



**High Peak Borough Council**  
*working for our community*



**STAFFORDSHIRE**  
*moorlands*  
**DISTRICT COUNCIL**

**ACHIEVING • EXCELLENCE**

# **The Strategic Alliance**

# **Workforce Progression Report**

## Introduction

The Strategic Alliance Workforce Progression Report aims to set out current information, statistics, and procedure around how the Alliance achieves and supports staff progression. The statistics within this report are sourced below in each section.

This report will support the Council and reflect on current practices and build on these to support staff progression within the Alliance. The report outlines current situation across the Alliance workforce, progression of staff analysis, current practices and comparisons to the other council workforces and the UK workforce generally.

Workforce development has been identified as a priority through the [HPBC Borough Plan](#) and the [SMDC Corporate Plan](#). A high performing and well-motivated workforce was seen as a priority within both. The [Organisational Development Strategy](#), adopted by the Alliance in 2022, sets out a clear plan of approach to workforce development, building on the already excellent work and good practice already in place.

## Current UK workforce trends

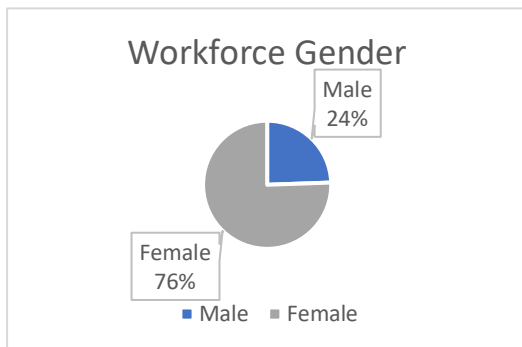
Workforces across all sectors are rapidly evolving and Local Government is no different. The pandemic led to large numbers of workers questioning their employment opportunities and seeking new jobs that fulfilled their expectations. According to recent figures around 25% of workers across the UK want to move on from their current role, with 31% of those wanting to move on due to lack of progression, opportunity, and upskilling.

Of those workers looking to stay within their organisations, 44% are doing so on the condition of progression and upskilling. Organisations wanting to recruit and retain career-driven talent must demonstrate a clear understanding of the importance of their progression and act upon it.

The Alliance appreciates the importance of ensuring our workforce are fulfilled and supported to grow and progress throughout the organisation and have implemented key new policies and procedures to support the continuation of this.

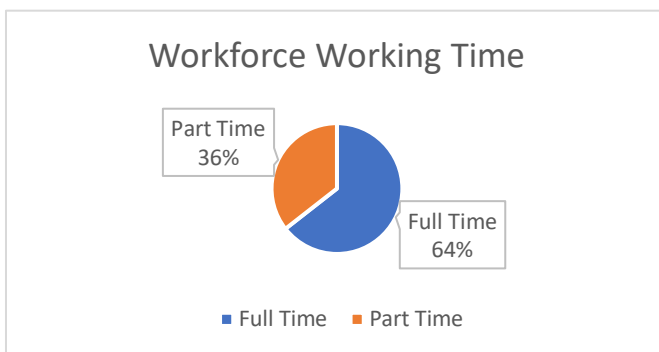
### Current Alliance Workforce

The Alliance currently employs 270 staff (Sept 2023).



Of those 270, 204 are female and 66 male.

174 staff work full time with 96 staff working part time. The FTE is 238.47.



