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Introduction and context

The Workforce Strategy 2016 – 2020 is developed at a time of unprecedented change in Local Government and on the cusp of a fundamental change in how we serve the people of Blackpool. Please see Appendix A for local and National context.

Our response to the funding cuts of the previous parliament has been positive and far-reaching. We have re-thought our entire approach to services, blending new and continuing measures to support people who most need it whilst reducing the extent of the work we do. This plan reflects that thinking.

By developing and empowering employees to deliver their objectives which are aligned to the Council Plan and Council's priorities we will make a real difference to the lives of Blackpool residents.

In addition to employees this strategy is also about the wider workforce across our partners and how we can work together to realise our ambition.

Our Priorities

The Council priorities are that we will **maximise growth and opportunity across Blackpool** whilst **creating stronger communities and increasing resilience**.

The time of a Council which simply delivers services to its residents has gone. In its place is a leaner, more forward thinking organisation, which will listen to and work with every single person in the town to create the Blackpool in our vision together.

This Workforce Strategy stems from the recognition that our employees are vital to delivering our vision for Blackpool.

Our Values

Our values define the standards, behaviours and culture of the organisation and inform the way we make decisions, the way we work, and the way we develop and provide services to the people of Blackpool. They ensure:

- We are **accountable** for delivering on the promises we make and take responsibility for our actions and the outcomes achieved
- We are committed to being **fair** to people and treat everyone we meet with dignity and respect
- We take pride in delivering **quality** services that are focused on supporting people to become more self reliant and able to enjoy independence and a good quality of life.
- We act with integrity and we are **trustworthy** in all our dealings with people and we are open about the decisions we make and the services we offer
- We are **compassionate**, caring, hard-working and committed to delivering the best services that we can with a positive and collaborative attitude that supports people to grow and develop resilience and strength at a personal and community level.

These values will shape employee behaviour and the solutions to the problems and issues we face and how we attain our vision.

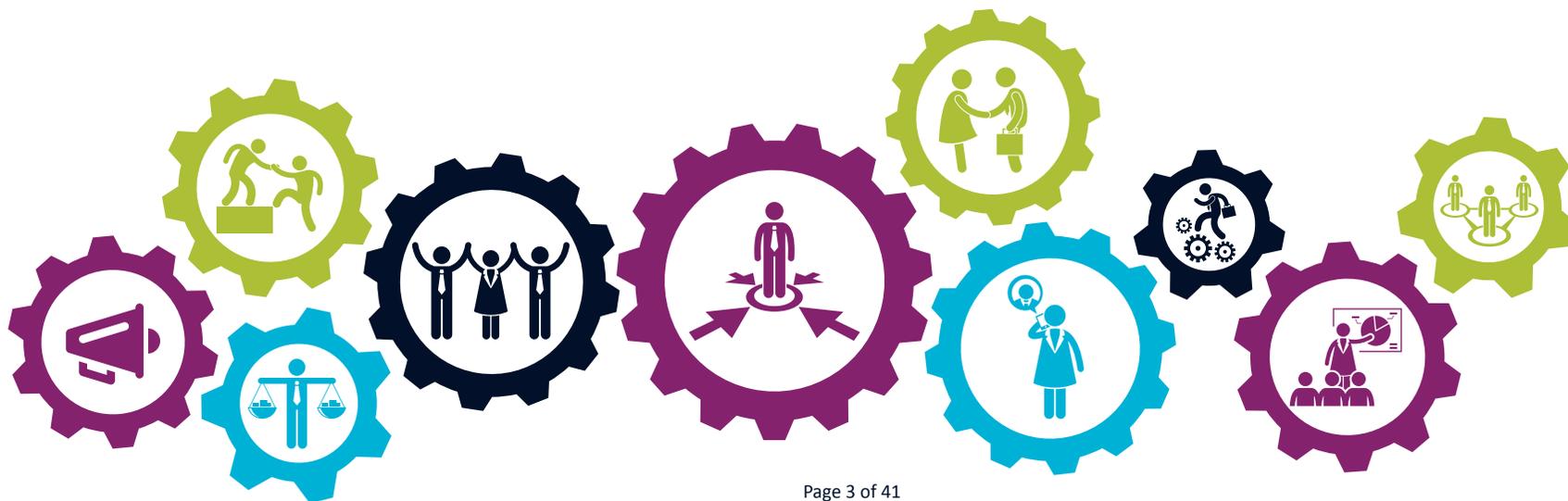
Our vision for our workforce

The Council Plan 2016 to 2020 represents a change in emphasis for the Council, moving away from service delivery based on need towards doing things that helps people to make the most of their lives in Blackpool. It seeks to do this through a mixture of facilitation and empowerment creating the right conditions for people to improve things for themselves. The Council will do this through:

- Leading
- Influencing
- Direct Intervention
- Partnership/ Joint Working
- Supporting other organisations and individuals to help themselves
- Making doing the right thing easier

We need all of our employees to be guided by our values and be:

- Customer focussed
- Aspirational, optimistic and with a 'can do' attitude
- Resilient to the challenges of local government budget cuts and regeneration of our deprived communities
- Engaged, motivated and competent
- Able to work in partnership across organisational boundaries
- Able to 'sell' services to maximise income generation opportunities
- Diverse and reflective of the make up of our residents
- Skilled to deliver our priorities through technical and professional skills but also generic skills such as leadership, influencing, negotiation, relationship management, change management and project management



Our vision for our workforce

Given the current context on Local Government it is very important that employees recognise that we care for their health and wellbeing thereby creating a more positive work environment and improving productivity. Please see Appendix B for our Employee Health and Wellbeing action plan.

It is also important that we engage with our employees about matters which affect their work, including their own performance. Effective communication, performance review and employee development strategies are important but are even more so in times of significant change.

The council is increasingly operating and delivering its services in a digital world. In order to be effective in delivering its services, it is essential that the Council continues to grow the capacity of its employees to be digitally savvy.



Employees need the capacity and know how to:

- make best use of digital technologies in use across the Council and as part of their roles.
- apply digital technology to improve the customer experience for the residents of Blackpool accessing Blackpool Services
- stay safe online and not become victims of the growing threat of online scams and cyber crime
- use social media tools to engage citizens in positive ways and not put their own or the Council's reputation at risk
- to fully appreciate the Council's IT security and data protections policies
- to use digital technologies to share and collaborate with other public sector partners to provide joined up services for residents

Our Engaging Leadership programme will continue so that employees benefit from strong leadership that sets a clear the vision of the future, how that vision will be attained and the part they can play in that.

Our customers

We must support our customers on a journey towards self-reliance and independence. We must create a community that is more stable and more resilient and where people support one another through difficult times and set standards of behaviour for themselves and others that support a happier and healthy lifestyle for everyone.

