

PAY & WORKFORCE STRATEGY AND WORKFORCE DEVELOPMENT PLAN 2006/7

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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 achieve significant changes and Rossendale Alive.

Accordingly it is necessary for this 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.

In future, 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.

Given the unprecedented recent changes and further expected developments in Rossendale, it is our expectation that the Workforce Development Plan will be further evaluated and reviewed on a regular basis.

1. INTRODUCTION

A Workforce Development Plan for Rossendale:

1. Rossendale has ambitious plans for the future and has agreed an overall vision for the Borough. Incorporated in this vision are 8 Corporate Objectives, and the Human Resources activity sits under the Corporate Objective of Improvement. The Human Resources team will play a significant role in the overall improvement agenda of the Council and, as part of that process, an overarching Human Resources (HR) Strategy linked to a three year Business Plan has been produced.
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 move to be a commissioner (rather than provider) of services; 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 current Pay and Workforce Strategy, 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, 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'.
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 recently 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, revised in February 2005, which is now supported by a delivery plan containing targets and desired outcomes for each strategic theme.

These themes are also reflected in the Council's Corporate Objectives and 8 key priorities for improvement. Three of these priorities are designed to ensure that the Council has the processes and structures it needs to deliver outcomes for local people. As stated in the Audit Commission's Progress Assessment Report (February 2006) 'this is a sensible approach, acknowledging the need to put in place stable financial, human resources and customer care arrangements to establish a wider focus on improving service outcomes'.

8. Rossendale's Workforce Plan needs to dovetail into the 8 corporate objectives and ensure that the organisation can respond effectively to change by building capacity and capability in order for it to achieve continuous improvement.

Areas the Workforce Plan will cover and Timescale for the Plan:

9. 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.

10. 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.
11. Rossendale is changing in terms of service delivery and is engaging positively with the new commissioning roles in many areas. For instance:
 - 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
 - Revenues and benefits will be provided in future by a public/private partnership arrangement.

As such this Workforce Plan has been developed during a transitional phase for the Council and it is recommended that the plan should be evaluated and reviewed on an annual basis.

Contact Point for Further Information:

12. This Workforce Plan has been produced in partnership by Liz Murphy MCIPD, Head of Human Resources RBC, and Keith Handley CCIPD. June 2006.

2. CONTEXT

The Locality:

13. 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:

14. Rossendale Borough Council has 36 councillors, employs approximately 280 staff and managed a gross revenue budget of £9.8 million in 2005/06. The political composition of the Council is 24 Conservative councillors, 10 Labour, and 2 Independent. The decision making structure has been confirmed as a Leader and Cabinet model after a period piloting this arrangement.

Key Priorities and Community Needs:

15. As indicated at paragraph 7 above, 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.

16. The Council's contribution to the vision is defined by its overarching mission of '8 x 8 by 2008' This means that by 2008 the Council is determined to have 8 out of 10 customers satisfied with its services. In addition the Council will seek to have 8 out of 10 of its corporate priority indicators (referred to as BVPI's – Best Value Performance Indicators) at the above average by 2008.

Corporate Objectives and Priorities for Improvement:

17. Similar to the Community Strategy, the Council has eight Corporate Objectives of which five of these are shared with the Local Strategic Partnership (i.e Environment; Housing; Culture; Economy; Community Involvement). In addition to the shared objectives, the Council has three internal objectives which are categorised as follows:-
 - Improvement – the continuous provision of high quality public services built upon the foundations of Finance Risk, Performance, Procurement and Human Resources Management
 - Customers – being responsive and proactive to meet the needs of all our customers (i.e 'Putting Customers First')
 - Partnerships - increasing capacity to deliver through effective partnerships

18. Across the eight RBC Corporate Objectives, local people and councillors have identified priorities for improvement. The aim of the prioritisation process is to ensure that the Council's resources and business plans are focused on delivering on the things that really matter to the well-being of Rossendale residents. The following list

represents a ranked list of priorities for improvement (together with their associated Corporate Objective):-

1. Embedding our Customer Promise (Customers)
2. Delivering Regeneration across the Borough (Economy)
3. Street Scene and Liveability Partnership (Environment)
4. Revenues and Benefits Strategic Partnership (Partnership)
5. Promoting Rossendale (Economy)
6. Financial Management (Improvement)
7. Implementing the Member Development Strategy (Comm.Network)
8. Implementing the HR Strategy (Improvement)

In addition to the priorities for improvement, Elected Members have also identified those priorities that will be delivered through the redirection of existing Council resources:

- Improving performance across “8 by 8 by 2008” (Improvement)
- Delivering the District vision (Partnerships)
- Elevate (Housing)
- Equalities (Community Network)

Elected members have also identified the priorities of Improving Leisure Facilities and Spatial Development & Building Control (Environment) that will be delivered through greater levels of external resources.

