

HIGH PEAK BOROUGH COUNCIL

Corporate Select Committee

27th November 2023

TITLE:	Workforce Development - Training / Development / Apprentices / Graduates
EXECUTIVE COUNCILLOR:	Councillor Alan Barrow - Executive Councillor for Corporate Services and Finance
CONTACT OFFICER:	Tanya Cooper - Head of Organisational Development and Transformation
WARDS INVOLVED:	Non-Specific

Appendices Attached

Appendix A – Strategic Alliance Workforce Progression Report (November 2023)

1. Reason for the Report

- 1.1 The purpose of this report is to provide Corporate Select with a summary of the Alliance's workforce progression.

2. Recommendation

- 2.1 That the report be noted.

3. Executive Summary

- 3.1 The Council recognises the importance of workforce progression and commits to supporting with and improving the progression and upskilling of its workforce in line with the aims of the Corporate Plans as well as the Organisational Development Strategy.
- 3.2 Workforce development is significantly important in the success of the Council and its strategic alliance partner Staffordshire Moorlands District Council. This report highlights the efforts and progress made by the strategic alliance in supporting its joint workforce to achieve career progression, upskilling and achieving their personal aims and those of the Councils.

3.3 The report focuses on key areas such as training and training spending, statistics regarding progression, senior leadership and procedures and opportunities in place for continued workforce development.

4. How this report links to Corporate Priorities

4.1 Borough Plan (Aim 5) – Invest in our staff to ensure we have the internal expertise to deliver our plans by supporting our high performing and well-motivated workforce.

5. Alternative Options

5.1 There are no alternative options to consider.

6. Implications

6.1 Community Safety - (Crime and Disorder Act 1998)
None.

6.2 Workforce
None arising directly from this report.

6.3 Equality and Diversity/Equality Impact Assessment
This report has been prepared in accordance with Diversity and Equalities policies.

6.4 Financial Considerations
None.

6.5 Legal
None.

6.6 Climate Change
None.

6.7 Consultation
None.

6.8 Risk Assessment
Not applicable.

ANDREW P STOKES
Chief Executive

**Web Links and
Background Papers**

Web Links –

<https://lginform.local.gov.uk/> used throughout the report

<https://www.local.gov.uk/ngdp-councils>

<https://info.lhh.com/gb/en/reskilling-2022-uk> LHH report

Background papers –

Organisational Development Strategy

HPBC Borough Plan 2023-2027

SMDC Corporate Plan 2023-2027

Alliance Pay Grades

Agile Working Policy

Employee Benefits Brochure

Contact details

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7. Background and Introduction

- 7.1 The Council has a shared workforce with its strategic alliance partner Staffordshire Moorlands District Council. In February 2022, the Executive agreed a Strategic Alliance Organisational Development Strategy which set out a series of actions to ensure the effective development of the workforce.
- 7.2 The strategy included a commitment to review and refresh the apprenticeship and graduate recruitment arrangements across the Alliance.
- 7.3 Workforce development and progression have a significant impact on all functions within the Alliance. Prioritisation of development and strategies around progression are important for being a dynamic organisation that meets the needs of its consumers.
- 7.4 The purpose of this report is set out the current arrangements for development and progression throughout the current workforce and the steps being taken to ensure that progress can continue to be made.

8. Alliance Workforce Report

- 8.1 The Alliance Workforce report attached at Appendix A, summarises the current achievements and progress of staff throughout the Alliance, focusing in on the progression made by senior management, trainees and apprentices. It also sets out details of training spending.
- 8.2 A summary of statistics within the report regarding progression are set out below:
- 39% of all currently employed Alliance staff have progressed through the institution with the remaining 61% employed based on relevant qualifications.
 - 16% of the 39% have joined as an apprentice or trainee.
 - Of those 16% joining at trainee or apprentice level, 53% currently hold either a senior management, middle management or Officer role
 - 70% of all senior management have progressed within the Alliance before taking on their senior role.
- 8.3 Alliance workforce training spending compares favourably for the 2022/23 period which is summarised in the table below:

Metric Type	Value	HPBC / SMDC Alliance	Mean for all English District Councils	Mean for all English Single Tier and County Councils	Mean for all English Local Authorities
Gross Training (£) per employee	GBP per person	266	235	151	193
Net training per employee (FY)	GBP per person	207	229	142	187
Labour Turnover	%	11.4	15	14	14
Vacancy Rate	%	19.6	19	23	21

8.4 Qualifications resulting from training long term can be summarised as below. 105 members of staff have progressed within the Alliance, the statistics in the table below reflect every qualification of each of those members of staff.

Qualification Level	% of 105 that achieved (flat number)
Level 2	24% (25/105)
Level 3	48% (50/105)
Level 4	11% (12/105)
Level 5	10% (10/105)
Level 7 (Professional)	16% (17/105)
Masters	10% (10/105)

9 Continuation of Development

9.1 Whilst the progress set out above is good, there is a need to continue to develop the current workforce and create a talent pipeline within the Alliance. The Organisational Development Strategy is being implemented to support with this progress.

9.2 The final sections of the Alliance Workforce Report focus on supporting development and progression outside of training and qualifications. The current developments include:

- The development of a new appraisal framework;
- The implementation of the agile working policy; and
- A clear approach to pay, progression and benefits

9.3 These initiatives are all significant in supporting the Alliance in continuing to develop future talent.

9.4 Recruiting and supporting graduates, apprentices and trainees is highlighted within the report with information about the recent intake of graduates and apprentices.