We must help people to develop their own capabilities and not seek to 'do things to' people to the extent that people become reliant on them in a cycle of well-meaning services that create over reliance and a feeling of powerlessness and apathy.

We must support our employees to work with all residents in a different way ensuring that we reach out to those who are disadvantaged or socially excluded so that all communities have their say and are helped to become more self-reliant.



Working with partners

There has been interest in the integration of health and social care services for over two decades, but it is only in the last few years that there has been real progress made.

There is an increasing move towards a single Executive Leadership Team, pooled budgets and common goals and this is evidenced through developments such as Integrated Care Pilots and the Better Care Fund.

This will lead to changes in how our services are organised and delivered in future and will require us to:

- Invest time and effort in developing relationships with all partners.
- Recruit people who can demonstrate they are able to work across organisational boundaries using influencing skills to achieve shared outcomes
- Consider further co-location of services.
- Engage with employees about our future expectations to prevent silo working
- Think about the learning and development required and how best to deliver this with partners
- Focus on the long-term savings which could be realised if this approach proved successful

We will work very closely with a range of partners to deliver what is best for Blackpool. In these times of austerity it is paramount that the public sector organisations across Blackpool and outside of Blackpool work collaboratively to achieve agreed and common goals so that resources are focussed with no duplication of effort to ensure we get the most effective outcomes. In addition we will work closely with the third sector to support shared goals through projects such as Better Start and Head Start and through them we will commission services across a range of activities to support people in the town. We will develop partnerships with the private sector who play a key role in building economic resilience for Blackpool and who must be engaged in our desire to become more self sustaining and less reliant on government support.



Where are we today?

The Council's commitment for its employees was to 'Invest in our workforce and be recognised as a leading employer'. This was to be achieved by:

- Developing the competence, capability and capacity of our staff to maximise their potential, achieve change and deliver further improvements in service delivery
- Improving the health and well-being of our staff
- Promoting equality and diversity within the Council
- Strengthening and embedding a coordinated approach to Performance Management that drives improvement and addresses under performance.

Appendix C details our progress over the Workforce Strategy 2010 to 2015.



What do we still need to do?

There are lots of different things we are already doing and intend to do to achieve our aims. The activities within our previous strategy were organised under the following themes:

- Organisational Development
- Leadership Development
- Skills Development
- Recruitment and Retention
- Pay and Rewards

These themes remain important but in addition we must consider what else is needed to sustain the workforce given the unprecedented changes that have occurred since 2010 and which are likely to continue throughout the lifetime of this strategy.

It is important that we create a clear, detailed and positive strategy evidencing how we can keep our workforce motivated and committed in a very difficult climate, so that our capacity to deliver in the future is not undermined by the changing context within Local Government.

Our focus as we move forward will therefore be based upon the following themes, priorities and success measures.



Our strategy

Theme	Priorities	Success measures
<p>Organisational development</p> <p>We will take a whole organisation approach designed to improve our ability to cope with, and manage, change.</p>	<ul style="list-style-type: none"> ■ Work with partners to anticipate and effectively tackle critical current and future workforce challenges ■ Take action to maximise employee engagement and empowerment leading to innovation through the Individual Performance Appraisal (IPA) process ■ Promote and embed the process of workforce analysis and planning at service level ■ Maintain Silver Investors in People status ■ Undertake regular employee surveys to monitor employee satisfaction 	<ul style="list-style-type: none"> ■ That managers and employees are encouraged, empowered and enabled to increase efficiency ■ That workforce planning including Individual Performance Appraisal (IPA) is an integral part of the Council’s Business Planning process driven by managers ■ That the Council has a workforce that is responsive to the needs of a diverse community and that its workforce composition reflects that of the local population. ■ That partners work together to achieve common aims
<p>Leadership development</p> <p>We recognise the importance of engaging leadership and will continue the investment into leadership development and talent management; this includes leadership behaviours at all levels and across public sector partnerships</p>	<ul style="list-style-type: none"> ■ Work jointly with relevant partners on a local and regional basis to improve leadership skills and facilitate leadership of shared outcomes ■ Support political and managerial leaders to develop the leadership skills needed to tackle new challenges e.g. appreciative enquiry and influencing without power ■ Take effective action to attract, develop and retain the managerial leaders of today and tomorrow ■ Refresh the Management Objectives and create a new Leadership charter. ■ Improve consistency of leadership across the organisation as identified by IIP ■ Further embed a coaching ethos as a means of constantly improving leadership performance in the organisation. ■ Encourage Leadership behaviours which are aligned to the HSE standards and help to minimise stress within the workforce 	<ul style="list-style-type: none"> ■ Leadership and management capacity is increased and consistency is improved ■ Leaders at all levels are developed so that they can support their teams ■ Leaders act as role models and work collaboratively to maximise resources ■ Leaders are supported to manage outside of organisational boundaries ■ Leaders create a culture of empowerment and listen to their teams to understand and act upon issues which are important ■ We are recognised internally and externally as being well led and well managed ■ We have high standards of ethical leadership and corporate governance

Our strategy

Theme	Priorities	Success measures
<p>Skills development</p> <p>Through work with partners and internal services we will adopt a strategic approach to skills development in order to identify the most important current and future skills needs</p>	<ul style="list-style-type: none"> ■ Achieve 100% compliance with the IPA process ■ Utilise information from the IPA process, Workforce Development group and Directorate Management meetings to identify the skills needs of the workforce. ■ Achieve 100% compliance of CLT approved mandatory training ■ Commission and deliver a learning and development programme approved by CLT ■ Encourage employees to continually develop themselves and support those at risk of redundancy ■ Improve digital inclusion amongst Grade A to C employees thus improving our residents digital skills ■ Work with partners to enhance training and development opportunities on a multi agency basis. ■ Continue to deliver skills for life training for our employees 	<ul style="list-style-type: none"> ■ Employees have the skills required for now and for the future ■ Employees work together across organisational boundaries with a focus on shared outcomes ■ Succession plans are in place for key roles ■ Employees who are residents are up skilled in digital inclusion and share this learning with their families. ■ Employees feel capable and empowered to innovate ■ Managers are completing IPAs and ensuring employees have completed mandatory training. ■ Redundancy support package is in place