Human Resources Strategy 2005/7:

19. Human Resources activity sits under the RBC Corporate Objective of Improvement. As a result of the improvement prioritisation process, the next twelve months will continue to see a significant transformation in the way the Council provides services to local people as it moves further towards being a commissioner of services and develops its client function and its role as a Community Leader. The Human Resources Strategy reflects the national HR agenda and, as part of the Council's Best Value Performance Plan, it provides a direct linkage to the Human Resources Business Plan, the Organisational Development Plan and the Equalities Strategy.
20. In order to deliver the Human Resources Strategy and the overall vision for the Council, 5 core competencies have been identified for Rossendale's workforce. These are:
 - Listening and Communicating
 - Loyalty
 - Management of Performance
 - Celebration of Success
 - Customers Matter

21. 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:

22. 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

23. 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.

24. 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:

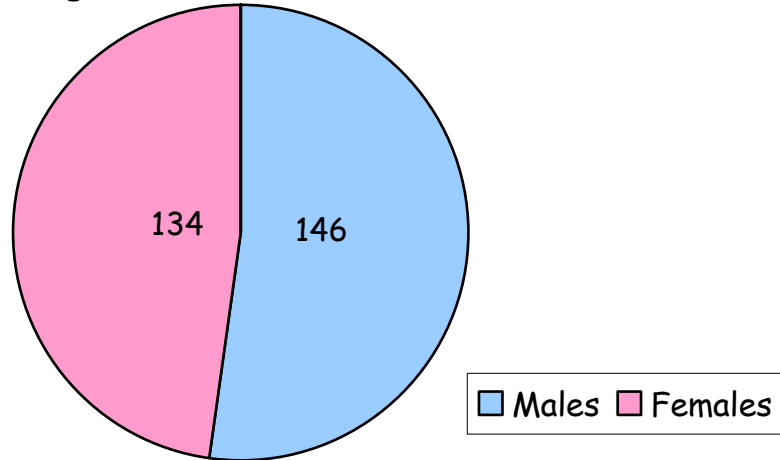
25. Within the NW Region, a Regional Implementation team has been set up to oversee the implementation of the PWS. The team constitutes representatives from the North Western Employers' Organisation, ODPM, Audit Commission, IDeA, the Trade Unions and a Chief Executive from the five sub regions. The team 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:

26. Rossendale's workforce numbers 280 employees (253FTE) as at 1 April 2006. 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.
27. The headcount of 280 is current from April this year and is a significant reduction on previous years. This reflects the recent changes in service delivery and the new commissioner model including the recent transfer of Housing Services under the stock transfer arrangements. It is anticipated that the current headcount will further reduce by the planned future provision of Revenues and Benefits by a public/private partnership arrangement.
28. The headcount of 280 includes 228 full time posts (81.4%) and 52 part time posts (18.6%) whilst the gender profile is 146 males (52.1%) and 134 females (47.9%) 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



29. 249 employees (88.9%) enjoy permanent contracts – the remaining 31 (11.1%) employees are either temporary or casual employees.

Ethnicity:

30. Of the current headcount of 280, the ethnicity of 18 employees is not declared. An analysis of the remaining 262 employees indicates a predominately white workforce of 255 (97.3%) with the remaining 7 employees (2.7%) having an ethnic split as follows:-

White other white	1
Asian/Asian British	5
Chinese	1

31. 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 2005/6. The population breakdown by ethnicity is as follows :

Other white	0.84%
Indian	0.19%
Pakistani	1.39%
Bangladeshi	1.35%
Chinese	0.16%

32. The figure of 2.7% for minority ethnic communities within the workforce is below the 2005/6 BVPI 17a target of 3.0%. The recruitment of an additional ethnic minority employee would currently achieve this target, although it should be noted that the

targets for 2006/7 and onwards have been reduced to compensate for the downsized workforce

Disability:

