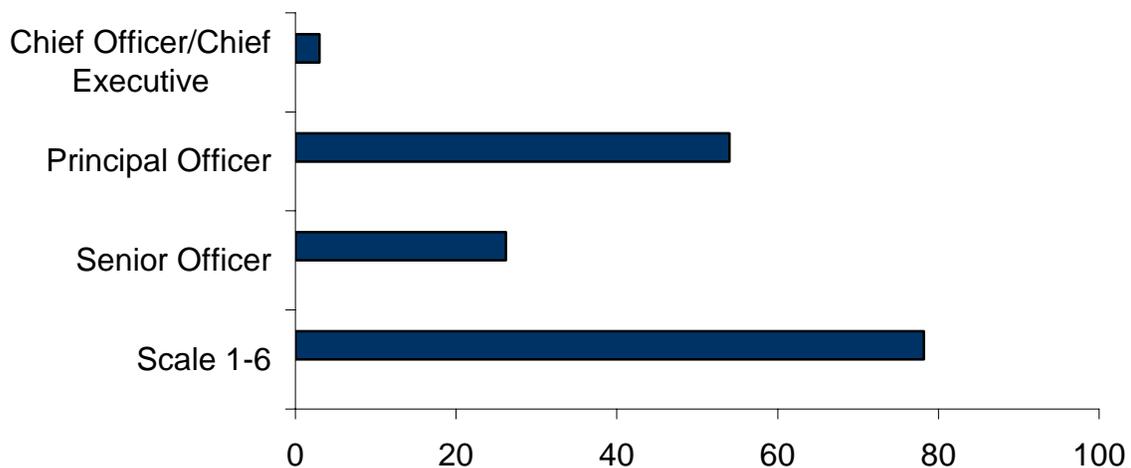
31. There are currently 9 employees with a declared disability. The target figure (BVPI 16a) for 2007/8 is to employ 4.37% employees who declare themselves to be disabled. The target has been revised to reflect top quartile performance for District Councils currently at 4.37%.

Pay:

32. The current headcount of 231 includes 70 (30.30%) employees on former manual and craft grades. The pay profile of the remaining 161 employees is as follows:-

Scale 1 – 6	78	33.77%
Senior Officer	26	11.25%
Principal Officer	54	23.37%
C.O/C Exec	3	1.30%

Figure 2: Pay Profile



33. The total overtime hours worked for the 9 months April to December 2006 was 5396.35 hours. The functions of Street Sweeping, hit teams and refuse collection accounted for 4128 hours

34. BVPI pay equality benchmarks indicated that women constituted 62.5% at 2006/7 of the top 5% of earners (BVPI 11a). This figure is above the Rossendale target and is comfortably within the top national quartile. The corresponding figure for ethnic minorities indicates a nil outturn against a 0.50% target for 2006/7. This target has been readjusted for 2006/7 and onwards to reflect the downsized workforce. The average target for District Council's is 1.88%

Age Profile:

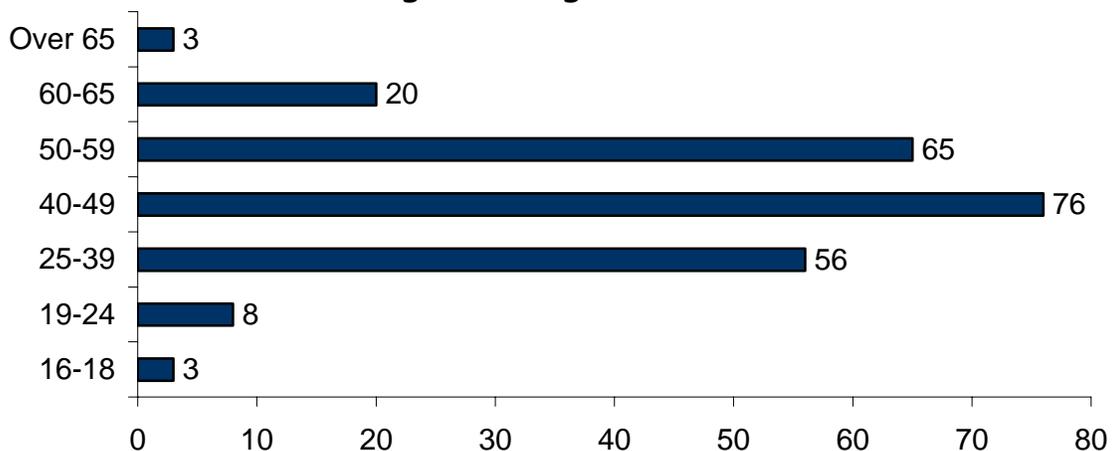
35. The current age profile is as follows:

16-18	3	1.30%
19-24	8	3.46%

25-39	56	24.24%
40-49	76	32.90%
50-59	65	28.14%
60-65	20	8.65%
Over 65	3	1.30%

This profile illustrates diversity in relation to age. The Council has promoted the employment of graduates within the regulatory service of Planning and Environmental Health. In addition, the Council has abolished the compulsory retirement of 65. This has had a positive impact on the age distribution across the Council.

Figure 3: Age Profile



36. BVPI 14 (2005/6) indicated that 3.69% of the workforce retired early, whilst BVPI 15 indicated that 1.34% of the workforce retired due to ill health. Although these figures are in the bottom national quartile, they reflected the major changes which were ongoing within the Council together with the increased efforts which were put in place to combat long term sickness absence. As at November 2006 BVPI 15 showed improvement at nil (top quartile performance) against a target of 0.14%. BVPI 14 illustrated some improvement from 3.69% to 2.87% which is indicative of some of the changes still affecting the Council.