Our strategy

Theme	Priorities	Success measures
<p>Recruitment and retention</p> <p>We will plan to meet future workforce needs by projecting workforce trends and identifying employee numbers and skills needed, including analysing gender, race and disability data: developing recruitment and retention policies to meet the needs identified.</p>	<ul style="list-style-type: none"> ■ Review the current YCJ recruitment system to ensure it supports recruiting managers to recruit to approved vacancies in a timely manner ■ Identify and create strategies for hard to fill vacancies ■ Create pathways to employment for young people, in particular LAC, NEET, YOT and those with disabilities. ■ Finalise the employment and training offer for LAC ■ Continue to encourage the employment of apprentices into our workforce ■ Work regionally and sub-regionally to address present and future key skills shortages. ■ Work with partners to remove barriers to movement between organisations. ■ Review the current Exit Interview process to ensure it provides sufficient data to support retention. ■ Create a recruitment micro site working with partners from health and education. ■ Continue to offer work experience and placement opportunities 	<ul style="list-style-type: none"> ■ Blackpool’s image as a great place to live and work improves and we find it easier to recruit and retain high performing employees particularly in hard to fill posts ■ Collaborative working with partners is successful in encouraging professionals to work in Blackpool ■ Targeted strategies are in place to support specific groups of Blackpool residents into Council posts thereby reducing worklessness ■ Excellent completion rates for our apprentices ■ Targeted strategies are in place for hard to fill vacancies ■ Barriers to movement between organisations are overcome

Our strategy

Theme	Priorities	Success measures
<p>Pay and rewards</p> <p>Working within budget restraints we will strive for pay and reward structures that attract, motivate and retain a skilled and flexible workforce and will seek to remove barriers for partnership working and integration of service delivery</p>	<ul style="list-style-type: none"> ■ Ensure that pay systems are regularly monitored for equal pay compliance ■ Explore suitable reward arrangements for staff involved in partnership arrangements ■ Ensure the provision and scrutiny of workforce related data to assist with cost control. ■ Improve take up of Joseph Rowntree Living Wage with schools/ Academies and providers in Blackpool ■ Continue to review those who have been excluded from pay review, keeping pace with national and regional developments on the matter. ■ Complete the settlement of equal pay cases arising from pre pay review implementation. ■ Develop and promote total reward systems, in particular focusing on the value of work life balance strategies and other non pay benefits which are attractive to employees and help to reduce overheads for the organisation. 	<ul style="list-style-type: none"> ■ Pay, and recognition and reward systems enable Blackpool Council to recruit, retain and motivate people within the constraints of affordability ■ Barriers to movement across organisation boundaries as a result of pay and reward are overcome wherever possible ■ Legal challenges to pay and reward are well managed ■ Employee benefits support recruitment and retention
<p>Employee Health and Wellbeing</p> <p>We will continue our focus upon proactively supporting wellbeing as opposed to treating ill health in order to improve employee resilience</p>	<ul style="list-style-type: none"> ■ Reduce sickness absence levels amongst employees and improve their resilience and well being. ■ Provide Directorate Management Teams with management information and support to understand and challenge non attendance within their services ■ Maintain Gold Health at Work Award and Mindful Employer status ■ All managers and employees understand their roles and responsibilities regarding health and wellbeing. 	<ul style="list-style-type: none"> ■ People in the organisation cope well with change and workload without significantly affecting their personal well being ■ We are recognised as a leading employer ■ Absence levels are reduced ■ All managers and employees attend/complete mandatory health related training ■ Managers meet their IPA objective with regards to attendance management and employee wellbeing

Our strategy

Theme	Priorities	Success measures
Public sector reform We will work very closely with a range of partners to deliver what is best for Blackpool	<ul style="list-style-type: none"> ■ Improve partnership working and integration of services ■ Improve performance management arrangements to measure and focus on shared outcomes ■ Identifying the skills and behaviours which are most effective in reducing demand and creating aspiration and independence 	<ul style="list-style-type: none"> ■ We work collaboratively to achieve agreed and common goals and ensure that resources are focussed with no duplication of effort and ensure we get the most effective outcomes.

These activities cannot be undertaken in isolation of our partners as in times of austerity it is paramount that the public sector organisations across Blackpool and outside of Blackpool work collaboratively to achieve agreed and common goals and also to ensure that resources are focussed without duplication of effort in order to get the most effective outcomes.

In addition we must work closely with the third sector to support shared goals through projects such as Better Start and Head Start and through them we will commission services across a range of activities to support people in the town. We will develop partnerships with the private sector who play a key role in building economic resilience for Blackpool and who must be engaged in our desire to become more self sustaining and less reliant on government support.

How will we bring the strategy to life?

Blackpool Council is committed to employee engagement and as a result we have a wealth of information to help bring our strategy to life during our workforce planning and business planning processes. We have feedback and learning from:

- Investors in people accreditation
- Real World Leadership evaluation

- Collective 360 process and refresh
- IPA development need outcomes
- IPA process ‘How was it for you?’ feedback
- Induction and probation questionnaires
- Exit interview feedback
- 12 question feedback
- Children’s and Adults Workforce Development group outputs
- Children’s Social Work sub group
- Chief Executives Points of View
- Social Work Health check survey
- Employee Wellbeing survey

We will also meet with each Directorate Management Team on an annual basis as part of the Business planning process to ensure that the themes and priorities within the strategy are translated into annual SMART objectives in service/HR business plans and Individual Performance appraisals.

Our strategy

However If we are to be successful in delivering this strategy we also need to work collaboratively with a wide range of partners for the following reasons and benefits:

- To address any skills shortages which would hinder our progress
- To ensure that employees are able to work across functional boundaries and to remove barriers which may prevent this
- To widen career opportunities for employees

It is therefore important that we consult with partners as part of our annual business planning process to agree common SMART objectives and translate these into shared activities/projects.

How will we know if we are doing well?

The success of the Workforce Strategy can be measured by the success of the Council as without a well-motivated and capable workforce we cannot achieve our priorities.

In addition to Corporate Performance Management arrangements we will monitor the success of this strategy on an annual basis using the following measures which will be reported to the Corporate Leadership Team.

