

PEOPLE STRATEGY 2014-2016

1. Introduction

The current economic climate within which the council has been operating and forecasted for the next few years has been the most challenging local government has faced for a number of decades. Substantial financial constraint and changing community needs are placing extensive pressure on council services and resources. Alongside this the council is also delivering an ambitious programme of regeneration within the borough with major capital projects now formally signed off and underway. In order to minimise large scale reductions in expenditure or impact upon services the council is continually striving to seek efficiencies and transform service delivery. Therefore as an organisation we need to prepare for the changes so that we are fit for purpose. Our People Strategy recognises the value and importance of our employees and the part they play in achieving the strategic and operational change we need to ensure positive outcomes for our community.

HBBC Corporate Plan – 2013-16

The Council's vision is to make Hinckley and Bosworth 'a Borough to be proud of'. To achieve the Council's vision four long term aims have been identified in the Council's Corporate Plan:

- Creating a vibrant place to work and live
- Empowering communities
- Supporting individuals
- Providing value for money and pro-active services

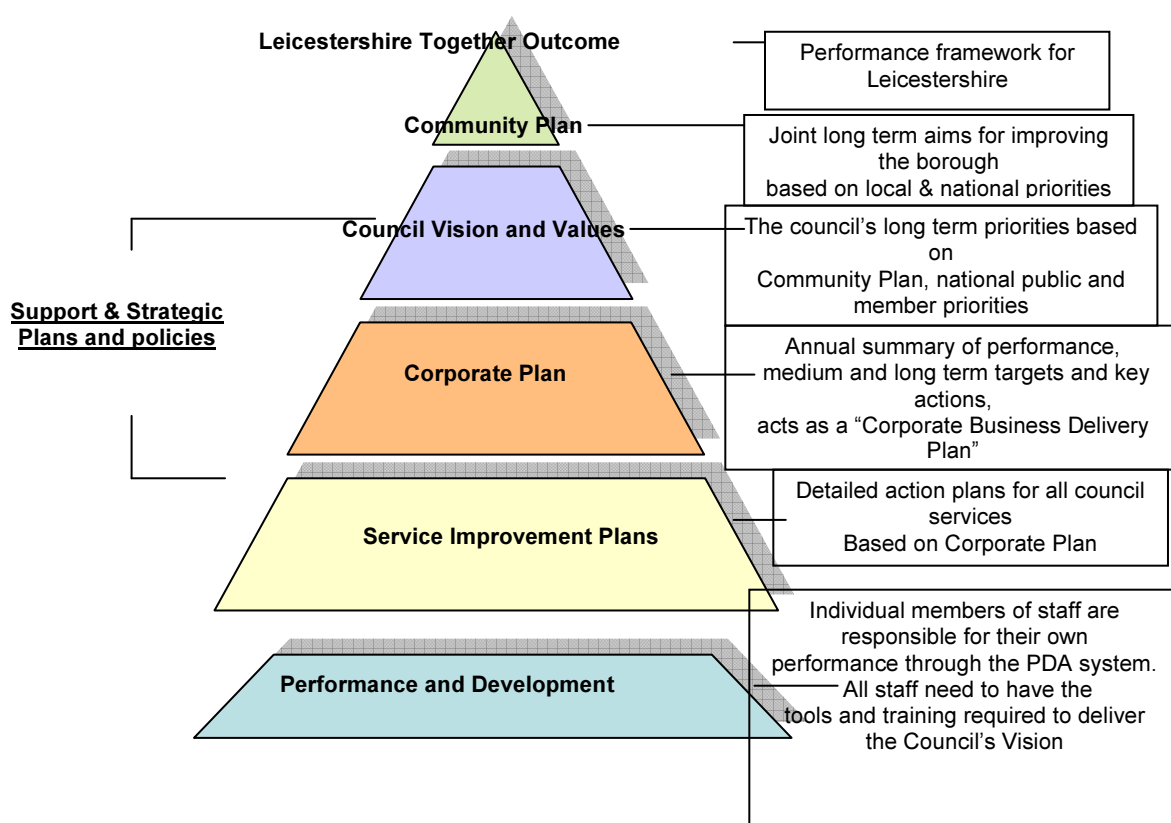
The six organisational values that will guide our activities are:

- To continuously strive to improve
- To be customer focused by listening, caring and being respectful
- Deliver what we can and be clear about what we can't
- Be ambitious and maximise opportunities
- Equality and fair treatment for all
- To be a confident and capable council

Strategic Alignment

Maintaining and further developing a high performing workforce that is flexible, resilient and adaptive to new ways of working is critical to achieve the ambitions set out within the Corporate Plan. This strategy sets out the human resource implications of delivering the Corporate Plan and provides an overarching framework as to the Council's approach in how we recruit, deploy, manage and develop our employees. This strategy will support and integrate with other corporate strategies such as the Community Plan and Medium Term Financial Strategy.