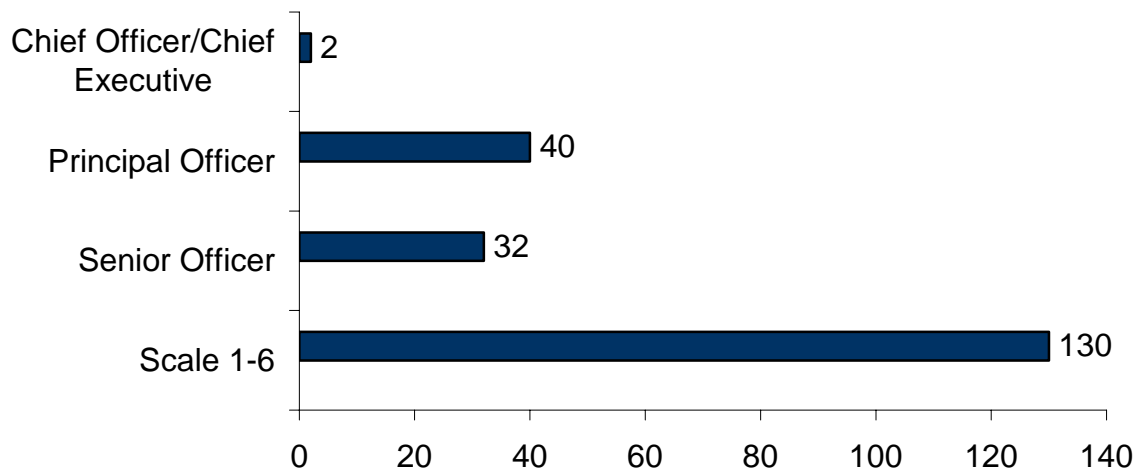
33. There are currently 12 (4.3%) employees with a declared disability. The target figure (BVPI 16a) is 5.0% The recruitment of a further 2 employees with a declared disability would achieve this target.

Pay:

34. The current headcount of 280 includes 76 (27.1%) employees on former manual and craft grades. The pay profile of the remaining 204 employees is as follows:-

Scale 1 – 6	130	63.7%
Senior Officer	32	15.7%
Principal Officer	40	19.6%
C.O/C Exec	2	1.0%

Figure 2: Pay Profile



35. The total overtime hours worked for the 6 months October – March 2006 was 5566.2 hours. This equates to an overtime rate of 2.5%. The functions of Street sweeping and refuse collection accounted for 2366 hours (42.5% of the total amount), whilst housing benefit and grounds maintenance together accounted for a further 1385.5 hours (24.9%).
36. BVPI pay equality benchmarks indicate that women constitute 62.5% 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 5% target for 2005/6. This target has been readjusted for 2006/7 to reflect the downsized workforce.

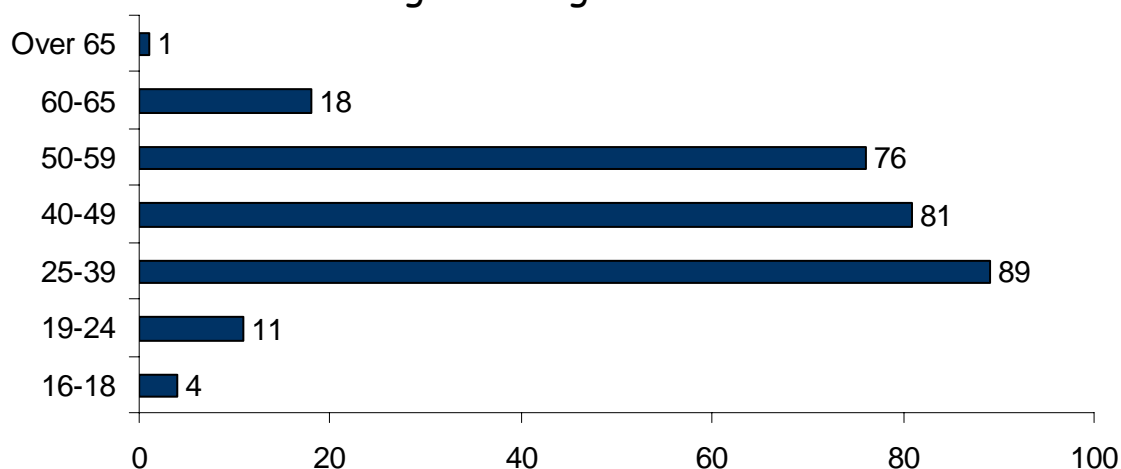
Age Profile:

37. The current age profile is as follows:

16-18	4	1.4%
19-24	11	3.9%
25-39	89	31.8%
40-49	81	28.9%
50-59	76	27.2%
60-65	18	6.4%
Over 65	1	0.4%

This profile is similar to many other Councils where over 50's with long service predominate against a younger workforce.

Figure 3: Age Profile



38. BVPI 14 indicates that 3.69% of the workforce retired early (against a target of 1.0%), whilst BVPI 15 indicates that 1.34% of the workforce retired due to ill health (against a target of 0.16%). Although these figures are in the bottom national quartile, they reflect the major changes which are currently ongoing within the Council together with the increasing efforts which are being made to combat long term sickness absence.