## Career progression within the Councils

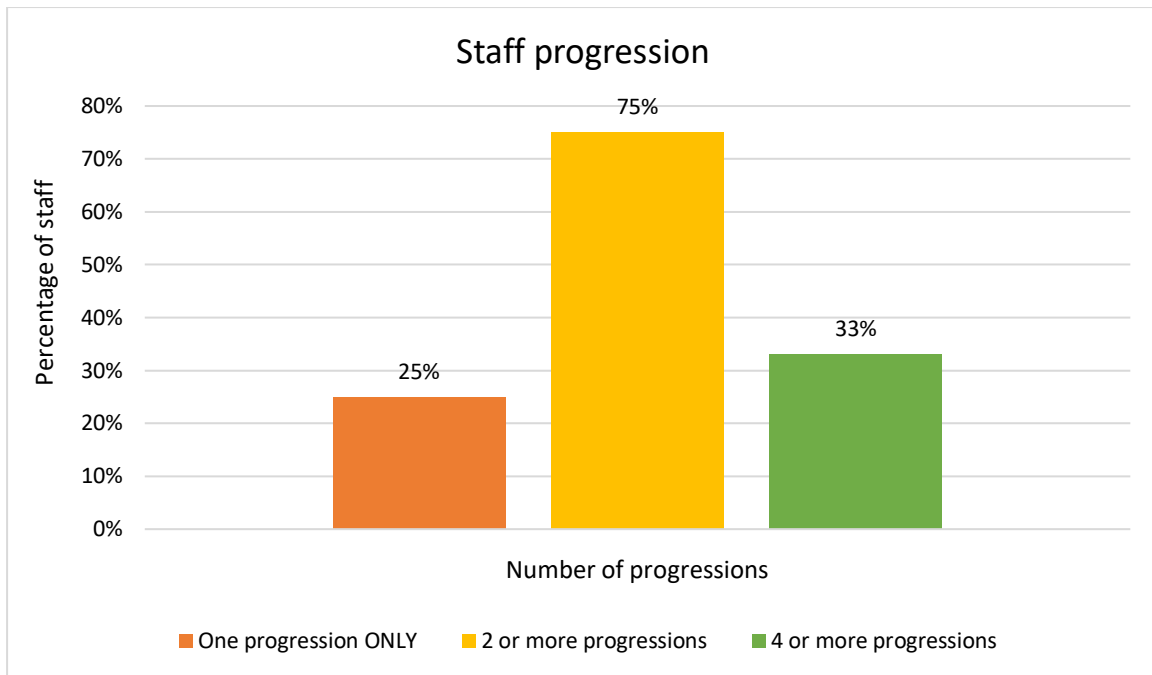
Staffordshire Moorlands District Council and High Peak Borough Council share a joint Alliance workforce. Therefore, the statistics and analysis within this section and the report are indicative of the 'Alliance' workforce rather than SMDC and HPBC separately.

The Alliance understands the importance of fostering a talent-pipeline within the organisation. Having a pro-active approach to career progression, is beneficial to not only the council's workforce but the Council itself. The Alliance can nurture tailor made skill sets, shaping the skills and competencies of its workforce to match business needs while offering opportunities for individuals to grow and progress within their career.

## Progression of staff within the Councils

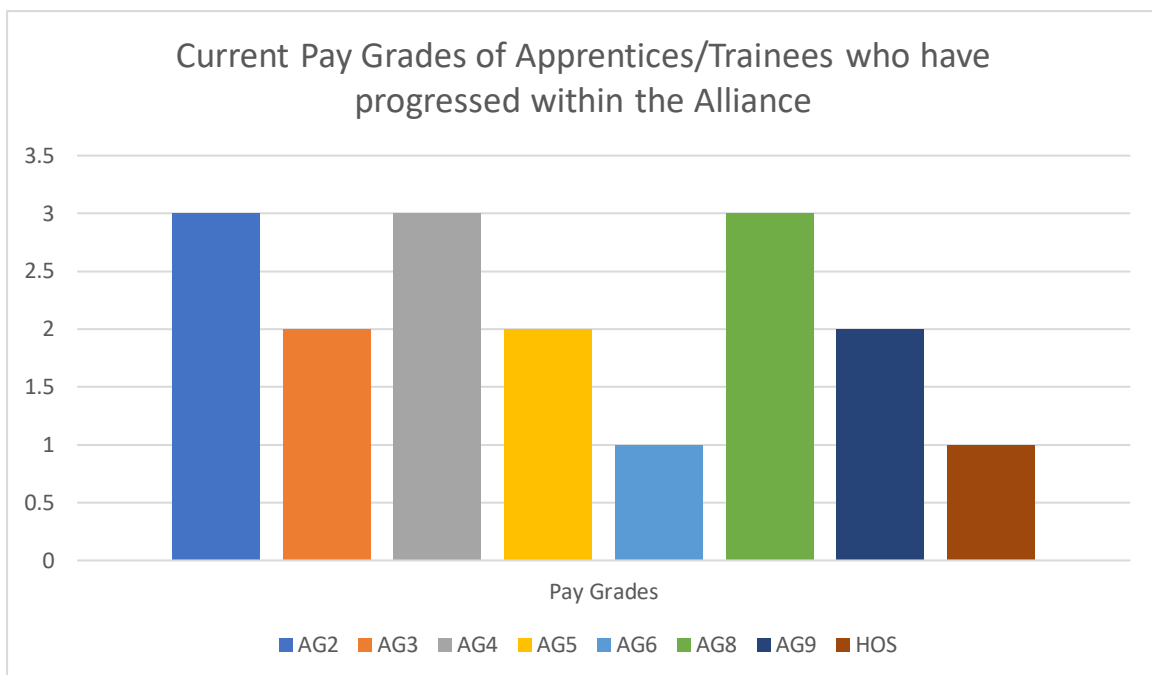
Of 270 staff working across the Alliance, 105 have made some form of career progression within their employment. 39% of all staff have progressed within the Councils. The remaining 61% of staff have been employed based on relevant qualifications and have received any relevant job and mandatory training. This report will now go on to focus on those 105 staff who have progressed to demonstrate the trends in career progression across the Alliance.

