

Luton Council People Strategy 2023-2026

Our strategy will equip and develop our workforce to deliver our 'Luton 2040' vision

Foreword and Strategic Context

Robin Porter, Chief Executive

We are shown every day that our people are our greatest strength. The people of Luton depend heavily on this council – and that means you, our workforce.

We deliver over 700 services, and there are multiple workforce challenges faced by them all. We have seen many changes during the Covid pandemic, coupled with national and global events which are having a social and economic impact. Now is the time to take stock of what has worked well and to keep and improve those things. A refreshed **People Strategy** gives us an opportunity to do just that....pause, reflect and rebuild to meet the opportunities we face post pandemic and national challenges.

Above all we need to ensure that our workforce reflects our diverse community at all levels and understands its real needs. Our community faces many challenges, and we know structural inequality lies at the heart of these issues. As a community leader in our town, the local authority also needs to show the way on fulfilling our equality duties and promoting equity, recruiting and developing diverse talent locally and demonstrating best practice on fairness, diversity and inclusion to all our partners. This in turn will help us to attract and retain the talent we need to serve our super-diverse community and deliver on all the 2040 vision for all our residents.

We never stand still at Luton and will continue to introduce new workforce initiatives to make services to our communities even better and to enhance your working lives. This will involve a continuous process of scrutinising how and where we work; how we recruit, retain, develop, monitor performance and communicate with you as we strive, to be 'best in class'.

At the heart of this are our council values, management practices and organisation culture to lead, motivate and inspire you at work. We have already made huge strides in our ambitions to develop a strong workforce and our achievements so far give me huge confidence that our People Strategy will deliver more and better for our town, our residents and for you so that we can make our Luton 2040 vision a reality.

Our ambitious Luton 2040 Vision – that no-one in Luton will have to live in poverty – is at the heart of everything we do. We recognise that our people are our greatest asset and are talented, committed and passionate about serving our residents.

A key foundation of a town built on fairness is the council's clear and upfront commitment to being an equitable employer and meeting the needs of each individual staff member so they can thrive.

We also want to empower our staff to be the best they possibly can, and this strategy sets out how we will equip and develop our workforce so we are match fit to achieve our Luton 2040 ambitions and deliver transformation across the council.

A number of other strategies also feed into Luton 2040. The council and its partners have a huge agenda to achieve through the shared **Luton Employment and Skills Strategy** and it's important that the council leads by example in driving forward key principles such as workforce development, local recruitment, apprenticeships and investing in our talent pipeline. This works in hand with our role as a **Corporate Parent** – ensuring we have opportunities for learning, training and employment for all our younger Luton residents including graduates, school leavers, SEND students and our Looked after Children.

Our ambitions to become a **Marmot Town** provide an additional focus with our objectives around employee wellbeing led from the top, creating good and fair employment opportunities, narrowing inequalities and allowing everyone to engage successfully in learning and work.

Furthermore, the council must lead by example through initiatives such as the **Good Business Charter**, which recognises responsible business practices such as the real living wage, fairer hours and contracts, employee well-being, employee representation and diversity and inclusion.

Our commitment to the **Black Lives Matter** movement resulted in Full Council approval of targets to align the ethnicity of our workforce with the population of the town which is set out in our equalities, diversity and inclusion section, further down in this strategy.

Our **Transformation Strategy** acts as an umbrella strategy, providing an overview of the different approaches the council must consider to transform and become financially sustainable. We recognise that no transformation can be successful without ensuring our workforce has the right skills, culture and structure in place.

Where we identify key workforce challenges, we will support the council's directorates on specific strategies such as the **Children's Workforce Strategy** and **Adult Social Care Workforce Strategy**.

The delivery and success of this **People Strategy** requires everyone's input – only together can we achieve the best results for you, our workforce and our residents.

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Strategic Context

Luton 2040

A place to thrive

Our Shared Vision for Luton:

Luton will be a healthy, fair and sustainable town, where everyone can thrive and no-one has to live in poverty.

Our Strategic Priorities 2020 - 2025

Securing a strong economic recovery from COVID-19, which protects jobs, incomes and businesses and enables us to build a more inclusive economy.