	Success measures
Leadership and management capacity and consistency is increased in Blackpool Council and the organisation is recognised internally and externally as being well led and well managed	<ul style="list-style-type: none"> ■ 12 questions ■ Maintenance of IIP Silver accreditation ■ 360 outcomes ■ New Leadership Charter ■ Social Work Health Check
Learning and development planning is an integral part of the Council's Business Planning process.	<ul style="list-style-type: none"> ■ IPA completion rates ■ Annual training plan ■ Course attendance data ■ Course evaluation data ■ 12 questions ■ Measure of impact of learning

Our strategy

	Success measures
Blackpool Council has a workforce that is responsive to the needs of a diverse community and workforce composition reflects that of the local population	<ul style="list-style-type: none"> ■ Annual Workforce Diversity report ■ Comparisons with National and local data
Employees in the organisation cope well with change and workload without significantly affecting their well-being	<ul style="list-style-type: none"> ■ Sickness absence data ■ Gold Health at Work Award ■ Mindful Employer charter
Blackpool Council is seen as a good employer and we find it easier to recruit and retain employees in hard to fill roles	<ul style="list-style-type: none"> ■ Vacancy data ■ Turnover data ■ Cost of recruitment per post filled – CIPFA data
Blackpool Council is seen as a good employer and we find it easier to recruit and retain employees in hard to fill roles	<ul style="list-style-type: none"> ■ Number of employees without access to Hub and iPool is reduced
Work very closely with a range of partners to deliver what is best for Blackpool	<ul style="list-style-type: none"> ■ Performance management arrangements based upon shared outcomes Pooled budgets ■ Secondments ■ Memorandum of Understanding ■ Shared recruitment microsite
Pay, and recognition and reward systems enable Blackpool Council to recruit, retain and motivate people within the constraints of affordability	<ul style="list-style-type: none"> ■ Vacancy data ■ Data on use of market force supplements ■ Salary benchmarking data ■ Data on legal challenges to pay and grading ■ Cost of Agency staff as a % of total pay bill – CIPFA data
Job satisfaction with the Council	<ul style="list-style-type: none"> ■ 12 questions

Our strategy

	Success measures
HR Cost as a percentage of organisational running costs (including L&D)	<ul style="list-style-type: none"> ■ CIPFA data ■ AGMA benchmarking data
HR cost per FTE	<ul style="list-style-type: none"> ■ CIPFA data ■ AGMA benchmarking data
Ratio of employees to HR staff	<ul style="list-style-type: none"> ■ CIPFA data ■ AGMA benchmarking data
Achievement and Maintenance of Relevant External Standards	<ul style="list-style-type: none"> ■ Investors In People – Silver accreditation ■ Approved centre for Institute of Leadership and Management ■ Gold Health Works Award ■ Mindful Employer status

The above information will provide a view on the effectiveness of the Workforce Strategy from an external perspective (External standards) an organisational perspective (sickness), an employee perspective (12 questions, 360 feedback), and a Value for Money perspective. (CIPFA)

Workforce equalities

We will ensure the workforce is more representative of the community we serve and that equality is embedded in our staff culture

Healthy, dynamic and modern organisations reflect the composition of the communities that they serve. The best also have a positive, inclusive staff culture that promotes equality and diversity in the ethos and day to day work of the services and functions they provide. This is our firm ambition, and despite the difficult times we are living through, we are making important progress in this area.

What progress have we made?

We undertook a major staff survey to refresh our equality monitoring data in 2011. Each year since then we have produced an annual detailed statistical analysis of our workforce diversity tracking how the authority's profile has changed, within the context of unprecedented overall reductions. Since the organisation has been shrinking by approximately 25% during this time, it has been important to track the workforce profile of staff leaving and the smaller numbers of those joining the Council.

This year we have been able to monitor the full journey of recruitment for the first time. This is vital for our performance management of workforce diversity as it shows us if we are on track to progress our workforce diversity, as well as providing a really good barometer of our staff culture.

The latest report (October 2015) shows exceptionally good figures for workforce diversity recruitment as well as the following key messages by protected characteristic.

Please see Appendix D for the full commentary on the latest annual workforce diversity report.

What more is there to do?

- Sustain our employment support initiatives such as Project Search
- Develop our staff equality networks, together with Trade Unions as a voice and engagement tool for staff who share protected characteristics.
- Improve our training offer to Managers that require a more detailed knowledge and awareness on diversity – through a new iPool module
- Continue the focus on workforce diversity through the annual reporting framework, and ensuring Equality Analysis of all new and revised HR policy and procedures.

Appendix A

Background and Influences

Blackpool has been one of the hardest hit councils in the country, making £93 million of savings since 2010. To put this into context, Blackpool residents have suffered £261.52 loss of spending power per head whilst some other councils have seen the spending power per head increase.

The result of this is that there has been an acute need to not only get value for money but also to focus the council's work ever more intensely upon areas where we will have the biggest impact on our strategic priorities of maximising growth and opportunity across Blackpool and creating stronger and more resilient communities.

This Workforce Strategy will be delivered in a context of;

- cuts to budgets
- increases in deprivation
- increased localisation
- ever greater need to engage and empower citizens
- greater demands for service user voice and control
- increased public expectations
- increasing role for Council's as community leaders
- Integration of public sector services
- Socio-economic demographic changes
- reductions in the number of employees directly employed by council
- rapidly evolving technologies

Transformation is complex and organisational change cannot happen unless people at all levels anticipate, lead and manage the change which is championed and owned at the most senior level within the Council.

It requires vision, leadership, consultation and engagement with key stakeholders and a shared understanding of how the Council will look once transformed.

We need to have a deep understanding of the 'market place' in which the Council functions and the factors that will impact upon it both presently and in the future. There must be sufficient knowledge of our customers, future customers, suppliers and the environment in which we operate so that we can determine effectively where we need to position our self for success. This will enable us to have a clear vision for the future which leaders, employees and stakeholders can buy into.

In order to affect this transformation it is imperative that the leaders in the organisation are clear about the desired strategic change required. Leaders can then influence organisational culture by their words, actions and demonstrable behaviours.

Appendix A

Blackpool challenges

In spite of the Government's move toward privatisation of public goods and services, the profit-driven model will prove insufficient to tackle the complexity of problems and services required in Blackpool. The needs of citizens and communities will require co-ordinated services delivered by the Council to tackle the following challenges:

- A fall from 6th to 1st in the Index of Multiple Deprivation under the ranking of average deprivation scores measure. (CLG, 2010-2015)
- The lowest life expectancies from birth for both men and women in England. (ONS, 2012-2014)
- High levels of unemployment identified by 18.8% of people claiming key-out-of-work benefits. (DWP, 2015)
- Relatively high numbers of identified HMO's with potential issues around transience and overcrowding. (HCS-2007)
- For residents in employment, the median wage for full time employees in Blackpool is around £386.60, which is £137 per week less than the national median (ONS, 2014)
- A long term decline in visitor numbers since 1972, stabilising at around 10 million adult visits per year in 2010-15. (TNS-Omnibus Surveys 2015)
- Low levels of adult qualifications, with 13% of the working age population having no qualifications compared to a UK average of 8.8%. (ONS, Annual Population Survey, 2014)

- High levels of anti-social behaviour - in 2014/15 Blackpool had the highest incidence of anti-social behaviour per thousand population than other areas in Lancashire. (Lancashire MADE, 2015)
- Educational Attainment - Just 53.2% of all Blackpool pupils achieve 5 or more GCSEs at grade A* - C compared with a national figure of 63.8%. (DfE 2014)

The challenges faced by Blackpool Council are not open to easy or straightforward solutions and will require a skilled and committed workforce to help drive the needed improvements.