Of 105, 26 staff members have progressed into one further job role, 79 have progressed at least two times and 35 have progressed at least 4 times.

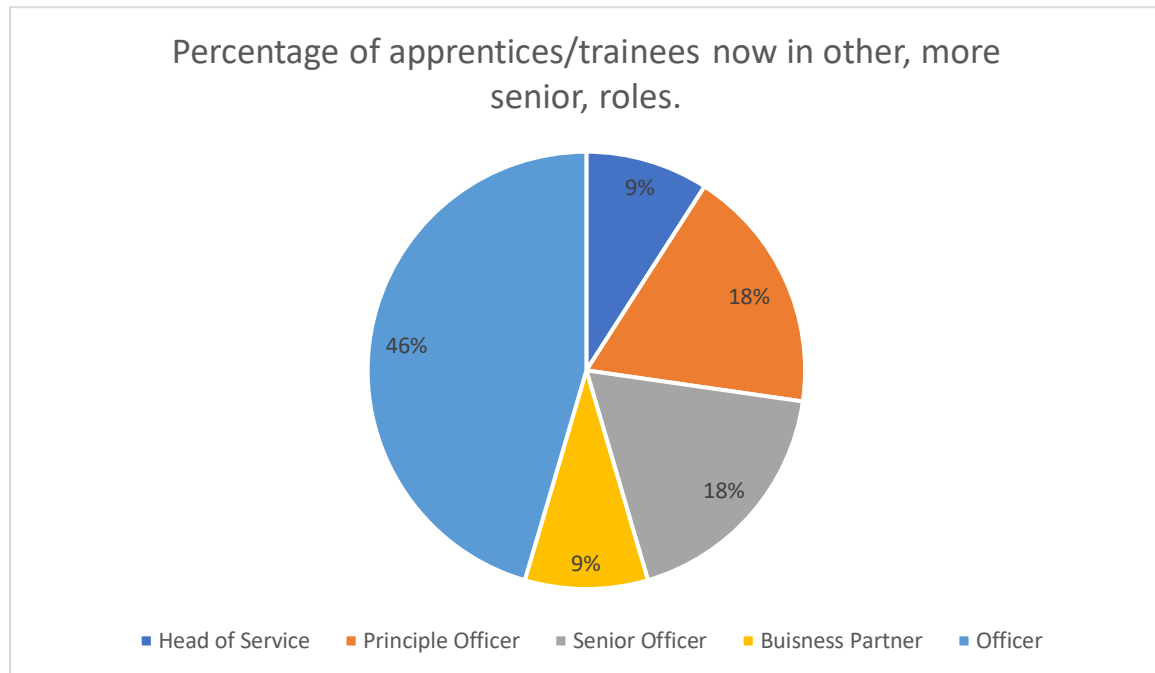


### Apprentices and Trainees

Of the 105, 17 have joined as or have been a trainee or apprentice during their employment with the Councils. The following shows the [current pay grades](#) of all 17 of the trainee/apprentices. For reference, all bar one of the trainee/apprentices started at the lowest on their respective pay scales.