Hinckley & Bosworth Borough Council - Corporate Planning Framework



2. Strategic Context

The development and implementation of the People Strategy also takes into account the context within which the council operates recognising both the internal context (such as our organisational capacity to deliver the Corporate Plan and Medium Term Financial Strategy) and the external context (national drivers such as central government initiatives). These are summarised below:

External influences

The People Strategy is directly informed by a number of key external influences that could impact on people, performance and practices as follows:-

Comprehensive Spending Review - the council has seen significant reductions in central government funding since the last review in 2010 (CSR10) whereby central government's support to local government was planned to reduce by 28% over the four year period with further cuts anticipated in 2015/16.

Local Government Finance Act 2012 - this has resulted in a change in the centralisation of the NNDR scheme and the council tax benefit changes to be determined at local level. This will impact upon budgets at HBBC.

New Homes Bonus - introduced in 2011, and designed to encourage housing growth by providing financial incentives for councils and customers in the local area to buy

new housing. As the funding is driven by the housing market, it is difficult to predict with certainty the funding the council is likely to receive during the next few years.

Welfare Reform - this legislation has seen the biggest change to the welfare system for over 60 years with the introduction of the benefits cap and phased introduction of universal credit impacting upon residents of the borough. The introduction of universal credit, will impact as housing benefit processing will be undertaken by the DWP. This could result in job reductions and trigger planning for redeployment predominantly impacting upon the Revenues and Benefits Partnership. The broader impacts will also have impact upon the Housing Service and Customer Services as local customers will still need support when processing applications for the DWP online.

There could be further impacts as people turn to all front line staff for support or those third sector organisations who may in turn seek additional support from the Council.

Legislative – requiring policies to be updated and communicated such as:

- Pension Reform – reform of the local government pension scheme and changes take place from April 2014. Moving from a final salary scheme to a career average scheme will financially impact upon the valuation of the fund. There is also a requirement for large employers to introduce auto enrolment; however many councils (including HBBC) within the region have deferred auto enrolment until 2017.
- The Enterprise and Regulatory Reform Act - coming into force this year. This legislation will impact in areas such as whistle blowing and vicarious liability bringing them into line with the Equality Act 2010.
- Employment law changes pre termination negotiations, new employment tribunal rules, reform of TUPE 2006.

Localism Act - one strand of the act focuses upon councils being transparent and open to public scrutiny, particularly in regard to salaries and staffing structure. Another strand relevant to this strategy is the power of competence, this power is intended to bring about greater innovation, a more confident and entrepreneurial approach, the opportunity to deliver greater efficiencies, improved partnership working, the ability for councils to help communities in ways previously outside their remit. How the power will work in practice will ultimately depend on how it is interpreted by the courts, following any challenges.

Advance in technologies and partnership working - this will see a reduction in demand for some skills and increasing demand for other skills – social media is playing a part in most organisations and for employees the boundaries between work and home becoming less defined. More remote working and partnership working between sites requires a higher level of IT skills. The technological shift to the internet will impact upon the customer service strategy and the skills required by staff when dealing with customers online.

Increasing demand for services - we have an ageing population and increase in vulnerable people due to the financial downturn. This will ultimately impact upon service provision and the need to provide services within the current financial constraints.

Local context

Budgets - based upon forecasts within the Medium Term Financial Strategy (MTFS) for the next three years it is estimated that core funding for the council may reduce by up to 28% with particular pressures in 2015/16. Work is currently being undertaken to minimise the shortfall with budget managers. Beyond this date it is anticipated further cuts which could impact upon services/number of posts within the establishment list.

Political position - our authority currently has a Liberal Democratic majority. A local election is due to take place in 2015 and any change to the political administration is likely to have an impact.