Appendix A

Finance

With Local Government funding continuing to reduce, there will be insufficient resources to continue to fund existing services in the years to come, even without considering increased demand.

The number of full time equivalent employees has fallen from 3053 in April 2011 to 2349 in April 2015

We need to move more of our resources from paying for the symptoms of the problems in Blackpool and start investing in supporting the town and its residents to be successful, healthy and resilient.

In addition to supporting greater resilience in our communities, we also need to consider other ways in which we can reduce demand and pressures on some of our services.

We have been successful in bidding for substantial additional resources to deliver our priorities including Big Lottery funding for Better Start and Head Start. We have also received financial support for our housing and economic plans through the Growth Deal. We will continue to bid for additional resources to help us to invest and to innovate, but this alone will not meet the funding needs we have.

We need to reduce our spending on the consequences of failure, in order to invest. To achieve this we will need to be completely focussed on outcomes and evidence. Where we cannot evidence positive outcomes from services, however well regarded, we should stop delivering them and consider alternatives. Given the scale of our challenges, we will need to be ruthless in the pursuit of the outcomes we want.

Appendix B

This action plan sets out how the Council intends to drive and influence the delivery of employee wellbeing over the next 5 years, aligning with the Government direction to shift the focus from treating ill health to proactively supporting wellbeing. The plan has been developed using the criteria for the Health at Work Award Scheme and includes a balance of proactive and rehabilitative activities that provide a wellbeing foundation on which to build.

Actions reflect national and local economic constraints and focus on development and delivery of initiatives that provide maximum benefits at minimum costs.



Appendix B

Activity	Benefits
<p>Valuing Employees/Employee Involvement</p> <ul style="list-style-type: none"> ■ Equality and Diversity Policies and Training are available for all employees ■ Employee consultation is evident ■ Learning and Development opportunities are available for all employees ■ An IPA system is available for all employees ■ Work Life balance is embedded in conditions of employment ■ Effective policies are in place for attendance management, tackling bullying and harassment, managing discipline and grievance ■ Line managers are skilled in having difficult conversations, developing people and resolving disputes ■ Exit questionnaires are available ■ Employee wellbeing is an objective at IPA for all managers ■ Trained mediators are available to support employee disputes and prevent escalation of issues which prevents employee absence ■ Accredited coaches are available for employees to access to support them as required 	<p>Equality and Diversity is embedded</p> <p>Employees are consulted and feel valued as evidenced by the 12 question survey</p> <p>All employees have access to Learning and Development as evidenced by CPD logs and training records</p> <p>Creates sustainable working relationships resulting in fewer Grievances</p> <p>Demonstrates the Councils commitment to supporting employees as evidenced by Investors in People accreditation</p>

Appendix B

Activity	Benefits
<p>Health and Safety</p> <ul style="list-style-type: none"> ■ Health and Safety Policies are in place ■ Risk Assessments are in place and employees are aware of the workplace risks and controls in place to minimise them ■ Training is available for a wide range of Health & Safety topics ■ Accidents are recorded and monitored. There is a process for accident investigation in place ■ Employee Representatives are involved in developing H&S policies ■ Regular H&S meetings are held and recorded across the whole Council ■ Access to Occupational Health advice and support is available ■ Health Surveillance is carried out in line with regulations ■ Infection control iPool module is mandatory for all employees 	<p>A robust Health and Safety culture is in place as evidenced by the number of reported incidents</p> <p>Accidents and ill health as a result of work are reduced so far as is reasonably practicable as evidenced by the number of reported incidents</p>
<p>Attendance Management</p> <ul style="list-style-type: none"> ■ Absence rates, causes and trends are monitored ■ Interventions undertaken to address issues and prevent further absence ■ Clear attendance management policy in place and procedures are known by employees ■ All managers must undertake attendance management training ■ Return to work interviews are conducted and recorded in ALL cases of absence ■ Policies support rehabilitation and early return to work with adjustments ■ Occupational Health Service is available for advice ■ Employee Relations team is available for advice and guidance 	<p>All employees are treated in a fair and consistent approach when absent from work. As evidenced by audits undertaken by Attendance champions</p> <p>Directorate Champions are in place and spot check procedures are being followed.</p> <p>Employees are enabled to return to work at the earliest opportunity resulting in improved attendance figures for long term absence</p> <p>Absence rates are monitored and reduced over time</p>

Appendix B

Activity	Benefits
<p>Tobacco Control</p> <ul style="list-style-type: none"> ■ Legislative requirements are understood and met ■ No Smoking Policy in Council premises and grounds ■ Policy includes the use of e-cigarettes ■ Signage in place ■ Signposting to Stop smoking services through Occupational health, policy and the Hub ■ Occasional on-site stop smoking clinics ■ Information available at health events and access to stop smoking services ■ Raise awareness of the effects of second hand smoke ■ Active participation in local and national stop smoking campaigns ■ Breaches of the Smokefree policy are reported and acted upon 	<p>Compliance with “Smokefree Working Environment Arrangements”.</p> <p>Raised awareness amongst employees of the effects of tobacco, second hand smoke and e-cigarettes.</p> <p>Opportunities for employees to stop smoking are readily available and provided at all health events</p>
<p>Exercise and Physical Activity</p> <ul style="list-style-type: none"> ■ Physical activity in the workplace is actively encouraged and supported ■ Corporate Sports membership ■ Fully equipped fitness suite along with training advice and programme setting ■ Full programme of exercise classes ■ Reduced rate access to the Council swimming pool and additional sessions such as learn to swim ■ Health Walks ■ Regular Team Challenges ■ Access to exercise scheme through occupational health referral ■ Bike storage facilities and showers available to encourage employees to cycle to work ■ Cycle to work cycle purchasing scheme available 	<p>Increased physical activity can have a positive effect on both physical and mental wellbeing and attendance</p>

Appendix B

Activity	Benefits
<p>Alcohol & drug Abuse</p> <ul style="list-style-type: none"> ■ Policy in place and employees are aware of the policy and support available ■ Managers understand the link between alcohol, substance misuse and stress ■ Managers actively promote the use of external agencies ■ Employee Assistance Programme is available ■ Information available at each health event ■ Signposting to support agencies through HR policy, occupational health, events ■ New employees know how to access relevant policies, information and support service 	<p>Employees and managers are aware of the support and external agencies available to assist.</p> <p>iPool Induction module provides new employees with the knowledge of relevant policies and regular exception reporting is undertaken to ensure training has been completed</p>
<p>Nutritional Information</p> <ul style="list-style-type: none"> ■ Information available at health events with activities such as BMI checks, free smoothies, healthy snacks ■ No vending machines in new council building ■ Work with vending machine providers to encourage more healthy options in vending machines ■ On-site catering facilities actively promote and provide healthier options ■ Nutritional awareness seminars available 	<p>Employees aware of nutritionally balanced diet and are able to make an informed healthy lifestyle choice</p>