Sickness Absence:

37. During 2005/6 sickness absence remained a major issue of concern within Rossendale. The outturn figure for 2005/6 BVPI 12 indicated a figure of 13.53 days per FTE employee. The Council has introduced robust management of sickness absence. Consequently the year end figure for 2006/7 was much improved at 6.96 days. The average sickness absence of all English District Council is 9.64 days.

4. RECRUITMENT AND RETENTION DIFFICULTIES

Turnover:

38. Prior to the current major change programme, turnover in the Council was relatively low. Based on an average number of employees of 255 employees (BVPI definition), there were 38 leavers excluding casuals and TUPE Transfers. This indicates a turnover of 14.9% against the average local government turnover of 14.1%. Six employees left to other Districts prior to the TUPE transfer.

(Source Payroll & Employers Organisation)

39. Exit interviews were undertaken with 20 leavers, and the following table summarises the results:

Career change – To larger authorities	6
Retirements	2
Redundancies, end of contracts	5
Dissatisfaction (workload, prospects, insecurity)	10
Relocation - abroad	2
Return to full time education	2

These results have to be considered in the context of a review of Environmental Health, delivery of an improvement plan for Street Scene and Planning and a Public, Private Partnership in relation to Customer Services.

Recruitment Analysis:

40. An analysis of advertised job vacancies for April – December 2006 revealed the following:

No of jobs advertised	42
No of applications	260
Highest response – Deputy Chief Executive	33
Lowest response – Street Cleansing Supervisor	1

'Hot Spots':

41. Recruitment difficulties were experienced within Planning. Successful recruitment was experienced in relation to the NEAT teams and graduate recruitment within Environmental Health.

E-Recruitment:

42. Rossendale has responded well to current trends in e-recruitment. The website is attractive and easily navigated, and all vacancies can be applied for online in addition to more traditional paper based application processes.

Recruitment Incentives:

43. The Council currently operates a Childcare Voucher Scheme and promotes many work-life balance initiatives including flexible working, 'v' reduced time, working from home etc. These are excellent retention and recruitment factors and the Council is always looking to expand in this employment area to reflect future ways of working. The move to more flexible and home working initiatives is incorporated in the current Rossendale Efficiency Statement. The Council has recognised the challenges in relation recruitment and retention and a reward and recognition Strategy was agreed at Cabinet in January which focuses on a number of areas including: Payment of professional fees, rewarding attendance, increasing annual leave.

5. SKILLS GAPS

Current Training:

44. Rossendale is committed to becoming a learning organisation. The council defines a learning organisation as "one which learns and encourages learning among its staff. It will promote the exchange of information between employees hence creating a more knowledgeable workforce."
45. The outcome of developing Rossendale into a learning organisation is that "we will create a flexible organisation where employees will accept and adapt to new ideas and changes through the shared vision of Rossendale Alive delivering organisational improvement and improved satisfaction."
46. The Council accepts that empowering staff and promoting staff participation will enable the workforce to learn from each other. There is Member and Officer commitment to the development of the Council as a learning organisation, this is illustrated by the provision of a training budget and the post of HR Advisor Organisational Development to enable learning opportunities to be identified and delivered for employees
47. The Council achieved IIP in March 2007, the Council was commended in the Municipal Achievement 2006 awards in relation to Member Development.
48. Rossendale's current training priorities are geared towards the Corporate Improvement Priorities and the Strategic Business Plan for individual services. The Council recognises the importance of supporting staff to undertake training and development activities and there continues to be a significant investment in this area.

49. During 2005/6, 86 staff took part in operational training and 24 staff were involved in progressing professional and vocational training. From 2003 to 2006 there were 601 internal training attendees across a varied range of 25 internal courses and programmes. As at 23.01.2007 there were 532 formal training days.

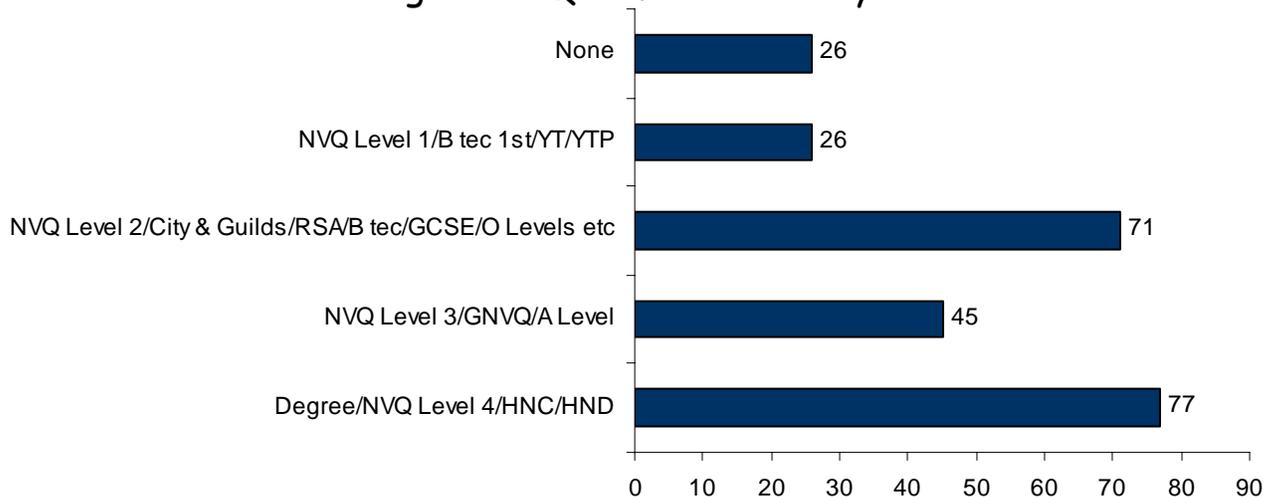
Qualification Levels:

50. Following a qualification survey in January 2006 responded to by 245 staff, 23 employees (9.4%) hold a relevant and appropriate professional management qualification within the Council.