Protecting the most disadvantaged in our town by prioritising services and interventions that focus on prevention, alleviate the impact of poverty and reduce health inequalities.



Making Luton a child-friendly town, where our children and young people grow up feeling happy, healthy and secure, with a voice that matters and the opportunities they need to thrive.



Becoming a greener and more sustainable town, to meet our long-term ambition to be carbon neutral and climate resilient by 2040.



A strong and empowered community supporting fairness, equality and local pride and speaking with a powerful voice.



Having an effective, efficient and engaged workforce helps us to drive forward and deliver our Corporate Plan to achieve the 2040 vision

This supports our Corporate Plan strategic priorities by:

- Ensuring a strong workforce that delivers high quality services to our communities
- Leading by example as a key Anchor organisation in Luton as a Good Employer
- Developing a workforce reflective of our community
- Providing quality jobs pathways for local residents
- Inspiring and providing opportunities for our young people and acting as corporate parent for our looked after children
- Building an empowered, representative workforce whose voices are heard
- Fostering a culture of innovation, continuous improvement and values-led behaviours

What does the People Strategy mean in practice?

For our employees

- I am clear about my role and how it contributes to the corporate priorities
- I demonstrate the values in everything I do and with everyone I work with
- I am confident that my identity is welcomed and recognised in the workplace and is not a barrier to my progression
- I value diversity and feel able to be my true authentic self in the workplace
- I feel able to share ideas and receive recognition when I do a good job
- I have regular discussions with my manager about my work, development and performance
- I am part of a high performing team and do my best for Luton Council