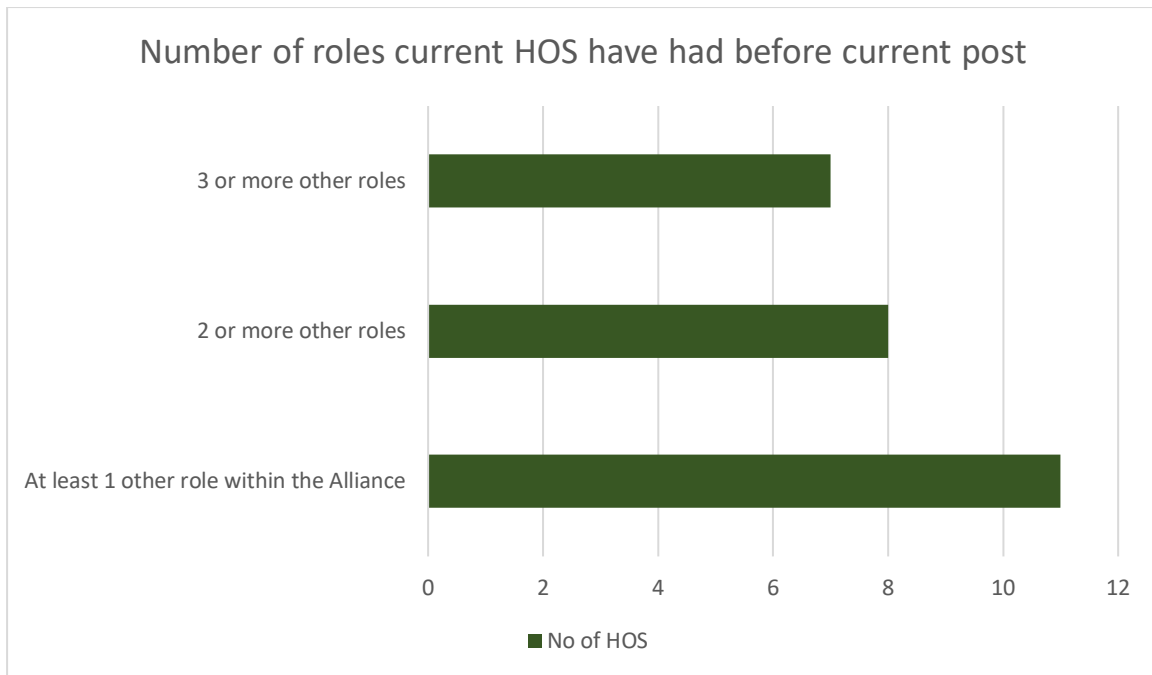
Of the 17 trainee/apprentices, 9 (53%) of these currently hold senior management, middle management, or officer roles. Senior management accounts for one of these apprenticeships/trainees, middle management for 3 and 5 employed at Officer level. The 9 are employed across the following roles – Head of Service, Principle Officer, Senior Officer, Business Partner, or Officer.



### Senior Management

Only one member of the Alliance Leadership Team (ALT) has undertaken previous roles within the Councils. Meaning that 25% of ALT have progressed through the Alliance.

However, Alliance Management Team (AMT) has 11 of 13 (currently in post, Assets at this time is currently an empty post) employees progressed from other roles within the Alliance.



55% of current Heads of Service have been employed by the Councils for 20+ years. With 8 current Heads of Service having at least two previous job roles within the Councils.

Only 5 of 17 staff members employed within senior management have been employed directly into their roles meaning 70% have progressed through the Alliance before taking up a more senior role.