Sickness Absence:

39. Sickness absence remains a major issue of concern with Rossendale and the latest outturn figure for 2005/6 indicates a figure of 13.53 days per FTE employee. Previous figures were 10.54 days (2003/4) and 12.62 days (2004/5). The recent transfer of Housing Services will have the effect of improving the figure for 2006/7 but nevertheless, high sickness absence has had a significant impact on resources despite considerable efforts being made within the Council. The HR function is now further addressing this issue.
40. The sickness absence top quartile for District Councils is 8.48 days, whilst across the private sector the figure is 6.4 days. It is recognised that the Council is currently in the bottom quartile. However, it is also acknowledged that any improvement may take some time to achieve. Accordingly, a more realistic BVPI target of 10.0 days has now been incorporated for 2006/7 (as against the current 6.8 days), reducing to 9.5 days for 2007/8 and further reducing to 8.5 days (ie the top quartile) in 2008/9.

4. RECRUITMENT AND RETENTION DIFFICULTIES

Turnover:

41. Prior to the current major change programme, turnover in the Council was relatively low. However, during 2005/6, 87 employees left the employ of Rossendale, (excluding transfers etc) equating to an overall turnover of 20.2%. This is a relatively high figure (the average local government turnover is between 10-15%) and undoubtedly it reflects the unprecedented change environment currently taking place within the Council.
42. Exit interviews were undertaken with 54 leavers, and the following table summarises the results:

Career change	16	29.6%
Retirements, redundancies, end of contracts	22	40.7%
Dissatisfaction (workload, prospects, insecurity)	10	18.6%
Relocation (including abroad)	4	7.4%
Return to full time education	2	3.7%

Of those leavers seeking a career change, all remained within the public sector, 6 transferring to larger Mets and County Councils, 5 transferring to other Districts in the vicinity and 5 transferring to other public sector bodies.

Recruitment Analysis:

43. An analysis of advertised job vacancies for April – December 2005 revealed the following:

No of jobs advertised	31
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No of applications	532
Average applications per job	17
Highest response	89 – Performance Management Officer
Lowest response	nil – Environmental Action Team Officer

'Hot Spots':

44. Although anecdotal evidence indicates recruitment difficulties within some areas of Planning, this is not generally evidenced by the above analysis. For instance, two posts of Planning Assistant received a total of 48 responses and a post of Forward Planning Team Manager received 12 responses. A post of Senior Planning Officer did however only receive 5 responses and remains vacant at the present time. There are no reported recruitment difficulties currently within Environmental Health (another traditional 'hard to fill' area within local government), although this area has not been tested recently in the recruitment market.

Interrogation of the Council's recruitment website reveals no current vacancies at present.

E-Recruitment:

45. 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:

46. 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.

5. SKILLS GAPS

Current Training:

47. 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."
48. 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.”

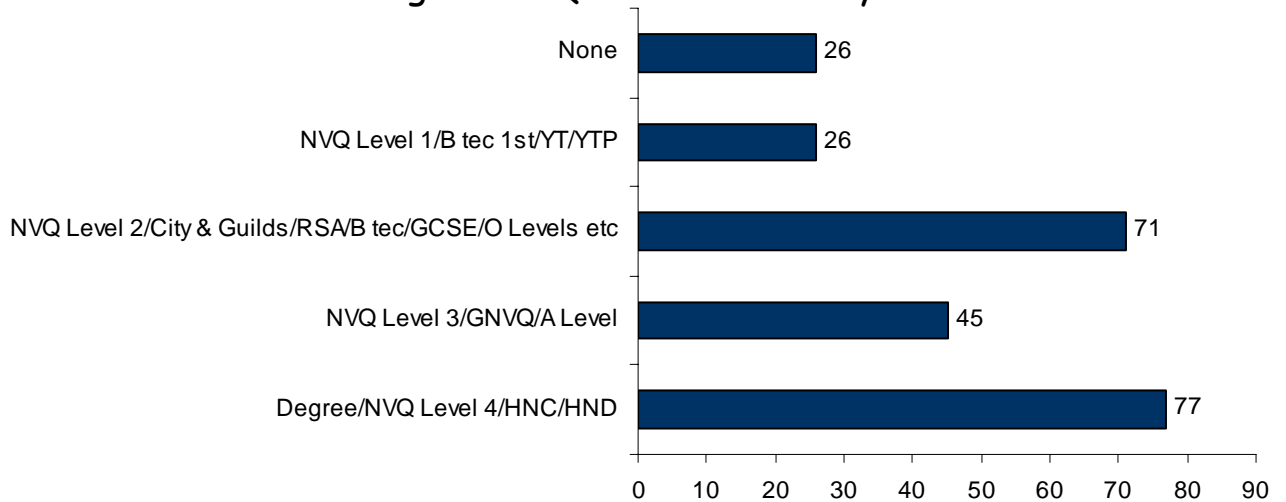
49. The Council accepts that empowering staff and promoting staff participation will enable the workforce to learn from each other. There is Member and Officer commitment to the development of the Council as a learning organisation, this is illustrated by the provision of a training budget and the post of training co-ordinator to enable learning opportunities to be identified and delivered for employees and the commitment to achieving IIP by March 2006. The Council has made some progress - the Human Resources Team achieved IIP in 2005 and the Council was commended in the Municipal Achievement 2006 awards in relation to Member Development.
50. 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.
51. During 2005/6, 86 staff took part in operational training and there are currently 24 staff progressing in professional and vocational training. From 2003 there have been 601 internal training attendees across a varied range of 25 internal courses and programmes.