Major projects

- Bus Station Site - work starts on this redevelopment project in 2014 including a scheme with a supermarket, retained units, car park, new bus station, restaurants and cinema. This project provides a major opportunity to redevelop the town centre and the potential to create approximately 600 new jobs within the area. We need to ensure that we have the relevant skills (procurement and contract management) and resource to support this venture.
- Leisure Centre – the council is currently in the process of procuring a delivery partner for the new leisure centre site starting next year which will be located on the former council offices site in Argents Mead. The development of a new site supports the sustainability and potential growth of the town centre.

Relocation to the Hinckley Hub and Jubilee building – this has now been completed, resulting in a major change in how we work, particularly with the introduction of our partners at the Hub, Leicestershire County Council and Jobcentre Plus. By working locally with our partners this will ensure better service provision and more joined up working.

Sustainable urban extension (SUE's) - Two major developments have been planned within the borough to support projected housing and employment growth; located in Barwell and Earl Shilton, these areas will benefit from the regeneration and Infrastructure resulting from 4500 new dwellings. The developments will also house employment land and community facilities. This will no doubt impact upon direct services at the council and service plans have already put in place to account for this.

MIRA – enterprise zone - In 2011 MIRA Technology Park was awarded Enterprise Zone Status resulting in the council attracting Regional Growth Funding to support the development of the zone. It is anticipated that this will generate 131 full time jobs in the borough by the end of 2016/17.

HRA Investment Strategy and Business Plan - this strategy sets out the council's priorities over the next three years for the use of the finances within the HRA; the key aim of the strategy is to invest in council housing existing stock; invest in new build schemes and affordable housing; environmental improvements to ensure estates are clean and safe; investments in service delivery and effective engagement with tenants. A key element of the delivery of the action plan within the strategy is to ensure that the services affected are adequately resourced in order to identify any pressure points in service delivery. A service review within the housing repairs team has been recently concluded introducing a new structure with client and contractor

roles and by doing thus creating more resilience within the service and defined effective performance management and cost control.

Shared Services - the council has a number of shared service partnerships with other councils and the private sector. One of our largest shared services partnership is with Northwest Leicestershire and Harborough. Within the area of Revenues and Benefits this partnership has seen a significant shift in working practices as staff are seconded to the partnership and operating under a variety of terms and conditions of employment. The majority of staff within the partnership undertake some form of flexible working.

Community Profile

According to the 2011 census data within the borough there are 105,078 residents of which:

94% are classed as white, 1.3% other white/other and 4.7% BME

In terms of the age profile 63.1% are of working age. 9.6% are between the ages of 16-24 years, however within this bracket a substantial number will be in higher education. 25.3% of the population are within the 25-44 group and 29% between the ages of 45-64. The age group 65-84 account for 16.1% with another 2.3% of the population above the age of 85

According to the office of national statistics annual population survey, 62.2% were employed during the period Apr 2012 – Mar 2013 (labour market profile Hinckley and Bosworth). Unemployment levels within the East Midlands are 8% which is equivalent to the national average.

In terms of qualifications the annual population survey indicated that the number of people attaining NVQ4 the area is 2.4% lower than the East Midlands and 7.8% lower than Great Britain. However literacy and numeracy levels for Hinckley and Bosworth are on par or at higher levels than East Midlands and the rest of Great Britain.

Therefore in terms of attracting highly skilled professionals from the local area into the organisation this may be a challenge and therefore we need to concentrate activity on sourcing applicants out of the area as and when required, or growing our own people, via our apprenticeship scheme as a longer term strategy. Not only does this increase our knowledge and skills base within the council but more broadly within our community; it also supports our local colleges.

Hinckley and Bosworth (numbers)	Hinckley and Bosworth (%)	East Midlands (%)	Great Britain (%)
NVQ4 and above 17,500	26.6	29.0	34.4
NVQ3 and above 33,700	51.3	52.0	55.1
NVQ2 and above 46,200	70.2	70.0	71.8
NVQ1 and above 56,000	85.1	83.8	84.0
Other qualifications 4,300	6.6	6.9	6.3
No qualifications 5,400	8.3	9.3	9.7

Source: NOMIS Official Labour Statistics Sep 2013

Workforce Profile

As at 31st March 2013 our headcount showed 426 employees (excluding casuals and agency workers), this has remained relatively static over the last three years. This has been due to an increase in staff within the Housing Repairs team arising from a TUPE transfer in September 2011 being offset by voluntary redundancies in

preceding years. In real terms there has been a 7.2% reduction across the services since 2010.