## Career progression and training

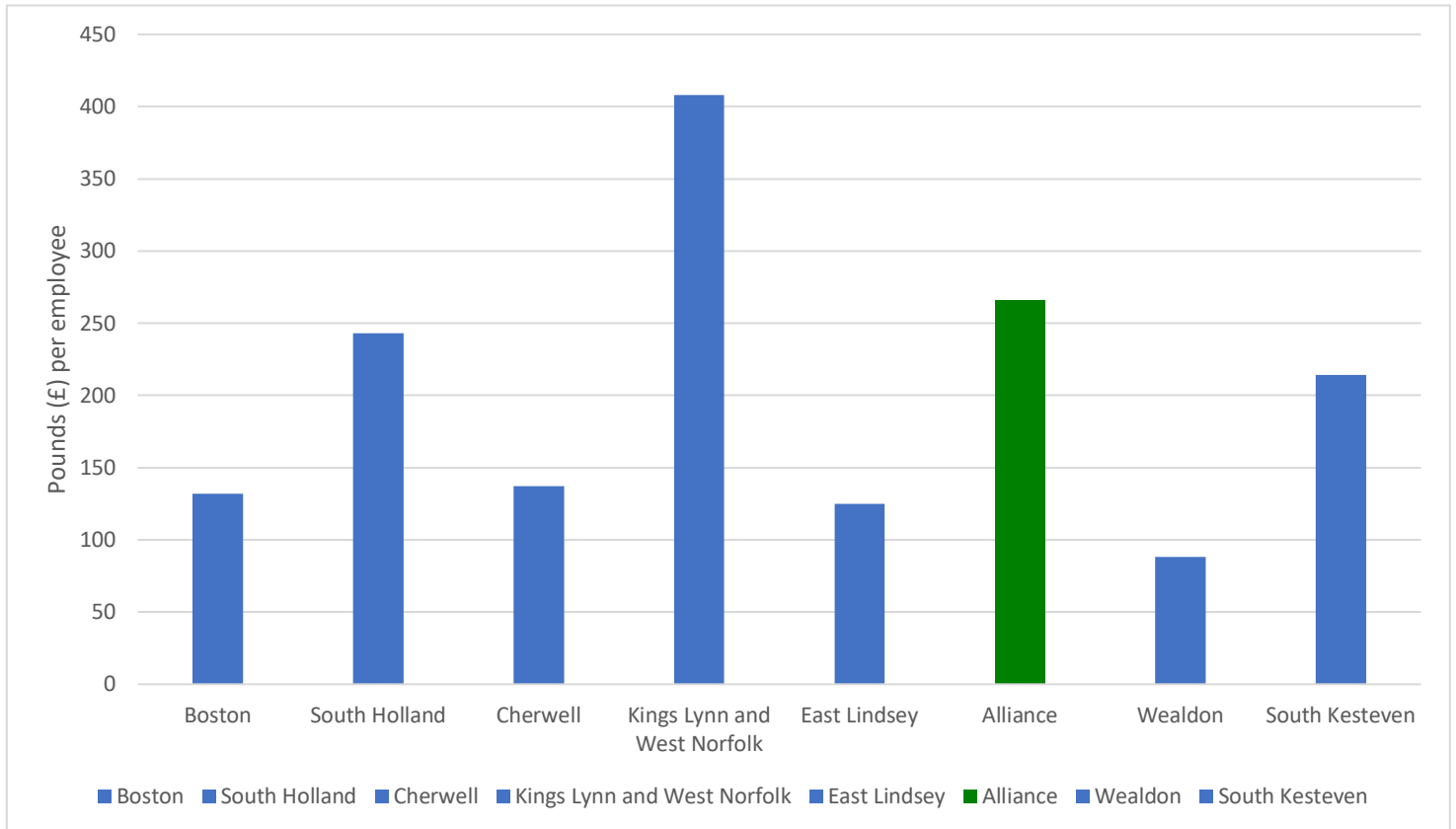
### All Alliance Staff

Metric type	Value type	The Strategic Alliance	Mean for All English district local authorities	Mean for All English single tier and county councils	Mean for All English authorities
		2022/23 (Pre-release)		2022/23 (Pre-release)	2022/23 (Pre-release)
<a href="#">Gross training £ per employee</a>	GBP per person	266	235	151	193
<a href="#">Net training per employee (FY)</a>	GBP per person	207	229	142	187
<a href="#">Labour turnover</a>	%	11.4	15	14	14
<a href="#">Vacancy rate</a>	%	19.6	19	23	21

The charts below show the training expenditure broken down by gross training expenditure per employee and net training expenditure per employee.