Qualification Levels:

52. Following a qualification survey responded to by 245 staff, currently 23 employees (9.4%) hold a relevant and appropriate professional management qualification within the Council.
53. 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



Changing Skills and Competency Requirements:

54. 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 and the ODPM Leadership Programme. In addition, leadership skills will need to be developed not only in Senior Management, but also at Elected Member level.
55. As such during 2005/6, 12 staff completed the Certificate in Management Studies and a further 15 staff are currently in the process of undertaking the Introductory Certificate in Front Line Management.
56. In conjunction with the East Lancashire Partnership, 3 Members of Council and 8 Senior Managers have completed the East Lancashire Leadership programme. An extension of the programme is to be developed for Chief Executives and Directors. In addition, a further programme is to be offered to middle managers and "rising stars" across East Lancashire.
57. The Council recognises that the rate and sustainability of change is driven fundamentally by the capacity of people. The Human Resources Strategy (see paragraph 20) 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:

58. 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 Training Budget:

59. The Training Budget for 2006/7 is £107 K. This represents 0.99% of the total Council budget. The training budget for 2005/6 was £148 K and represented 1.52% of the total Council budget, whilst the training budget for 2004/5 was £154 K. The reduction in training budget reflects the housing stock transfer whilst the overall training budget per head has actually increased from £344 in 2005/6 to £382 in 2006/7.

6. CHANGES TO SERVICE DELIVERY AND CUSTOMER BASE

Recent Changes to Service Delivery:

60. The next 12 months will continue to see a significant transformation in the way that the Council provides its services as it continues its planned journey into being a commissioner, rather than a direct provider, of services. As the Council changes, the development of a robust client side is essential. 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 has been developed and a specific training and development programme has been identified and will be delivered. Learning has already been captured in relation to the development of the Leisure Trust and the transfer of the Housing Stock and this will be used to further develop the client and procurement side of the Council.
61. The Council is also utilising a programme management approach to many of its projects to build capacity and embed risk management throughout the organisation.

Planned Changes:

62. Discussions are currently being finalised with regard to the further provision of the Customer Services function through a public/private partnership and further joint delivery opportunities are being explored with regional partners.

63. Following a fundamental service review of street scene and liveability, an options appraisal will be undertaken in relation to the provision of street scene. The council is now well placed to enter into a contractual arrangement in relation to the provision of these services.
64. As indicated in the Audit Commission's Progress Assessment Report, Rossendale is clear about its future plans for service delivery, moving towards commissioning the majority of its services, with direct provision limited to regulatory services and those where a current market does not exist. This approach will free up resources and build capacity to focus on its own future priorities.
65. A further advantage from this approach is that existing staff, for instance within Human Resources, have developed a strong expertise in relation to TUPE and partnering processes and this in itself may lead to new opportunities. The team has contributed significantly to the establishment of a Rossendale Leisure Trust together with the transfer of the highways and housing functions and this has resulted in the development of further expertise and skills in the area of project management in relation to both the delivery of outsourcing contracts as well as development on the client side structure.
66. 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 and in spite of financial pressure, the training budget has been maintained.

Future Plans:

67. Future plans include a strong focus on regeneration in terms of Rawtenstall town centre and a master planning exercise for Stacksteads and Bacup. In addition there are plans to extend the Neighbourhood Environment Action Teams (NEAT) and to improve their effectiveness by co-location with local police offices.
68. 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:

69. 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.

The New 'Gender Equality Duty':

70. As part of the new Equality Bill which will establish the proposed Commission for Equality and Human Rights, there will also be a new 'Gender Equality Duty' imposed on local authorities. Amongst other things this will require public bodies to conduct and publish 'Gender Impact Assessments' in all future policy developments. This new duty will cover all the functions of the local authority and there will be a need to ensure that procurement policies and procedures reflect its requirements and that all relevant staff are appropriately trained.

Age Discrimination Legislation – October 2006:

71. New comprehensive age discrimination laws will come into force in October 2006. All organisations will need to have effective policies in place and to develop measures to meet the new legislation. Given Rossendale's current age profile the impact of the new legislation may bring considerable benefits.

Disability Discrimination Act – Amendments:

72. Further amendments under the revised 2005 DDA are expected in December 2006. Under the revised act, there is a new duty on public authorities to have due regard to eliminate harassment and unlawful discrimination against disabled persons, to promote positive attitudes towards disabled people, to encourage participation in public life and to promote equality of opportunity between disabled people and others.