Average age of the workforce is 48 years

38% of the workforce is over the age of 50 years which is similar to authorities in the region and in line with our community profile. This data supports anecdotal evidence that the workforce locally is ageing. The number of employees aged 25 years and under represent 3.06% of the workforce. This figure has remained static, despite the increase in apprenticeship placements and graduate internships.

We do not currently hold a central database for skills and qualifications, however the council recognises that ongoing learning and development is essential at all levels of the workforce. The corporate training budgets and attracted funding support has supported many staff through all levels of NVQs. At Level Two the programme also has literacy and numeracy support elements specifically designed for mature students. There are at present fourteen students on this work based programme which is being delivered through blended learning, both on the job and traditional based learning.

The average number of working days per employee (full time equivalent) lost through sickness absence during 2010/11 was 6.49 days, decreasing to 6.20 days in 2011/12 and then sharply rising again to 8.94 days in 2012/13. According to the Chartered Institute of Personnel and Development (CIPD) absence levels across the UK has risen by 20%, this being an average of 7.6 days nationally, with the public service sector at 8.7 days per year. Specifically in regards to HBBC 50% of all absence relates to long term illness. Given the age profile of the council and recent increase in manual trades roles, managing long term absence is an ongoing challenge and concern.

3.53% of our workforce has declared their ethnicity as Black, Asian, or Minority Ethnic (BME), which is under-represented compared to our community profile of 4.7%. The council operates inclusive HR policies and recruits within diverse communities, however with limited recruitment, changing the ethnic profile of the council will be a longer term strategy.

4.22% of staff has declared that they have a disability.

A full summary of our workforce profile for the last three years is available at Appendix 1.

3. Our strategic HR objectives

This section explains what our strategic people related activity will focus upon over the next 3 years in order to deliver our Corporate Plan. Prioritised into themes, the strategic aims provide a broad overview of our strategic intentions; managers within their own service areas will have detailed workforce plans for their staff.

This strategy would not be complete without recognising the support of the trades unions (at branch and regional level) which has been built on trust and mutual respect over the years. We will continue to work closely with them to maintain open communication and consultation to ensure productive outcomes. We have further developed our ability to prevent and resolve potential difficulties at an early stage through internal mediation with an ACAS accredited mediator based at the Hub.

1. Building flexibility within the organisation to adapt to change

The Council is committed to delivering excellent services in the most effective manner by employing well motivated and trained employees who have access to all the tools they need to deliver the services. One of these tools is flexible working and this is actively promoted via the Flexible Working Policy which has been in place since 2009. The Council recognises that flexible working is an effective a recruitment and retention tool as it supports work life balance for our employees and also enables the Council to improve service delivery and achieve real benefits for the Council.

Building upon this, as the council advocates a culture of flexible service delivery there is an expectation that that our staff are also committed to being flexible in their approach to their job role. In terms of human resource requirements over the next three years, the biggest impact for the council is the need to be creative and flexible. We need to meet the changing climate and changes in service provision so that we are in a position to respond to changes and manage any potential downsizing as a result of further budget cuts. We need to be flexible in the way we work both within a service if capacity issues become a problem, for example developing generic job descriptions at every opportunity when service restructures occur, if there are high absence levels. We need to increase cross functional knowledge and flexibility both internally and externally; breaking down organisational barriers will increase partnership working with other parts of the public sector and third sector.

At a corporate level, 'Being Flexible' underpins the council's values and behaviours, so that staff are recruited, appraised and developed with this value in mind. This is coupled with corporate messages given to staff that in order to endeavour to protect jobs and deliver services to the public, there needs to be job flexibility. We need to build upon this further as employees could potentially resist change in their current job role. Therefore managers implementing new structures and new ways of working need the skills required to engage support and retrain employees involved in the process of change.

It is likely that services will contract, change or increase. A workforce plan will be devised for each service affected so that future changes are managed in a structured manner to ensure legal compliance and best practice for each job change. This may result in a remodelling of job roles, job families or an entire service to build in additional flexibility to deliver the service to the borough. One major change area is the impact of the Welfare Reform Act 2012 on customer services, revenues and benefits and parts of the housing service. The impact of universal credit and removal of housing benefit assessors to process claims could result in a reduction of staff, or a need to remodel job roles so that they can be redeployed into alternative roles based upon shifting customer demands.