51. The same analysis revealed the following highest academic qualifications held as follows:

Degree/NVQ Level 4/HNC/HND	77	31.4%
NVQ Level 3/GNVQ/A Level	45	18.4%
NVQ Level 2/City & Guilds/RSA	71	29.0%
Btec/GCSE/O Level etc.		
NVQ Level 1/Btec 1 st	26	10.6%
YT/YTP etc		
None	26	10.6%

Figure 4: Qualification Analysis



In response to this the Council has embarked on an NVQ programme within Environmental Services and introduced Team Training Plans to enable Teams to Contribute to the identification of training needs. A skills and qualification audit is Planned for 2007. The HR advisor has also attended Team Meetings within Environmental Services to promote learning.

Changing Skills and Competency Requirements:

52. The Council's continuing drive towards improving services, building capacity and the accompanying culture changes will involve new skill and competency requirements for the workforce and management at all levels in the Council. The Council is committed to increasing leadership development opportunities for staff who have leadership potential. A number of different learning opportunities have been utilised to support this objective including the Post Graduate Certificate in Management, the East Lancashire Leadership Programme, the ODPM Leadership Programme, the ILM. In addition, leadership skills will also need to be developed at Elected Member level. Members have been involved in the Members Lancashire Leadership Programme supported by the IDEA.
53. During 2005/6 12 staff completed the Certificate in Management Studies and during 2006/7 a further 14 staff have completed the Introductory Certificate in Front Line Management.
54. In conjunction with the East Lancashire Partnership, four Senior Managers are attending the Lancashire Leadership Programme for Directors (Directors Forum) and three Senior Managers are undertaking the East Lancashire Leadership programme for middle managers. The Council is also a part of the Regional Organisational Development Programme, the focus of which is to build capacity across Lancashire. The Chief Executive, Deputy Chief Executive and HR Advisor (Organisational Development) are all part of this programme.
55. The Council recognises that the rate and sustainability of change is driven fundamentally by the capacity of people. The Human Resources Strategy identifies a number of key issues within the organisation and this has led to the development of a number of key competencies which are considered essential to delivering organisational improvement. The Council has invested in the delivery of a Change programme, utilising a competency framework to deliver development led change involving 30 staff.

Key Challenges:

56. The Council's Organisational Development Plan for 2005/6 identified 14 key challenges which were necessary to enhance the skills and competence of the workforce. These ranged from Customer Service, Change Management, Finance & Risk Management, Business Planning & Performance Management, Team Briefing, Equalities and Contract Management, through to Procurement Development, Leadership Development, Management Development, Consultation & Partnerships, Emergency Planning, Competency Frameworks and Member Development. The Organisational Plan for 2006/7 will be developed as part of the business planning process.

The Training Budget:

57. The Training Budget for 2006/7 was £107 K and the budget for £2007/8 is £82 K. The reduction in budget is to reflect the reduction in numbers of employees within the organisation, and the increased trend of utilising E Learning, and internal training by Senior Managers and other Managers employed within the Council. In addition the Council has invested heavily and made significant progress over the last three years in relation to organisational development.

6. CHANGES TO SERVICE DELIVERY AND CUSTOMER BASE

Recent Changes to Service Delivery:

58. The Council has seen significant transformation in the way that the Council provides its services as it has looked to build its capacity through partnership. The Council has learned from its experiences in relation to the creation of the Leisure Trust and Greenvale Homes and has developed robust client arrangements in relation to the management of its Customers Services Contract with CAPITA.
59. The recruitment to client focused competencies was a key feature of the recruitment process in relation to the Senior Management Team and the organisational review. In addition, as part of the development of the Customer Services contract, a client team was developed and a specific training and development programme was provided. This learning will be utilised further as it reviews its existing client side arrangements and develops further arrangements.
60. The Council is utilising a programme management approach in relation to the production of a range of projects across the Council to ensure effective management of risks and delivery to those projects to time scales.

Planned Changes:

61. As indicated in the Audit Commission's Progress Assessment Report, Rossendale is clear about its future plans for service delivery. The Council has developed a capacity building model in relation to service delivery. This approach will free up resources and build capacity to focus on its own future priorities. The White Paper Strong and Prosperous communities provides for further opportunities for joint working and these are being explored across Lancashire via the Chief Executives Group and the Personnel Officers Group.
62. A further advantage from this approach is that existing staff, for instance within Human Resources, have developed a strong expertise in relation to partnering processes and this is in itself may lead to new opportunities.
63. It should also be noted that the Council has continued to deliver innovative services to the Community whilst implementing the major change programme. Employees have continued to learn and develop.

Future Plans:

66. Future plans include a strong focus on regeneration in terms of Rawtenstall town centre, a master planning exercise for Stacksteads and Bacup and an opportunity in relation to the introduction of Neighbourhood Management.
67. The combination of recent, ongoing and future planned changes to service delivery will revitalise and raise the profile of the Council within the community and it is important that staff continue to be involved in development through business planning processes, internal communications and workshop away days.

7. IMPACT OF LEGISLATIVE CHANGES

Race Relations: Race Relation Act 1976, Race Relations Amendment Act 2000, Employment Equality (Religion or Belief) Regs 2003.