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 2006 - 9

ACTION AREA 8.1 – DEVELOPING THE ORGANISATION – PLANNING FOR THE CHANGING FACE OF ROSSENDALE

Partnerships and Joint Delivery with other Authorities:

76. Rossendale’s workforce will continue to reduce as a consequence of the continuing policy as commissioner rather than provider of services. As such it is important that the Council looks to partner with other authorities and agencies. Areas currently being developed include:-

- Customer Services partnership
- Street Scene and Liveability Improvement Planning
- Development Control
- Customer Contact Centre

77. 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:-

- Graduate training schemes
- Positive action initiatives
- 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 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.
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.

New Skills in Procurement:

83. The move to a commissioning approach requires new skills and approaches, especially in the area of procurement and client management. The employees involved have now acquired extensive expertise but skills and knowledge need to be constantly upgraded in this key and demanding area. Specific training will continue to be developed and targeted directly to the appropriate staff.

Process Re-Design and Workforce Remodelling:

84. With the constant change in modes of 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.
85. 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 now meet the challenges in relation to Community leadership.

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 Leadership Capacity:

86. Developing strong leadership skills amongst officers is an important role for the Council, whilst widening the pool of political leaders and strengthening their skills also remains a priority. 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.
87. As previously indicated, the Council is currently involved with the East Lancashire Partnership in the delivery of a leadership programme. The programme is designed to develop the leadership skills of Members and senior management and includes 360 appraisal, personal coaching and facilitated sessions.

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 management 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 needs to spare more 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 lists 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.

"Skills for Life":

93. Paragraphs 53 of this report set out the results of a skills and qualifications survey which has been undertaken. It is 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.
94. Development opportunities for front line staff are important, including being able to provide "Skills for Life" opportunities for those who need help in improving their basic skills. The Lancashire Learning and Skills Council are currently involved in a regional

roll out of the Government's 'Train to Gain' programme, a new initiative aimed at raising workforce competencies to a minimum of NVQ Level 2. This initiative is being explored via the Lancashire LSC with an eventual target of enabling all Rossendale's workforce to be accredited to at least NVQ Level 2.

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. To some extent this is already indicated in the current spend on training where £382 per employee is allocated for 2006/7 against a national local government spend of £216.
96. It is important, however, 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. Sickness absence remains a major issue of concern and the recent outturn figures indicate an increase from 12.62 average days per FTE in 2004/5 to 13.53 days in 2005/6. This is a major drain on productive time as sickness absence restricts capacity and service delivery whilst the consequences are costly, not only in the direct adverse effect on staffing budgets, but also in terms of media perception and knock on effects to staff morale.
98. As referred to in the Organisational Development Plan, structure changes and partnership working can cause uncertainty within the workforce and this in turn could impact on sickness absenteeism. Indeed, evidence indicates that the housing stock transfer process has been responsible for the upturn in figures. Nevertheless, more work has continued to be done within the Council to attempt to reduce the figure.

99. There is no easy answer to this issue in local government and Rossendale are not the only authority trying to improve the position. The Council's Efficiency Statement refers to a reduction in sickness levels under the productive time category and the issue is also highlighted in the Audit Commission's Progress Assessment Report. Consequently, a further review of sickness absence has been undertaken and there is every confidence that the more realistic target of 12.0 days, reducing to 8.5 days by 2008/9 will be achieved in light of the additional approaches and initiatives now being made in this key area.

Workforce Data:

100. 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 department. Appendix 4 sets out the workforce data which has been compiled and utilised for this workforce plan. This information will be published 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 environmental health, planning and building control officers and interventions need to be in place to deal with anticipated future shortages. Given Rossendale's plans, 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. For instance this report refers earlier to the possibility of pursuing a future partnership approach in the street scene and liveability service and such an intervention would undoubtedly help future capacity issues.

Enhanced Role and Promotion Opportunities:

104. The workforce profile indicates 130 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 is about to commence a pay review exercise, utilising the Greater London job evaluation scheme, which when complete, will deliver a fair pay and reward structure across the workforce.

Premium Payments:

108. A six month analysis of overtime hours for October – March 06 has indicated an overtime rate of 2.5%. Opportunity 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.

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 homeworking. 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. For instance the introduction of age discrimination legislation later this year will encourage employers to further expand the boundaries in this area.