Our strategy will:

- !! Support managers in developing long term work force plans
 - Continue to develop a training plan identifying core competencies required to support change - including up-skilling redeployed staff
 - Rebuild job descriptions and person specifications to integrate our values and behaviours
 - Identify potential capacity and skill gaps and resources
 - Build a culture whereby employees are flexible and do not resist change – this requires our managers to sensitively handle change exercises in order minimise costs of redundancy; it will also allow us to retain the skills and knowledge already established within the organisation. It will also require managers to role model this behaviour

Encourage the philosophy that flexibility works both ways - support a culture of flexible working thus optimising work life balance so that staff achieve their optimum level of flexibility

Actively promote the offering of job swaps, secondments and acting up arrangements

2. Managing an ageing workforce

The council has an ageing workforce which reflects the national and local age profile. People are living longer and also working longer therefore consideration of this must be given to our long term strategic approach to managing sickness absence. The cost of sickness absence, based upon days lost up to from April 2013 to end of December 2013, is £218,000. This equates to 10.5 posts (at an average salary of £21,000 per annum). This figure does not account for the indirect costs of managing absence such as: management time, impact upon service capacity, agency costs, overtime costs and occupational health costs.

Factors that may contribute to this increase in absence are the removal of the default retirement age and the majority of services being in-house; over a third of our employees are manual workers. It is inevitable that managing the capability of staff undertaking manual work at an older age is challenging given that 30% of absence is in relation to muscular-skeletal injuries.

The Council operates an Attendance Management Framework and all casework is managed in accordance with this policy. One factor that works against the policy is the extensive sick pay policy which is a long standing local government term and condition. This is because NJC terms and conditions are a collective agreement which is a substantial part of all our employee's contracts of employment.

Our strategy will be to:

- Update the Attendance Management Framework considering revision of the short term triggers
- Review the provision of the Occupational Health contract (currently in year 2 of the contract) in terms of the cost of the service and the quality of the advice
- Consider reviewing the sick pay policy – conduct an options appraisal (risk based) to assess the viability of the potential to review current entitlements.

3. Investing in the future generation

The council recognises the benefits of supporting apprenticeship schemes both by increasing the number of young people employed at the authority in order to support succession planning and also taking the lead of being corporately responsible for supporting young people within our community.

Working jointly with North Warwickshire and Hinckley College and Jobcentre Plus since 2012 we have been incrementally increasing our apprenticeship pool. The fact that we started the process of building in apprentices into our establishment list is a success given the financial challenges that we currently face. We currently have 7 apprentice placements in total. The Revenues and Benefits Partnership is presently hosting 3 apprentices with 2 based in Housing Repairs, 1 in Democratic Services and 1 in Private Sector Housing. In February 2014 a finance apprentice will be appointed on a career path to AAT (Association of Accounting Technicians).

We have a mature higher level apprentice in Housing Repairs, focusing upon multi trades. This apprentice is continuing his studies and has received a national award as apprentice of the year. We also have a carpentry apprentice who has completed a two year course within

12 months and was awarded a distinction. He is now focusing on acquiring the practical 'hand skills' whilst he continues his studies in advanced carpentry at level three.

We also support the Youth Programme via Jobcentre Plus. This programme is a voluntary scheme that provides individuals with an eight week placement of work experience without losing their benefits. During this time they get experience of filling out a job application form, a structured interview with feedback and, if suitable, a placement that will provide employment skills therefore improving their chances of success in a very competitive jobs market. We intend to limit this initiative to those that live within the borough. We continue to commit to this 8 weeks rolling placements through DWP (Jobcentre Plus) which operates on an intermittent basis within our Groundcare service.

With an ageing workforce and the abolition of the default retirement age now impacting on all organisations reducing the age profile is more challenging than at any point in recent history; employees can, in theory, work until they choose to retire. For this reason we will set a target to increase the number of younger workers that is both realistic in the current socio-economic climate but also sufficiently challenging to be worthwhile.

Our strategy will:

- !! Grow our apprenticeship pool by 50% (from seven - ten) by 2015 – this will ensure when vacancies are considered the option of recruiting an apprentice is promoted by HR and COB
- !! Seek to formally establish an operational development programme initially for apprentices and higher apprenticeships
- !! Further develop our relationship and increasing support to Jobcentre Plus and North Warwickshire and Hinckley College
- !! Commit to hosting three Jobcentre Plus placements on a rotating basis, ensuring graduate placements are considered when appropriate and increasing our apprentice resulting in a trainee base of 3% in the next twelve months.
- !! To achieve a 4% trainee workforce by 2015; this will be challenging but achievable.