Appendix B

Activity	Benefits
<p>Mental Health Awareness</p> <ul style="list-style-type: none"> ■ HSE standards for work related stress are incorporated into policies, procedures and activities ■ The Mindful Employer Charter is promoted amongst employees and prospective employees ■ Time To change Pledge is promoted ■ Resources for employees and managers with regards to mental wellbeing are readily available and promoted ■ Stress Awareness Policies and Training are provided for all employees ■ Stress Risk Assessment tool is available ■ Information regarding mental health issues is available at health events ■ Specific Stress Awareness Events are held ■ Employee consultations and surveys seeks information on employees mental wellbeing ■ Redundancy and retirement support and information is in place ■ Being a Mindful Manager Training is provided including having difficult conversations ■ Assist/Mental Health First Aid training is available ■ Employee Assistance Programme (EAP) is available for all employees and immediate family ■ Access to face to face counselling is available through the EAP as appropriate ■ Access to Clinical Psychology is available through occupational health referral 	<p>Employees feel they can be open and honest with their manager and team with regards to mental health. This will be monitored by Occupational Health based upon employee feedback</p> <p>Managers feel equipped to deal with mental health issues and aware of support mechanisms available. This will be monitored by HR who support services with absence management</p> <p>All employees/prospective employees are treated fairly and consistently without fear of stigma</p>

Appendix C

Progress against Workforce Strategy 2010– 2015

Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
<p>LEADERSHIP</p> <p>Recognising the importance of effective leadership by investing in leadership development and talent management; this includes strategic and community leadership</p>	<p>Develop a Leadership Charter that sets out the key leadership behaviours and commitments.</p> <p>Develop a leadership programme that supports the charter, including as appropriate, Member/Officer development</p> <p>Work jointly with relevant partners on a local and regional basis to improve leadership skills</p> <p>Develop a coaching ethos as a means of constantly improving leadership performance in the organisation.</p> <p>Embed succession planning</p>	<p>Leadership and management capacity is increased in Blackpool Council and the organisation is recognised internally and externally as being well led and well managed, it is also recognised as having high standards of ethical leadership and corporate governance</p>	<p>Development opportunities are designed to help managers develop their leadership skills and can be used as stand-alone interventions or packaged together to meet bespoke learning and development needs.</p> <p>In addition bespoke Management conferences are also arranged to further develop our managers such as;</p> <ul style="list-style-type: none"> ■ More than a Manager – Focused on apprenticeships and work placements ■ Supporting Me, Supporting You –highlighted tools and techniques to support managers and staff to be more resilient ■ Working efficiently and effectively to enable managers to start to think about new ways of working ■ Making Change Happen - exploring change and why managers need to embed culture change within their teams <p>Evidence of success Real World Evaluation 13th May 2015 12 questions IIP Silver accreditation 360 outcomes Coaching programme rolled out across the Council 12 accredited coaches</p>

Appendix C

Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
<p>ORGANISATIONAL DEVELOPMENT</p> <p>A whole organisation approach to bring about significant improvements in organisational effectiveness to achieve cultural and organisational change.</p>	<p>Make greater use of improvement methodologies through development programmes to raise awareness</p> <p>Introduce a process to enable systematic workforce analysis and planning</p> <p>Reduce sickness absence levels amongst employees and improve their well being</p> <p>Maintain Investors in People status</p> <p>Work towards the achievement of the Equalities Standard for local Government</p> <p>Support and develop the valuable role played by Employee Focus Groups</p>	<ul style="list-style-type: none"> ■ That managers and employees are encouraged, empowered and enabled to increase the efficiency of Blackpool Council ■ That workforce planning including learning and development planning is an integral part of the Council's Business Planning process and will enable the delivery of the Councils short, long and medium term objectives. ■ That the Council has a workforce that is responsive to the needs of a diverse community and that its workforce composition reflects that of the local population. 	<p>In order to cope with the increased pressure to deliver more for less it is acknowledged that Blackpool Council must have a culture where everyone is empowered and able to deliver to the best of their ability in an organisation that is clear about its vision, goals, values and beliefs.</p> <p>Leadership</p> <p>As champions of change, leaders and managers require a unique set of skills and competencies to initiate and manage that change to ensure:</p> <ul style="list-style-type: none"> ■ Clarity about the Council's purpose and direction of travel. ■ The Corporate Leadership team and Senior Leadership team consistently act as role models and are visible around the organisation. ■ A one Council message. ■ A culture of empowerment, innovation and flexibility. ■ Acceptance of responsibility and accountability. <p>The Leadership theme evidences our progress in this area.</p> <p>Strategy and Business Planning</p> <p>Blackpool Council has an overarching Council Plan which is a key element of the Councils corporate business planning framework and forms part of the Council's Strategic Policy Framework. It is underpinned by a set of core values for the organisation and an IPA process.</p>

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
	<p>Undertake regular employee surveys to monitor employee satisfaction</p> <p>Make better use and develop further the computerised Human Resources system to drive performance improvement in people management</p>		<p>The Council Plan is used to provide a clear and concise summary of the Council’s vision for Blackpool, and the key actions that the Council will take to work towards achieving that vision for both residents and staff.</p> <p>Employee engagement</p> <p>The Council holds an Annual Conference for ALL staff which promotes the key messages and priorities of the Council plan whilst celebrating employees through a staff award and recognition ceremony based around the values of the organisation.</p> <p>To add to this, the Senior Leadership Team are highly visible and active undertaking opportunities to communicate the vision and listen to the views of staff and hear feedback from the front line.</p> <p>Examples of this include Chief Officers ‘Walking the Floor’, Departmental Staff Conferences and workshops to discuss key service priorities, weekly round-up emails to all staff complemented by regular staff updates through highly visible TV screens in offices, staff newsletters and a staff intranet portal.</p> <p>The Chief Executive leads by example with staff communications holding regular ‘Points of View’ sessions with staff, the Chief Executive and the Leader of the Council also publish a monthly blog to communicate key issues with staff. Senior Leaders hold regular drop in days for staff</p>