68. Rossendale has a vibrant and diverse community base and is changing. The population of 65,000 now includes an ethnic minority of 3.93% of which 2.93% are Asian. The recent Race Relations (Amendment) Act 2000 provides a focus for the Council to outline its long term commitment to race equality and to spend time developing effective frameworks across all communities to ensure that racial equality is secured across the Rossendale District.

Gender Equality: Sex Discrimination Act 1975, Equal Pay Act 1970Duty:

70. The new Gender Equality Duty has come into force. The Council has published its new Gender Equality Scheme and action plan.

Age Discrimination Legislation: Employment Equality Age Regulations 2006

71. New comprehensive age discrimination laws came into force in October 2006. The Council has been addressing this through reviewing it's current policies and practices, in particular in relation to pensions.

Disability Discrimination Legislation: DDA 2004 and 2005

72. Further amendments under the revised 2005 DDA were introduced in December 2006. The Council has published its Disability Equality Scheme and Action Plan and consultation has taken place with Disabled people living in the Community.

8. ACTION AREAS AND PLANS

The Analysis Process:

73. An extensive and exhaustive analysis of both supply and need data has been undertaken of all the people management issues which have been identified. These have included external assessment reports, corporate documents, business plans, HR reports, organisational structures, workforce profiles, recruitment and retention data, training and development data, qualification analysis, training and skills needs etc. The full list of documents and profiles which have been perused is attached at Appendix 3.
74. The current position has been assessed with reference to the PEST/LE model for workforce planning (political issues, economic issues, social issues, technological change, legislation and environmental issues) whilst Rossendale's clear future needs and scenario plans have also been incorporated into the assessment of the current position. This has enabled any gaps to be identified and prioritised and the resultant action plans are now set out.

Action Areas and Plans:

75. Five "Action Areas", which dovetail into the 5 strategic priorities from the Local Government Pay and Workforce Strategy, have been addressed. Each Action Area is then linked to an Action Plan at the end of each section. A summary of the Action Plans is detailed at Appendix 5. A more detailed breakdown of the various actions, together with targets, links to other Rossendale initiatives and, where appropriate, resource implications, is contained in the latest Human Resources Business Plan for 2007 - 10

ACTION AREA 8.1 – DEVELOPING THE ORGANISATION – PLANNING FOR THE FUTURE

Partnerships and Joint Delivery with other Authorities:

76. Rossendale's workforce has reduced but it is anticipated that it has stabilised to on average two hundred employees. It is important that the Council continues to explore partnerships to build capacity and develop additional expertise.
77. Areas currently being developed include:-
 - Contaminated Land
 - Heritage
 - Tree Management

In addition there are further possibilities for partnerships with other authorities where a lack of internal capacity could prohibit such initiatives and opportunities for further joint working will be explored in the following areas:-

- Workforce Planning
- Positive action initiatives
- Organisational Development opportunities
- Occupational Health support

Shared Learning:

78. The management of partnership arrangements, joint delivery, outsourcing etc all need new skills within the organisation in order to ensure that Rossendale receives value for money from the changing models of service delivery. The workforce has gained valuable knowledge for these areas and systematic sharing of learning is now in place, ensuring that opportunities to learn more widely across the Council and from frontline staff are not missed.
79. The continued direction towards building capacity through partnership and being a commissioner of services will in turn create the need for a more multi-skilled staff as well as the introduction of skills such as partnerships, project management, contract management and procurement. The current training priorities include key challenges in all these areas and it is important that training and development activities within the Council continue to reflect the need for new skills and competencies. As the Council becomes a leader in this area, learning is shared within and across the organisation,
80. The incorporation of shared learning is now being assimilated into the current training programmes for change management, contract management and partnership working etc and future training and development opportunities will continue to reflect the growing need for new skills and competencies.

Communicating with and Engaging Staff in the Change Process:

81. The Human Resource Strategy refers to the challenge of increasing the pace of change to satisfy customers whilst at the same time striving to be recognised as a good employer. It refers to this key challenge as being crucial to maintain business continuity at a time of change and therefore the importance of Trade Union relations and staff involvement in the change process. The Council will be looking to extend its communication with employees by the creation of an employee engagement strategy.
82. The Council will continue to utilise its formal and informal consultative and communication networks in order to successfully communicate the continued need for change and how it can be achieved, together with further gaining commitment and testing attitudes on the effectiveness of such activities.

Process Re-Design and Workforce Remodelling:

83. With the constant change in modes of service delivery at Rossendale, it is important that a continuous improvement approach is aimed at all employment processes. This includes regular appraisals of qualification and entry requirements, especially in hard to fill areas; periodic examinations of the structure and establishment list to ensure that

the appropriate balance of professionals, operational staff and administrative support is in place; the continuous need to remodel job profiles and the constant requirement to organise work in a more productive manner. The Council is looking to complete a pay and grading review in 2007 which may lead to some changes in structure. The Council has invested in a totally integrated Human Resource System and will be looking to thoroughly populate the system with training data to provide up to date and instant management information relating to skills and qualifications.

- 84 . The organisation structure was comprehensively reviewed in 2004 and the outcome increased Rossendale's capacity to deliver improvement by the creation of new senior posts. It is important however that the constant pace of change is reflected in the structure, that it continues to be "fit for purpose" and that it can meet the challenges in relation to Community leadership and deliver effective, accountable and responsive local government..

ACTION PLAN 8.1

To continue to develop the changing face of Rossendale by exploring partnerships and shared delivery options; embracing the concept of shared learning and continually addressing the acquisition of new skills in all development programmes; continuing to communicate with and engage staff in the change process and constantly examining and improving all employment processes.