4. Developing a modern pay strategy

The most recent full scale pay review took place in 2006 when single status and job evaluation was introduced. During the eight years very little has changed even though the United Kingdom has experienced a banking crisis, high unemployment and the first coalition government since the Second World War.

The strategic spending review that the government undertook has led to a range of financial measures resulting in a 28% reduction in combined grants and income from 2010-14 with more reductions to come. As we approach May 2015 there will be parish, council and general elections which have the potential to significantly change the political priorities.

Reward structure background and context

Terms and conditions have remained unchanged and are linked to the 'Green Book'. There is political and social pressure to sign up to the living wage. Increments have continued to be awarded in the recent past; in return for an agreement that there would be no compulsory redundancies ending April 2013. There have not been any compulsory redundancies to date. There has been little visible sign of the impact of the economic crisis in terms of the pay and benefits enjoyed by council employees or on the services that they have delivered since 2010 (apart from the one year increment freeze and an initial implementation of the 'Living Wage').

Whilst much of the area within the borough is classed as rural there are a number of large employers (e.g. Caterpillar, Motor Industries Research Association (Mira), Triumph, Tesco and Aldi) who may be considered competitors for talented employees at both the manual and technical sectors.

HBBC supports the principle of the 'Living Wage', however we need to be realistic and as a public service provider in a predominantly rural community with limited economies of scale and access to funding, in order to retain the same level of staffing/services ratios as further cuts are imposed by central government, we cannot necessarily respond to the calls to apply the living wage. We will continue to review and implement the 'Living Wage' when it is possible to do so without a disproportionate impact on equity to the existing grading structures, jobs and or services. However it would not be the act of a responsible council to become linked to economic factors that do not reflect the community we serve and are beyond our control. The council has considered an alternative approach which eliminates equal pay risk and supports lower paid employees, this being to lift all employees to spinal column point 11 of the pay spine (currently £7.71 which is just above the current living wage).

Some of the council's employment terms and conditions (Part Two of the Green Book relating to sick pay) and the annual cost of living pay awards, are negotiated nationally as part of the NJC agreement. The national pay bargaining machinery is being slowly eroded as local councils have already or are considering opting out of national agreements and negotiating independently at local level. At least fifty councils have opted out to date and others are considering this approach. Current intelligence from the LGA suggests that Unison, at a national level, will not negotiate on terms and conditions only wages.

This is something for HBBC to consider; there are positives to this approach but it is not without risk. For instance when negotiating, the local context can be considered and is more relevant such as financial position, local pay levels etc. However it must be noted that Green Book terms and conditions are part all employee contracts; any changes as such would need a collective agreement (which requires a positive ballot by Union members). This is something which requires operational and political consideration.

Reward and Motivation 2014 - 2016

With diminishing central government grant funding it is increasing likely that service delivery methods will have to be reviewed and updated to mitigate where possible and manage the funding challenges over the next three years. Linked to this work will be ongoing consideration of the benefits package to retain and motive those individuals that have or are willing and able to acquire the skills needed to meet what may be significantly changed delivery models.

Our strategy will:

- Review our single status agreement and part two (in regard to sick pay) of the NJC Green Book Terms and Conditions by 2015/16
- Keep a watching brief on the impact of the Living Wage
- Commit at a local level to pay all staff SCP 11
- Develop a total pay and benefits statement

5. Developing a learning organisation that creates a climate for change

The council is fully committed to supporting the development of the workforce and its managers, enabling both to have the right skills to deliver high quality services. We want our people to be flexible and embrace change, to look outside for new ideas and to find innovative ways to solve problems and improve services.

In times of difficulty it is easy to target the reduction of training budgets. However during times of change where flexibility is required providing access for ongoing learning and development (particularly if employees are redeployed into new roles) is essential and should be integral to succession planning. It is critical that corporate training budgets which are now centralised to ensure greater efficiencies are maintained at adequate levels as we continue to seeking the most cost effective methods of service delivery. Training is fundamental to support the changes required within our workforce and has the potential to provide motivation and demonstrate that the individuals are valued.