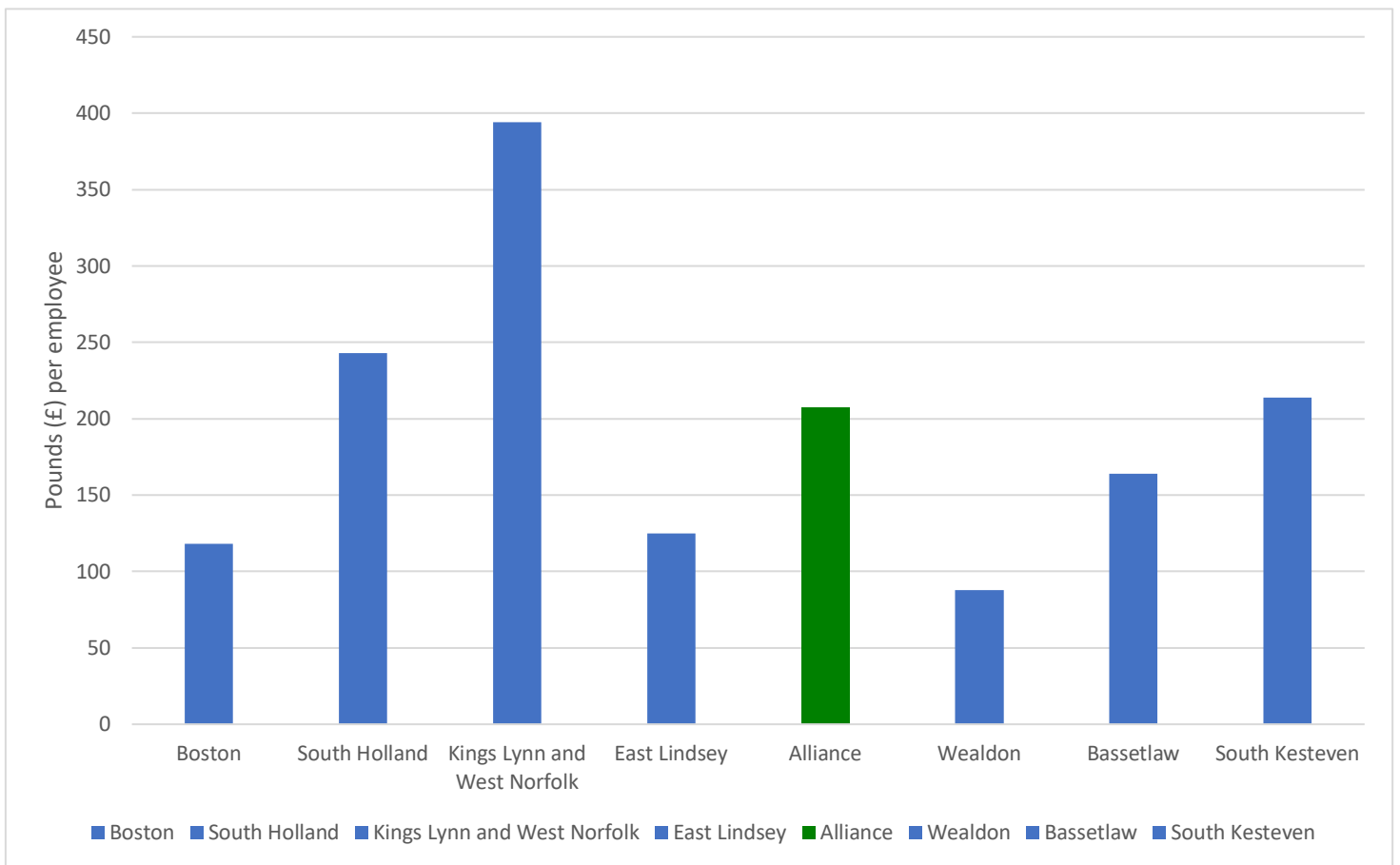
### Gross training expenditure per employee for All English district local authorities in 2022/23 (Pre-release)



**Source:**

[Gross training expenditure per employee](#)

**Net training expenditure per employee for All English district local authorities in 2022/23 (Pre-release)**



**Source:**

[Net training expenditure per employee \(Financial year\)](#)

**Gross training expenditure per employee, Government training subsidies and/or grants per employee & Net training expenditure per employee for All English district local authorities in 2022/23 (Pre-release)**

<b>Area</b>	<u>Gross training £ per employee</u>	<u>Net training per employee (FY)</u>
	<b>2022/23 (Pre-release)</b>	
	<b>GBP per person</b>	
Bassetlaw		164
Boston	132	188
Burnley	311	311
Cherwell	137	
East Cambridgeshire	337	337
East Lindsey	125	125
King's Lynn and West Norfolk	408	394
North Kesteven		225
Preston	311	311
South Holland	243	243
South Kesteven	214	214
<b>The Alliance</b>	266	207
Waverley	222	
Wealden	88	88

Source: [Local Government Association - Workforce Survey](#)

Qualifications of staff who have progressed within the Councils.

These statistics are relevant to the Alliance workforce. All 105 of the employees who have progressed within the institution have had some training or qualification paid for by the Councils to support them in their career progression.

### **Qualifications**

The qualifications gained by these employees range from a Level 2 Diploma to a master's degree. The below table accounts for every qualification rather than highest level achieved.