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 need to 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. To achieve this, there needs to 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:

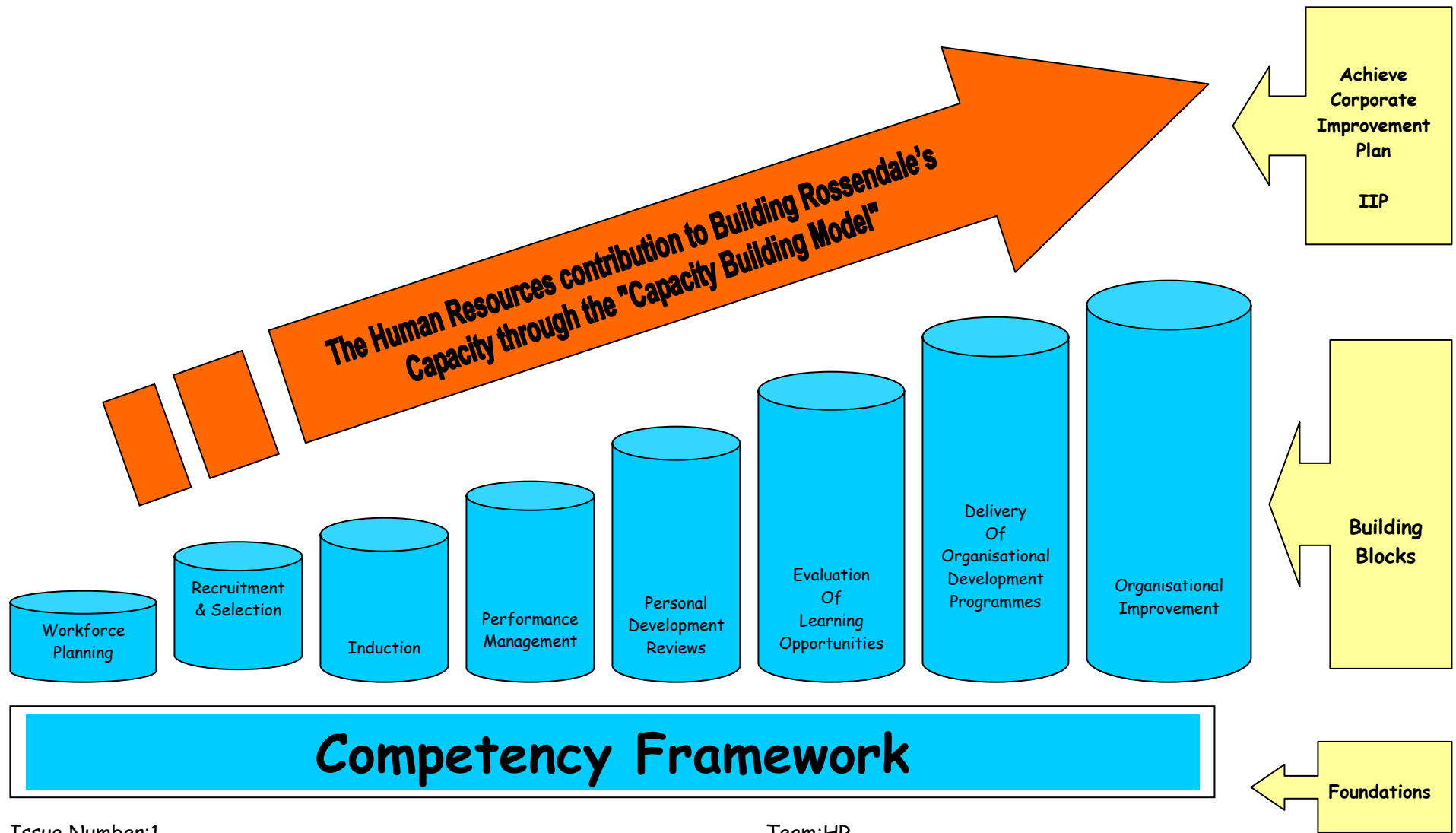
112. As indicated in the Progress Assessment Report, the Council is progressing well, and the production of the Workforce Development Plan can further assist this process by ensuring that the organisation responds effectively to change by building capacity and capability within the workforce.
113. As 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.