We have provided a broad range of training, delivered via our annual training plan, for our staff including:

A rolling programme of management development accredited to the Institute of Leadership and Management for senior managers (Level 7), middle managers (Level 5) and first line managers (ILM 3)

Customer service training to a nationally recognised NVQ level 2 standard to our Street Scene Service team. Sixteen operatives have signed up to this award which is delivered through blended learning that includes, observations, on the job training with the tutor actually going out on the refuse rounds and providing feedback through guided discussions. This training also offers functional skills (previously called 'skills for life') support for those who may not have acquired or maintained writing and arithmetic skills during formal education.

Ongoing CPD for professional officers

Post graduate qualifications,

Seminars and conferences

Corporate training – such as dealing with change, innovation, HR policies

- Internal Audit - to conduct a skills audit as part of their 14/15 plan which will help to inform work in this area of the strategy

During the last 18 months council managers at senior and middle manager level have engaged in a Management 360 Review. The outcome of the review has identified a broader training need for our managers. We are proposing to include a short learning event at each of the newly developed middle manager forum meetings. The event could consist of short training session delivered by an external trainer and introducing either self-contained topics or acting as taster sessions for potential future development areas. Possible topics could include; balancing priorities, coaching skills, having difficult conversations and/or lean thinking. Other sessions could consist of facilitated workshops focusing on common issues and sharing good practice, which is just as important as focussed learning as it provides practical problem solving.

We are also part of the East Midlands Coaching network. The network provides an opportunity for staff to have access to training in the accredited ILM5 Coaching and Mentoring course at a reduced cost. The regional network is designed to be reciprocal insofar that each authority, which has signed up to the network, will commit to providing trained coaches to the network so that staff at other authorities can access their support. We have one trained coach assigned who has already provided support and guidance.

Our strategy will:

- !! Build upon a culture whereby staff are encouraged to develop and be innovative and have opportunities to develop in new skills, and responsibility – encouraging secondments, acting up, mentoring, shadowing and coaching.
- !! Continue to attract funding for training from nationally accredited schemes
- !! Audit appraisal paperwork and process, supporting managers in setting individual learning pathways and identifying and remedying poor performance

- !! Engage more directly with managers (via the new managers forum) in order to identify specific corporate training needs
- !! Encourage staff and managers to build networks inside and outside of the organisation to create learning opportunities
- !! Shift the organisation's over reliance on attending programmes to learning in the workplace through mentoring and coaching and finding other opportunities and solutions for learning. The success of blended learning in other sectors should not be ignored
- !! Review the corporate training plan on a half yearly basis

Planning and Implementation

The level of uncertainty beyond the 2015 elections makes it difficult to develop a detailed implementation plan, however the critical areas of work have been identified and a review of each service by individual job role and the future requirement for flexible delivery will provide the foundation for meeting the challenges of further spending cuts. To continue to be a successful local authority it will not be possible to deliver the same services to the same level in the same way in the future.

We need to invest in our people's skills, retain the knowledge acquired of many years and pass on this experience. How we do this will impact on how our organisation evolves to serve the community in increasingly challenging financial times. This People Strategy establishes a firm foundation on which to build from 2014 into a post election year of 2016.

HBBC ESTABLISHMENT PROFILE

	Number of employees	Full time Equivalent	Working Hours %		Contract Status %			Sick days per FTE
			Full time	Part time	Perm	FTC/Temp		
As at 31.3.13	426	378.02	74.70	25.30	93.43	6.57	2012/13	8.94 days
As at 31.3.12	428	380.18	72.09	27.91	95.59	4.41	2011/12	6.20 days
As at 31.3.11	417	361.64	70.09	29.91	91.39	8.61	2010/11	6.49 days

WORKFORCE AND AGE PROFILE

	Gender %		Ethnicity %		Disability %	Age Profile %				
	Female	Male	White	BME		16-24	25-39	40-49	50-59	60+
As at 31.3.13	51.28	48.72	96.47	3.53	4.22	3.06	28.64	29.81	25.35	13.14
As at 31.3.12	52.68	47.32	97.20	2.80	4.42	2.33	28.44	28.90	25.41	14.92
As at 31.3.11	57.55	42.45	97.36	2.64	4.08	1.44	27.82	29.26	24.46	17.02

VACANCIES AND TURNOVER

	Vacancies%	Leavers	Turnover %	Service Profile at date of leaving in years %					
				<1 yr	1-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	21>
As at 31.3.13	8.68	46	10.79	17	39	33	7	2	2
As at 31.3.12	10.28	44	10.26	14	52	18	7	7	2
As at 31.3.11	7.43	41	9.80	20	37	24	2	10	7