ACTION AREA 8.2 – DEVELOPING ROSSENDALE'S LEADERS

Developing Member and Officer Leadership Capacity:

- 85 The Council has a number of roles. These include:
- Providing leadership for and with the Community
 - Engaging in effective partnership
 - Ensuring delivery of high quality local services, directly in partnership and through Commissioning
 - Performing a stewardship role which protects the interests of local people and makes the best use of resources
 - Developing local democracy and citizenships
(CIPFA 2006)

These roles can be included within the general umbrella of community leadership and support the statutory duty provided in the Local Government Act (2000) to promote the social, economic and environmental well-being of the local areas.

86. As a Community Leaders, The Council has made a commitment that it will listen to and involve communities in its work, building vision and direction for the areas, working effectively in partnership with and for the community as well as acting as advocate for Rossendale locally, regionally and nationally.

87. Developing strong leadership skills amongst officers is an important role for the Council. There are a number of national programmes in place which will assist the Council in attracting, developing and retaining future leaders, including the National Graduate Development Programme, the Accelerated Development Programme and the Future Leaders Programme.

Succession Planning:

88. Whilst the council has benefited from the recent influx of new managers, it is also important to address succession planning and the development of future leaders from inside the Council. The ongoing change programme has progressed significantly the development of a number of junior managers and it is important to ensure that this development is now harnessed for the future.

Aspiring to be a Leader in Diversity:

89. Rossendale has made progress in relation to all aspects of equality and diversity and has assessed itself as now being at Level 2 of the Equality Standard. There is strong leadership and commitment in relation to further progression of the standard. A comprehensive Equality Strategy and Policy Framework has been put into place. An action plan has been developed and an Equalities Implementation Group has been established. An Equalities Learning set encompassing individuals from a range of services has also been established to develop expertise and shared learning in relation to the completion of impact assessments. In addition, consultation is also planned via the utilisation of a number of surveys and the use of the community network.

ACTION PLAN 8.2

To develop Rossendale's leaders by improving leadership skills in Member and Senior Management; planning for succession within the workforce and making Rossendale a 'Diversity Leader'

ACTION AREA 8.3 – "LEARN AND DEVELOP AT ROSSENDALE"

Developing Skills and Capability:

90. As indicated in the Organisational Development Plan, Rossendale's training and development function needs to be dynamic, proactive, flexible and responsive. There has been a significant training investment for the past three years and a number of key learning challenges have been identified.
91. The Council has invested in resources and time on skills development in order to have staff able to rise to the increasing and changing demands of modern local government and has identified the following key skills as being necessary for improvement:

- Organisational development and change management
- Business process analysis and design
- Performance, productivity and people management
- Customer relations management
- Project and financial management
- Procurement and client side management
- Partnership working and community engagement
- Managing and promoting diversity
- Maximising the use of technology

92. All these issues are covered in Rossendale's current Organisational Development Plan and they will continue to be developed and cascaded down across the corporate centre, specific services, management and the workforce.
93. Paragraphs 53 of this report set out the results of a skills and qualifications survey which has been undertaken in 2006. It was noticeable that of the 245 employee responses, 52 (21.2%) possess either no qualifications or are below NVQ level 2 attainment. The vast majority of these staff are currently on former manual grades. Consequently during 2003 the Council has implemented an NVQ programme within Environmental Services and implemented team training plans to clearly identify training needs.

Commitment to Staff:

95. As indicated in the forward to this Plan, Rossendale intends to ensure that every employee is properly trained, skilled and motivated to serve the increasingly diverse population.
96. It is important, to continue to promote the development of workforce skills and capacity in order to have committed staff able to rise to the increasing demands of modern local government. In addition, the influx of new employees has brought in new skills and qualifications and this will only help the continued development of the Council.

ACTION PLAN 8.3

To embrace learning and development as a cornerstone of Rossendale's employment activity; continually promoting the development of workforce skills and capability; providing skills for life opportunities throughout the workforce and maintaining the training budget at current levels

ACTION AREA 8.4 – RESOURCING ROSSENDALE- A PRODUCTIVITY AND PERFORMANCE CULTURE

Improving Sickness Absence:

97. The improvement in sickness absence has been tremendous. The measures put into place will continue. Close monitoring will continue especially in light of further major change initiatives e.g. job evaluation. The targets have been adjusted for next year in light of the reduction in the payroll and the methodology used to calculate the BVPI.

Workforce Data:

99. The ability to collect and constantly analyse employee data is the cornerstone for workforce planning and performance management. The appropriate information is now held in an accessible and easy to understand format and will be centrally co-ordinated, regularly monitored and communicated in a consistent manner to Elected Members, managers and employees. The information will be continually improved and readily available within the HR Team. Appendix 4 sets out the workforce data which has been compiled and utilised for this workforce plan. This information will be refreshed on an annual basis.

Performance Targets:

101. The Audit Commission's Progress Assessment Report praises Rossendale for its performance development (appraisal) process and total coverage. It is important however, that the programme of internal service reviews continues to challenge performance and improve quality and value for money and that a system of key performance indicators is in place across the authority. Accordingly, this issue is being addressed via the Organisational Development Plan with an objective to obtain consistency and quality across the Council.

Future Supply Gaps:

102. Whilst interrogation of the website currently reveals no current vacancies, current supply gaps exist on a national and regional basis for planning officers and interventions are being developed to deal with anticipated future shortages. These posts are key and it is important that current measures are in place to reflect this importance.
103. There are various initiatives which are being considered within the Council, ranging from 'grow your own' traineeships, career grades linked to internal succession planning, participating in graduate training schemes etc. In addition, the Council is exploring a joint approach to workforce planning across East Lancashire.