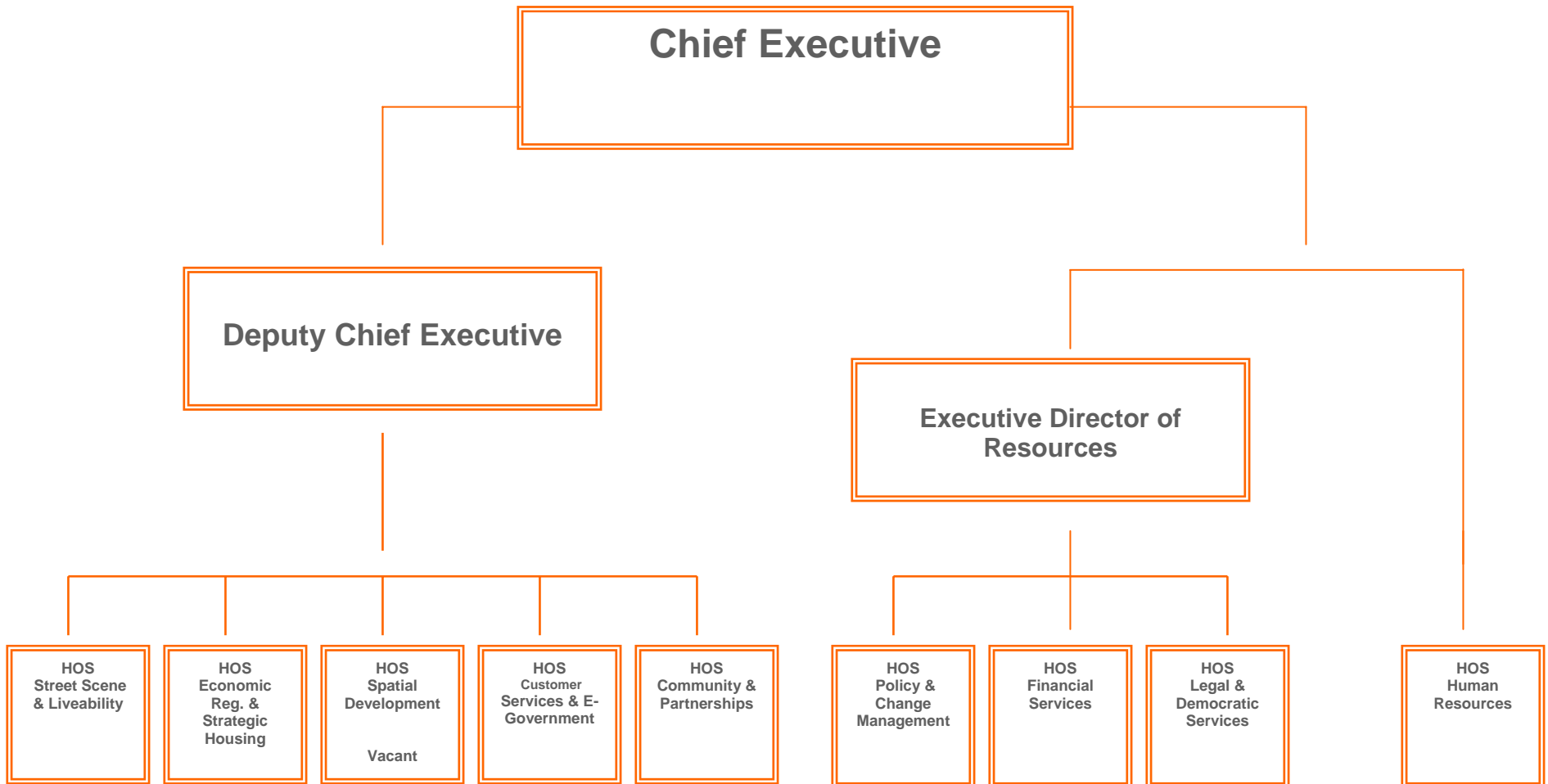
Making the Process Work:

114. Finally, for this Workforce Development Plan to assist the process of change within the Council, there needs to be a commitment from leading members and senior management. As indicated above, the Plan needs to be an integral part of existing corporate processes rather than an add-on extra and it is imperative that managers are involved in its ongoing development, especially in identifying future service needs.

The Building Blocks to deliver Organisational Improvement



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 APRIL 2006

Total Employees

Number of Employees (Headcount)	280
Full Time Equivalent (FTE)	253

Gender Profile

Male	146	52.1%
Female	134	47.9%

FT/PT Profile

Full Time	228	81.4%
Part Time	37	13.2%
Casual	15	5.4%

Contract Profile

Permanent Contracts	249	88.9%
Temp/Casual	31	11.1%

Ethnicity

White	255	97.3%
Other White	1	
Asian/Asian British	5	2.7%
Chinese	1	
Unknown	18	

Disability Profile

Declared Disability	12	4.3%
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Salary Profile

Former Manual and Craft	76	27.1%
Scale 1 – 6	130	63.7%
S.O.	32	15.7%
P.O.	40	19.6%
C.O./C.Exec	2	1.0%
	<u>204</u>	

Age Profile

16 – 18	4	1.4%
19 – 24	11	3.9%
25 – 39	89	31.8%
40 – 49	81	28.9%
50 – 59	76	27.2%
60 – 65	18	6.4%

Issue Number:1

Date: 1.10.2006

JCC Date: 30.11.2006

Team:HR

Issued: Head of HR

Over 65 1 0.4%

Sickness Absence (March 06)

13.53 days 6.1%

Turnover 2005/6

Turnover rate based on 87 leavers – 20.2%

Qualification Analysis

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

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	June 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'	June 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	June 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	June 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	June 2007