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
			<p>Health and Wellbeing of employees</p> <p>The Council recognises that there are a number of factors that impact on employee health and wellbeing. These include work related factors as well as those connected to the lifestyle choice we make.</p> <p>Employees recognise that the Council cares for their health and wellbeing and this is embedded into the culture of the Organisation. Blackpool Council continues to be recognised as a good employer with regards to employee wellbeing through its participation in both local and National Health at work award schemes including the Gold Health Award, Mindful Employer accreditation and highly commended in Municipal Journal Awards.</p> <p>Evidence of success</p> <ul style="list-style-type: none"> ■ 1 of the 12 questions, namely: Does the Priorities/Vision of the Council make you feel your job is important? 2011 59% YES / 2014 78% YES ■ IIP silver accreditation ■ 360 feedback ■ IPA outputs ■ Attendance data ■ Council Plan ■ Internal award schemes ■ External accreditation e.g. Gold Health at Work award

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
<p>DEVELOPING THE SKILLS AND CAPABILITIES OF EMPLOYEES</p> <p>Adopting a strategic approach to skills development in order to enhance the general capability of employees at all levels.</p>	<p>Use the Investors in People Standard to improve learning and development provision</p> <p>Review the approach to performance appraisal and the links between it and the identification of learning and development needs</p> <p>Identify the skills needs of the workforce and put in place appropriate support programmes, giving particular consideration to 'skills for life' initiatives.</p> <p>Develop career pathways for employees.</p> <p>Enhance partnership approaches to training and development.</p>	<p>Blackpool Council has a competent workforce and succession plans are in place.</p> <p>People in the organisation cope well with change and workload without significantly affecting their personal well-being.</p>	<p>The Council is committed to supporting and developing all of its employees and has in place a comprehensive Corporate Learning and Development Guide and iPool on-line learning portal which is informed by the annual IPA process.</p> <p>The IPA process has developed from a paper based system to an electronic solution which enables Managers to record employee learning and development needs simply enabling analysis at a Corporate level to inform future learning and development plans.</p> <p>In addition a number of workforce development groups are in place to help inform strategic development needs to meet future challenges e.g. Children's and Adults Workforce Development Group, Social Work Development sub group</p> <p>Partnership approaches to development and training are being used as appropriate e.g. Step Up to Social Work, AGMA collaboration, work with Blackpool Victoria Hospital, work with HEI's and Lancashire Social Work and Education Training Network.(SWETN)</p> <p>Evidence of success</p> <ul style="list-style-type: none"> ■ IIP accreditation – now silver status ■ ILM approved/registered centre ■ Crisis Prevention Institute registered centre ■ New IPA system and CPD log ■ Learning and Development guide

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
			<ul style="list-style-type: none"> ■ iPool learning portal – majority of modules are externally accredited ■ Employee training records ■ Successful for a second time in a partnership bid for Step Up to Social Work ■ SWETN panel moderation of Practice Educators portfolios ■ Working together with Lancs and Blackburn with Darwen on ASYE programme ■ Blackpool are delivering “What do you want training” for Lancashire and Blackburn with Darwen ■ Blackpool Council are members of the safeguarding training sub group – adults and children ■ Blackpool Council has employees in the safeguarding training pool ■ The majority of Blackpool Councils training programmes are opened up to the PVI sector ■ iPool licences have been provided free of charge to the safeguarding board for the use of safeguarding board members and the wider PVI sector ■ Measurement of impact of learning ■ Measure of satisfaction with training ■ 2 of the 12 questions, namely: In the last six months, has someone at work talked to you about your progress? 2011 62% YES / 2014 77% YES In the last year, have you had opportunities at work to learn and grow? 2011 68% YES / 2014 79% YES

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
<p>RESOURCING, RECRUITMENT AND RETENTION</p> <p>Planning to meet future workforce needs by projecting workforce trends and identifying employee numbers and skills needed, including analysing gender, race and disability data: developing recruitment and retention policies to meet the needs identified.</p>	<p>Review the recruitment strategy to ensure it continues to deliver a diverse workforce, meets first time appointment targets and offers flexible recruitment options for managers and applicants.</p> <p>Centralise the recruitment service to drive down expenditure on recruitment advertising and develop greater use of e-recruitment tools.</p> <p>Work regionally and sub-regionally to address present and future key skills shortages.</p>	<p>Blackpool Council’s image as an employer improves and we find it easier to recruit and retain high performing employees.</p>	<p>Any recruitment process is complex and time consuming and particularly so in the Public Sector where there is also a stringent vacancy approval process and the need for a robust job evaluation system.</p> <p>Strategy</p> <ul style="list-style-type: none"> ■ Action plans are in place for hard to fill posts e.g. experienced Children’s Social workers and Team Managers ■ Market supplement policy in place ensure Blackpool can recruit and retain the best talent ■ Collaborative working underway with Health and Education to jointly develop a marketing strategy to recruit professionals to Blackpool ■ Workforce Planning guidance and iPool module has been developed ■ Aspiring Leaders programme has been developed to aid succession planning for senior roles ■ Apprentice posts have been encouraged across the Council <p>Line Manager support</p> <p>The Recruitment section of the Hub has been updated to include information on:</p> <ul style="list-style-type: none"> ■ Agency staffing ■ Recruiting Apprentices ■ Using Your Council Jobs system ■ Job Evaluation ■ Safeguarding

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
			<ul style="list-style-type: none"> ■ Standard forms and Templates ■ Face to face training 'A Managers Guide to getting it Right' has been developed and delivered to support Managers to recruit and induct effectively. ■ A Recruitment and Selection Handbook provided Managers with the end to end process for Recruiting in Blackpool ■ An iPool module provides the framework and legalities of recruitment. ■ A Manager's User Guide explains the Your Council Jobs system ■ Safer recruitment training and a Corporate Safeguarding Policy support Managers to meet Ofsted guidelines and ensure safeguarding risks are minimised. <p>Collaboration</p> <p>Joint working with AGMA has resulted in:</p> <ul style="list-style-type: none"> ■ Your Council Jobs portal which has led to a significant reduction in adverting spend ■ Preferred supplier contract for Agency resource which has resulted in significant savings ■ Standardisation of Agency rates for Social Workers

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
			<p>Evidence of success</p> <ul style="list-style-type: none"> ■ YCJ system and reduced advertising spend. ■ CIPFA benchmarking shows that Blackpool’s cost of recruitment per post filled is £103 compared to a Unitary average of £645. ■ Preferred Agency contract and reduced agency spend. In the year to 31st March 2013 the Council paid £1.63 million to Agency workers and in 2014/15 the figure is £1.35 million. CIPFA benchmarking shows that Blackpool’s Agency spend as a % of total pay bill is 2.4% compared to a Unitary average of 2.8%. ■ Workforce Planning guidance and iPool module ■ Managers resources and training records ■ Children’s Social work recruitment and retention action plan ■ EPaycheck and salary benchmarking ■ Turnover data ■ Number of vacancies ■ Number of apprentices