Enhanced Role and Promotion Opportunities:

104. The workforce profile indicates 78 employees on Scale 1-6. There are a number of ways of enhancing opportunity for these staff, for instance work shadowing, job swaps, mentoring, coaching and secondments - both internal and external to Rossendale - are all possible developmental opportunities. At present however, there is insufficient capacity within the organisational structure to be able to undertake these initiatives and this issue will be a feature of the HR Business Plan next year.
105. In addition, analysis of the refuse/streetsweeping and open spaces establishment lists indicates a wide span of control operating from first line supervisor to operator level. This will be addressed as part of the implementation of the improvement plan associated with Street Scene..

E-Recruitment:

106. As indicated at paragraph 45, Rossendale has responded well to the e- recruitment agenda and there is no doubt that new applicants, especially younger people, will be attracted by this method of recruitment in future. Rossendale will continue to embrace e recruitment and explore further development in this area, including the possibility of on-line selection techniques.

ACTION PLAN 8.4

To focus on high performance people management as a means of resourcing Rossendale; sharing problems and developing solutions via regional partnerships; driving down sickness absence; continually analysing workforce data and continuing to embrace and expand e-recruitment

ACTION AREA 8.5 – DELIVERING A PAY AND REWARD STRATEGY

Single Status:

107. All authorities are required to undertake and implement a local pay review by 2007 in order to comply with the 2004 national pay agreement and to ensure that pay is equal and supports service improvement. As such the Council has commenced a review of pay and grading, utilising the Greater London job evaluation scheme, which when complete, will deliver a fair pay and reward structure across the workforce.

Premium Payments:

108. An analysis of overtime will be taken during the course of the pay review to examine the impact of premium payments in terms of costs and unsocial hours and to determine any requirements for reform. In addition to an analysis of allowances.

Work-Life Balance and Family Friendly Policies:

109. As indicated earlier, the Council operates a childcare voucher scheme and promotes many work-life balance initiatives including flexible working, voluntary reduced time, term time only and home working. These are excellent initiatives and evidence of their success can be seen in the expanding numbers of women in senior management posts within the Council. Again, this issue is covered in the Annual Efficiency Statement as an initiative which will reduce staff turnover and assist recruitment.
110. The issue of Work-Life balance, family friendly policies and flexible working will continue to grow in importance within the UK employment market and the Council will keep abreast with new initiatives in order to maximise business benefits.

ACTION PLAN 8.5

To have a fair and equitable pay and reward policy in place, enabling Rossendale to attract and retain a skilled, flexible and diverse workforce

9. CONCLUSIONS

Review and Evaluation:

111. The Council's Workforce Development plan will enable a better planned approach to be taken in future to service needs in term of people, skills and numbers. The Council is changing fast however, so consequently the Plan will be evaluated and reviewed on a regular basis in order to reflect anticipated further changes to service delivery and to act as "map" for managers to ensure that the organisation has the right people, with the right skills, in the right jobs. There will be a "golden thread" throughout the performance management and business planning cycles and areas proposing any significant changes will need to be analysed for their impact upon the Workforce Development Plan.

The Council's Vision and Plans:

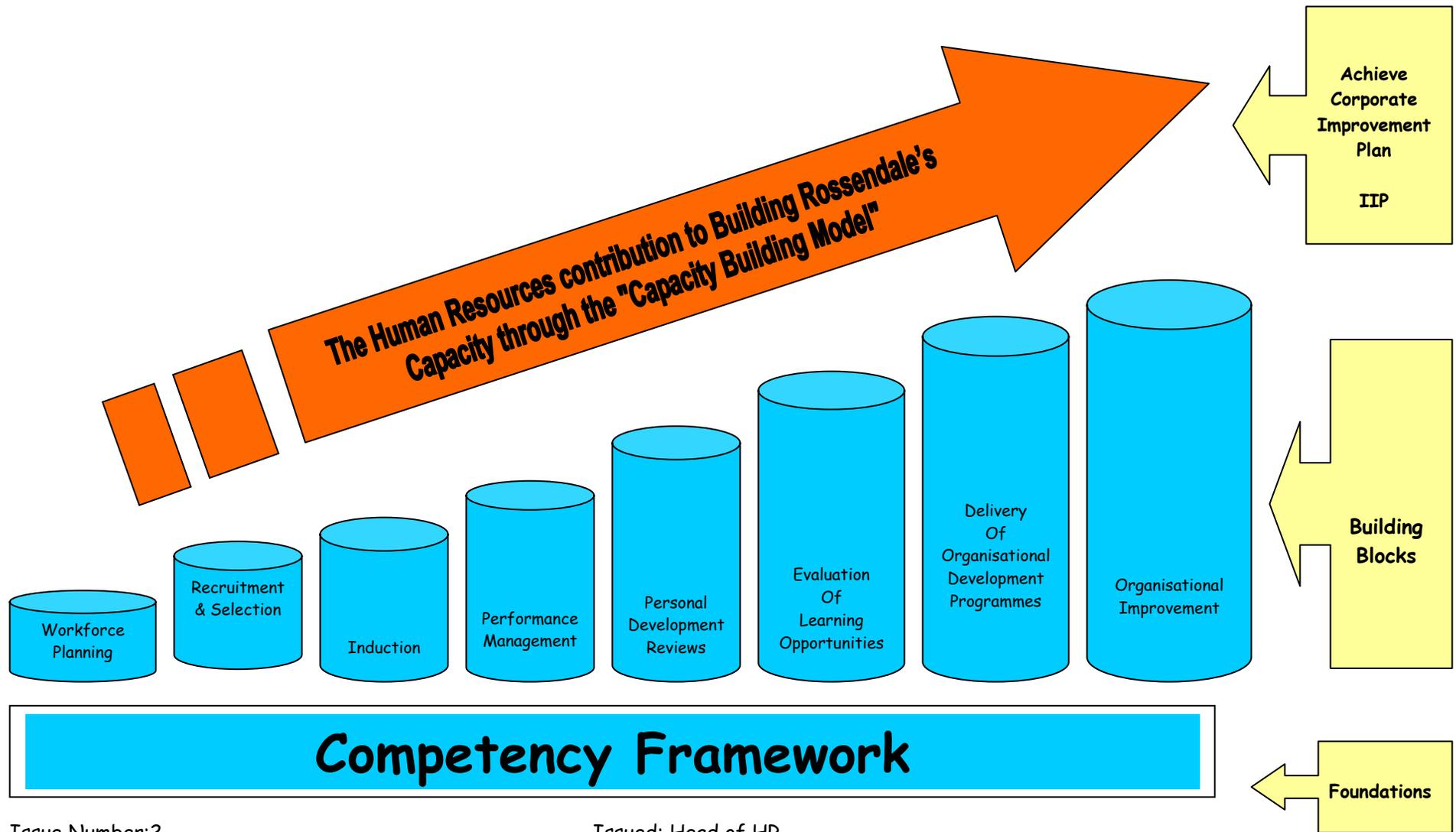
112. As indicated in the Progress Assessment Report, the Council is progressing well, and the production of the Workforce Development Plan can further assist this process by ensuring that the organisation responds effectively to change by building capacity and capability within the workforce.
113. As also highlighted in the Progress Assessment Report, the Council is clear about its future plans and its role in delivering ambitions for the local community. It sees its role as one of commissioning the majority of services with direct provision limited to regulatory services and those where a market does not currently exist. This approach will then free up resources to focus on the development of community leadership within Pennine Lancs. Future evaluation of the Workforce Development Plan will need to