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

### Training passports

All training that staff partake in kept in an up-to-date record called training passports.

How are we investing and improving progression opportunities for staff outside of training and qualifications?

### Updated appraisal framework

The updated appraisal policy and framework offer a space for personal development. This can look different to every individual and any developmental discussions will be tailored to suit the need of individuals. Whether it is about longer-term career progression or wanting to shadow a colleague in a different area, an appraisal will respond to where an individual's need is at that moment.

This appraisal process takes place quarterly (4 times over a 12-month period). The Alliance and its senior management are committed to continuing and progressing with appraisals to support employees with feedback and career progression.

Regular conversations with managers and senior staff are important for retaining colleagues and creating attractive career opportunities. Ensuring senior colleagues are equipped for these conversations is as important as the appraisals themselves. The Alliance has created a set of guidance and support for management to support them in ensuring this process delivers the necessary outcomes for both staff and the organisation.

### Agile working

Post pandemic there has been a large shift in the number of workers wanting to be more 'flexible' with their working. In response to this trend the Alliance adopted an ['Agile Working Policy'](#) in 2022. According to [studies](#) 39% of workers globally see having a good work life balance as being key to a successful working life and 30% said they need flexibility with working schedules and remote working.

Agile working provides greater job satisfaction, increased motivation and productivity which benefits the council and its business needs. It also enhances the recruitment and retention of skilled employees by offering a range of work styles to match individual work preferences. This will be key in recruiting quality talent, particularly as the Gen Z workforce look for job roles and opportunities. Employees benefit by having increased autonomy, reduced stress and improved health and wellbeing.

Employees still benefit from a minimum of 28 days annual leave with 8 additional bank holidays.

## Benefits and opportunities

The Alliance has comprehensive benefits, giving staff motivation to continue to work within the councils. These can be found in more detail within the [employee benefits brochure](#).

Alliance staff benefit from a [clear pay structure](#) that is subject to national pay awards and allows for incremental progression annually. Long service is rewarded and celebrated through long service awards. Staff also benefit from being opted into the [Local Government Pension Scheme](#).

The Alliance, alongside paying for training, pays for one professional fee relating to a staff members job roll. The Alliance are committed to ensuring staff can pursue and continue to hold important memberships to support in their progression and upskilling.

The Alliance prioritises being a family friendly organisation and understands that flexibility and understanding around family is important, this is reflected within the family friendly policies adopted. These are including but not limited to occupational maternity pay and adoption pay in addition to statutory maternity and full first week's paternity leave pay rather than the statutory arrangement.

Giving staff access to these opportunities and benefits supports them to create a healthy work life balance. Staff who feel supported, rewarded, and valued are more likely to thrive and therefore progress and develop within their careers with HPBC and SMDC.

## Investing in staffs physical and mental wellbeing

Staff have access to Zurich Support Services to support their mental wellbeing. Care of staff's physical wellbeing is championed through the leisure access scheme providing free and discounted leisure facilities use across the High Peak and Staffordshire Moorlands. A staff counselling service is also provided alongside mental health first aiders being present throughout the organisation.

Fostering employee wellbeing is beneficial for the individual and the organisation. It can prevent stress and promote positive work environments where individuals can succeed.

### Investment in graduates, trainees, and apprentices

Investment in apprentices and trainees is evident within the workforce progression data. The Alliance has a record of investing and nurturing talent throughout organisation. It is, however, important to continue this. Recently the Alliance has invested in talent as shown below –

- Level 4 apprentice in Audit
- Trainee Account
- Level 7 Finance Apprentice.
- There is a Level 2 Apprentice in Revenues and Benefits (Business Administration). This apprentice has secured a permanent position in Environmental Health from January 2024.

Prior to this there have been 3 apprentices who have secured permanent employment with the Alliance. The Alliance is also currently advertising for a Level 2 apprentice within customer services.

The Alliance has also invested within the LGA's flagship graduate programme – [The National Graduate Development Programme](#). Taking two graduates into the organisational development and transformation team and supporting them through a Level 7 Certificate in Leadership and Management, equipping them with skills specifically tailored to becoming leaders within the public sector.

### Conclusions

The Alliance has a strong track record regarding workforce development as shown within the report but is aware of the need to continue to prioritise workforce development and investment in a talent pipeline. The implementation of the organisational development strategy will support the Alliance in striving to meet the key organisational priorities identified within the corporate and borough plans.