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
<p>PAY AND REWARD</p> <p>Having pay and reward structures that attract, motivate and retain a skilled and flexible workforce whilst achieving value for money in service delivery and developing a total reward environment.</p>	<p>Complete the pay review across the Council and support those who will be adversely financially affected by the process</p> <p>Develop an approach to deal with those who have been excluded from pay review, keeping pace with national and regional developments on the matter.</p> <p>Manage equal pay cases arising from pre pay review implementation.</p> <p>Develop and promote total reward systems, in particular focusing on the value of work life balance strategies and other non-pay benefits which are attractive to employees and help to reduce overheads for the organisation.</p>	<p>Pay, and recognition and reward systems enable Blackpool Council to recruit, retain and motivate people within the constraints of affordability</p>	<p>Pay Review</p> <p>This has been completed with the exception of a number of groups of staff who were excluded from the review e.g. TUPE protected employees, Soulbury employees and certain sessional employees.</p> <p>We continue to monitor National developments in this area.</p> <p>In addition we have completed the pay review exercise for all maintained schools in Blackpool.</p> <p>Equal Pay</p> <p>Settlements have been agreed for all outstanding Council and School claims and the majority of claimants have now received payment.</p> <p>Employee benefits</p> <p>The authority, along with many other large employers in the public sector, operates a range of non-salary discretionary benefits. In Blackpool's case, these have been built up incrementally over many years to accommodate specific needs and opportunities, and provide a role in the overall rewards package we offer all employees.</p>

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
	<p>Enable the redesign of jobs so that they are more productive and flexible to meet future demands for efficiency and reduced office space availability.</p>		<p>These include;</p> <ul style="list-style-type: none"> ■ Professional registration fee paid for ■ Achievable work-life balance through a range of flexible working options ■ Access to our award-winning health and wellbeing service ■ Annual leave package of 25 days (27 days after five years' service and 31 days after ten years' service) ■ Special leave is considered for certain public duties and career breaks ■ Generous special leave provisions to help employees deal with caring responsibilities, domestic emergencies and bereavement ■ Maternity, paternity and adoption leave above the statutory minimum ■ Local Government Pension Scheme, including life cover ■ Childcare voucher scheme ■ Corporate leisure scheme ■ Occupational sick pay scheme ■ Financial assistance to assist new staff to relocate to the area ■ Special offers with local credit union ■ A range of travel benefits, such as bus season ticket, car sharing and cycling schemes and more ■ Discounts on local shops, attractions and events for employees you and their families ■ Annual employee awards event

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Workforce Strategy 2010 to 2015 Theme	Workforce Strategy 2010 to 2015 Priorities	Workforce Strategy 2010 to 2015 Success criteria	Review of progress and evidence
			Evidence of success <ul style="list-style-type: none">■ New pay and grading structure■ Job evaluation process, methodology and scores■ Employee benefits package and CLT report of 8th July 2015■ Equal Pay settlements■ Number of unfilled vacancies

Appendix D

Workforce Diversity Report commentary

The latest report (October 2015) shows exceptionally good figures for workforce diversity recruitment as well as the following key messages by protected characteristic

Sex

Overall the Council workforce is predominantly female (ratio 2:1 female/male) Higher proportion of females at lower grades reflects the overall local government pattern - however, the Gender balance at senior grades is excellent, and arguably the most successful progress the authority has achieved in workforce equality to date. Traditional patterns of occupational segregation still remain, e.g. largely female Children services and higher number of male employees in ICT, property and operational services.

Race and Ethnicity

The Council workforce is overwhelmingly White British with only 3.1% BME (Black & Minority Ethnic, White Other) which under represents the population as a whole comparator from the 2011 Census is 6.4%. The impact of workforce reductions in 2010 disproportionately impacted BME staff. However, in the years since this has stabilised and is now growing. Although numbers are relatively small BME staff are broadly spread across all the pay grades.

Disability

The Councils workforce is overwhelmingly not disabled with only 2.7% declaring a disability. The numbers of employees declaring a disability is not representative of the census figures for 2011 where 20.2% of working age Blackpool residents (15-64) have a limiting illness. Despite the overall reduction of employees since 2010 the proportion of employees declaring a disability has more or less been maintained. We believe this is partly due to our employment support initiatives in this area. A clear concern is the spread of staff with disabilities across the organisational hierarchy, heavily weighted at the lowest grades.

Sexual Orientation

The Councils workforce is overwhelmingly heterosexual with only 2.2% identifying as Lesbian, Gay or Bisexual (LGB). Despite the overall reduction of employees since 2010 the proportion of employees identifying as LGB has slightly increased. We believe this is partly due to improved organisational culture helping people feel more confident about being open about their sexual orientation in the workplace. The figures also show that between Nov 2010 & July 2014 a consistent third of the workforce prefer not to provide information about their sexual orientation

Religion

The overall figures display a similar pattern to that of race with only 2.1% of staff having declared a Minority Religion – this is a significant increase to the figures reported in 2010. Although relatively small in numbers, staff who declare a minority religion are broadly spread across all the pay grades

Appendix D

Age

The Councils pattern of age distribution is significantly weighted towards the upper middle range age 40-59. This age pattern has been maintained despite the reduction of Council employees.

HR policy

In order to further embed Equalities into our culture, we have undertaken a major review of key HR policy in this field. This has involved extensive consultation with the Trade Unions and other staff representatives such as equality groups. We now have in place an extensive suite of policies which are focused on our core aims of mainstreaming good equality HR practice across the organisation.

Living wage

To drive our commitment to the fairness agenda and set an example as a good employer, in a town with a high proportion of low paid jobs, we adopted the Living Wage in 2012 and are now officially accredited as a UK Living Wage employer. In practice this has meant over 200 employees on the lowest pay band have received a larger take home pay packet to help them deal with the rising cost of living.

Recruitment

In each category that our workforce is under representative (disability, racial minority, LGBT, and Male) we are now consistently recruiting a larger proportion of employees. Therefore, if we can continue, over time we will make a significant progress towards achieving our workforce equality objectives.

The figures demonstrate that throughout the recruitment cycle, it can be clearly seen the proportions of staff in these groups are maintained through the shortlisting and appointment decisions. This is clear evidence of an inclusive staff culture reflected in a large number of management recruitment decisions.

To ensure our services are accessible to all, documents prepared by Blackpool Council are available in large print, Braille, on audio-cassette or computer disk upon request. We can also provide help for British Sign Language users and provide information in other languages. Please ask for details or telephone 477117.