ensure that the strategies and action plans have been effective in achieving and supporting this change and that a process of continuous improvement is embedded into the organisation.

Making the Process Work:

114. Finally, this Workforce Development Plan will assist in the process of change within the Council. The Plan will be an integral part of existing corporate processes rather than an add-on extra and will be updated as part of the Business Planning process.

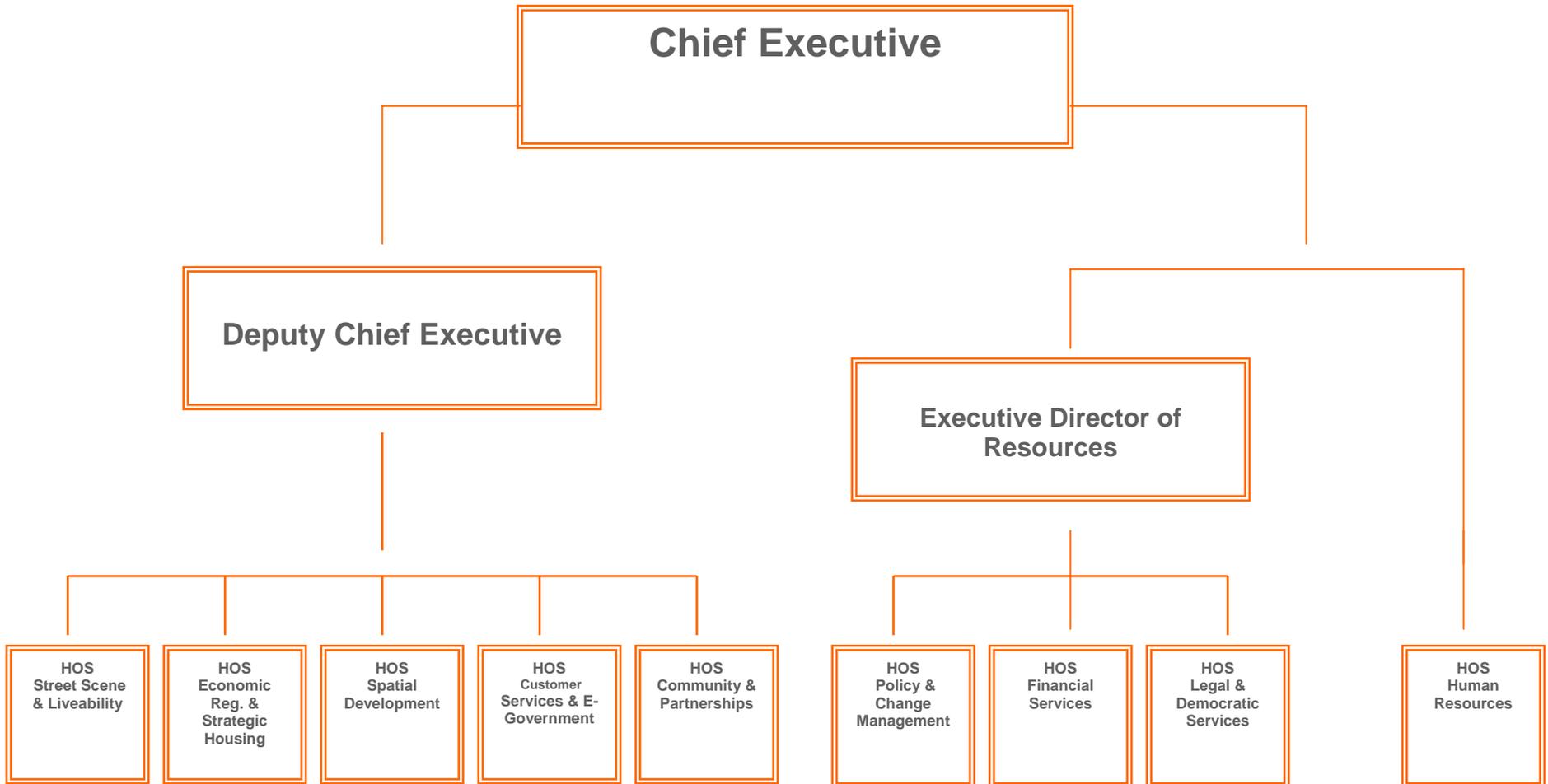
The Building Blocks to deliver Organisational Improvement



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Team: Human Resources

CHIEF EXECUTIVE MANAGEMENT STRUCTURE



DOCUMENTS AND PROFILES UTILISED

External Assessments, Benchmarks and Guidance Reports

Audit Commission – Progress Assessment Report
 ODPM – Efficiency Statements
 ODPM - Corporate Health BVPI's
 Employers Organisation – Guide to Workforce Planning in Local Authorities
 SOCPO – How to Build Capacity
 ODPM – The Local Government Pay and Workforce Strategy 2005
 IdEA – Pay and Workforce Strategy – New Guidance
 NWLAEO – Transforming Your Authority Creating Real and Lasting Change

Corporate Documents

Rossendale Alive
 Improvement Plan
 Community Strategy Delivery Plan 2005-8 CD Rom
 Human Resources Strategy 2005-7
 Organisational Development Plan 2005/6

Business Plans

Human Resources
 Economic Regeneration and Spatial Development
 Customer Services and E Government
 Legal, Democratic and Estates Services
 Streetscene and Liveability
 Financial Services

Workforce Data/Analyses

Management Structure
 Establishment List
 Headcount
 Gender/Ethnicity/Age/Disability Profiles
 Overtime Analysis
 Postgrade Profile

Recruitment and Retention data

Exit Interview Analysis
 Destination of Leavers
 Recruitment Analyses
 Turnover Analysis

Development Data

Training Record 2003-6
Qualification Analyses
Operational Training 2005/6
Training Budget 2004-7

HR Reports

Equalities
Absence Management

Local Demography

Ethnic Group Demographics taken from Census 2001 data

ROSSENDALE WORKFORCE PROFILE 1 January 2006

Total Employees

Number of Employees (Headcount)	231 (Including casuals)
Full Time Equivalent (FTE)	201

Gender Profile

Male	138	59.7%
Female	93	40.3%

FT/PT Profile

Full Time	190	82.25%
Part Time	24	10.39%
Casual	17	7.35%

Contract Profile

Permanent Contracts	200	86.58%
Temp/Casual	31	13.42%

Ethnicity

White	215	93.07%
Other White	1	0.4%
Asian/Asian British		
Chinese		
Unknown	10	
Pakistani	3	
Bangladeshi	2	

Disability Profile

Declared Disability	9
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Salary Profile

Former Manual and Craft	70	30.30%
Scale 1 – 6	78	33.77%
S.O.	26	11.25%
P.O.	54	22.94%
C.O./C.Exec	3	1.73%
	<u>204</u>	

Age Profile

16 – 18	3	1.3%
19 – 24	8	3.46%
25 – 39	56	24.24%
40 – 49	76	32.90%
50 – 59	65	28.14%

60 – 65 20 8.65%
Over 65 3 1.30%

Sickness Absence

13.53 days March 2006 (BVPI)
6.07 days at December 2006

Turnover

March 2005/6 – 20.2%
December 2006 – 14.9%

Qualification Analysis 2006

No of staff holding a relevant professional qualification – 23 9.4%

Highest qualification held :

NVQ Level 4 and above (degree, HND etc)	77	31.4%
NVQ Level 3	45	18.4%
NVQ Level 2	71	29.0%
Below Level 2	26	10.6%
No Quals	<u>26</u>	10.6%
	245	

Training Budget

2004/5 - £154K
2005/6 - £148K
2006/7 - £107K
2007/8 - £ 82 K

APPENDIX 5

SUMMARY OF ACTION PLANS

Action Area	No		Review Date
Developing the Organisation - planning for the changing face of Rossendale	8.1	To continue to develop the changing face of Rossendale by exploring partnerships and shared delivery options; embracing the concept of shared learning and continually addressing the acquisition of new skills in all development programmes; continuing to communicate with and engage staff in the change process and constantly examining and improving all employment processes	August 2007
Developing Rossendale's leaders	8.2	To develop Rossendale's leaders by improving leadership skills in Members and Senior Management; planning for succession within the workforce and making Rossendale a 'Diversity Leader'	Sept 2007
Learn and develop at Rossendale	8.3	To embrace learning and development as a cornerstone of Rossendale's employment activity; continually promoting the development of workforce skills and capability, providing skills for life opportunities throughout the workforce and maintaining the training budget at current levels	Sept 2007
Resourcing Rossendale – a productivity and performance culture	8.4	To focus on high performance people management as a means of resourcing Rossendale; sharing problems and developing solutions via regional partnership; driving down sickness absence; continually analysing workforce data and continuing to embrace and expand e-recruitment	Oct 2007
Delivering a pay and reward strategy	8.5	To have a fair and equitable pay and reward policy in place, enabling Rossendale to attract and retain a skilled, flexible and diverse workforce	Oct 2007