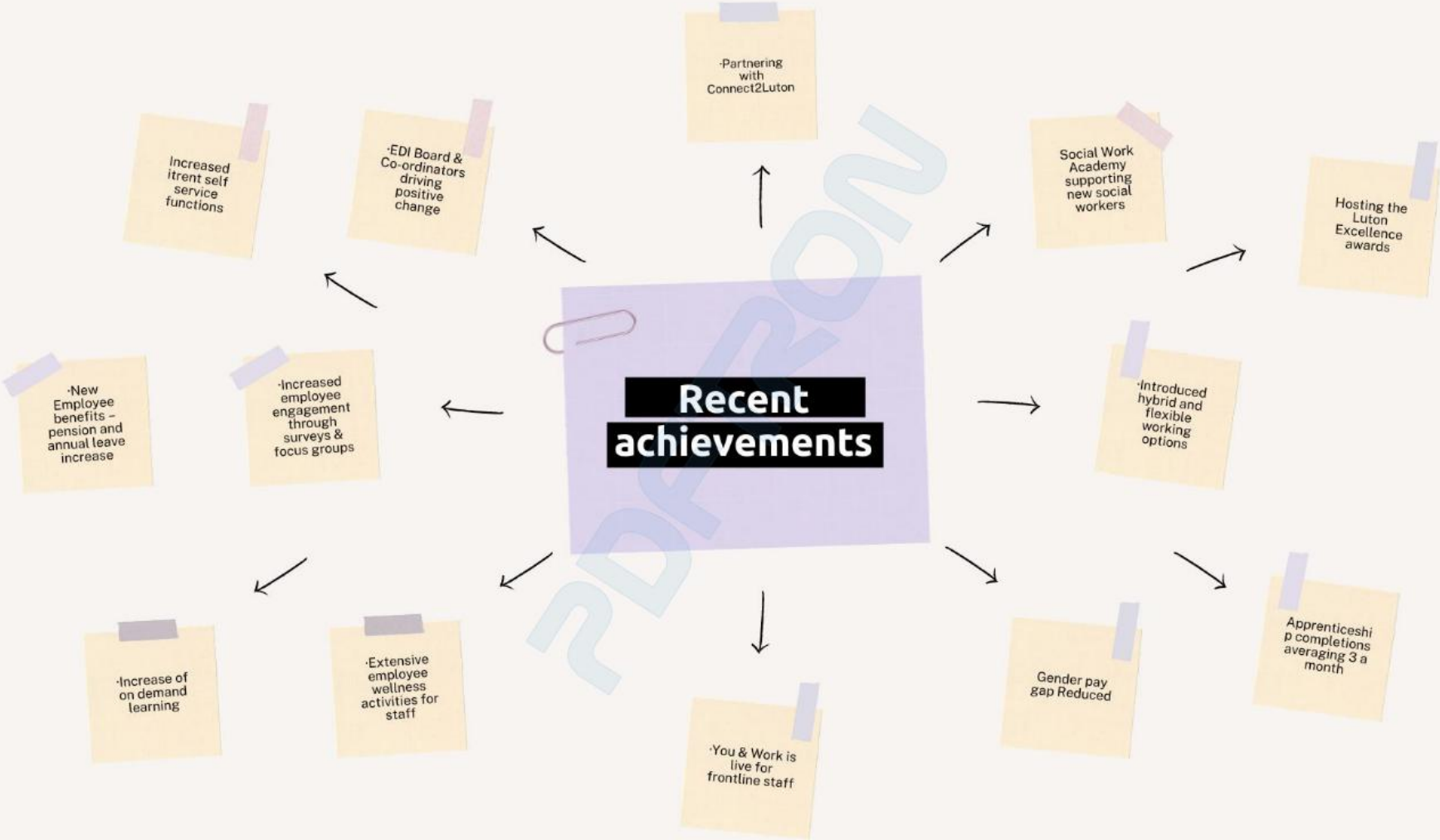
For our leaders

- I am clear about my contribution to the corporate priorities
- I role model the values
- I understand the needs of a super diverse community and how they interact with the services that I lead
- I take ownership for making positive change
- I have quality conversations with my team members and manage their performance and talent
- I support and develop my teams and celebrate and encourage their successes

For our organisation

- We demonstrate progress towards the corporate goals
- We put our residents first, within our limited resource capacity
- We demonstrate the values with our employees, elected members, citizens and partners
- Our culture actively promotes fairness, diversity and inclusion for all and we set the example for the town
- We have confidence in our workforce – recognising their talents and successes
- We are recognised as an employer of choice and our services are judged as good by our residents
- Our workforce reflects our diverse community at all levels and understands its real needs

Building on our recent achievements

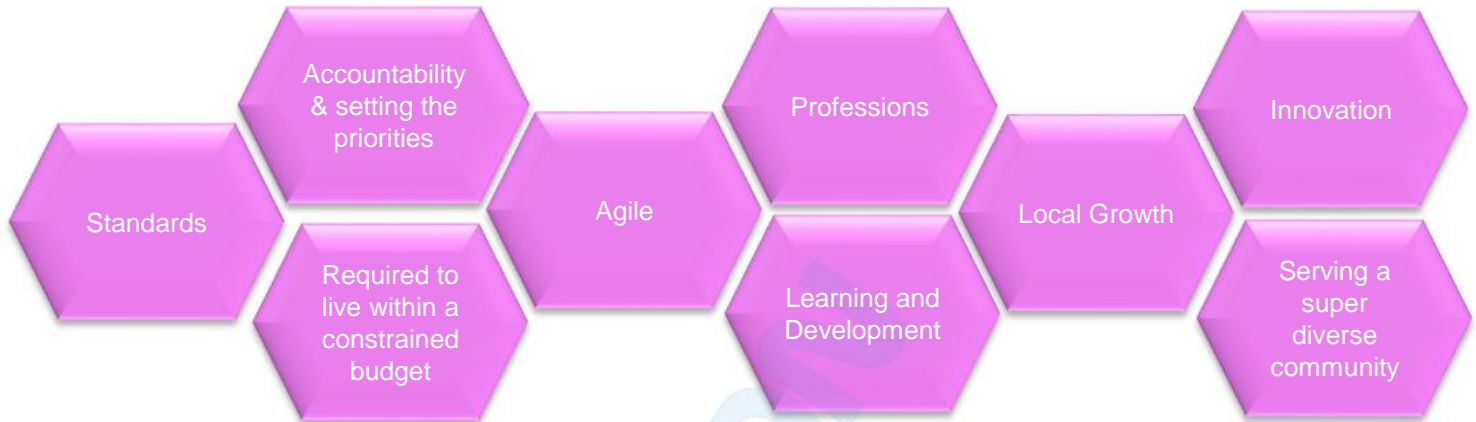


Our workforce

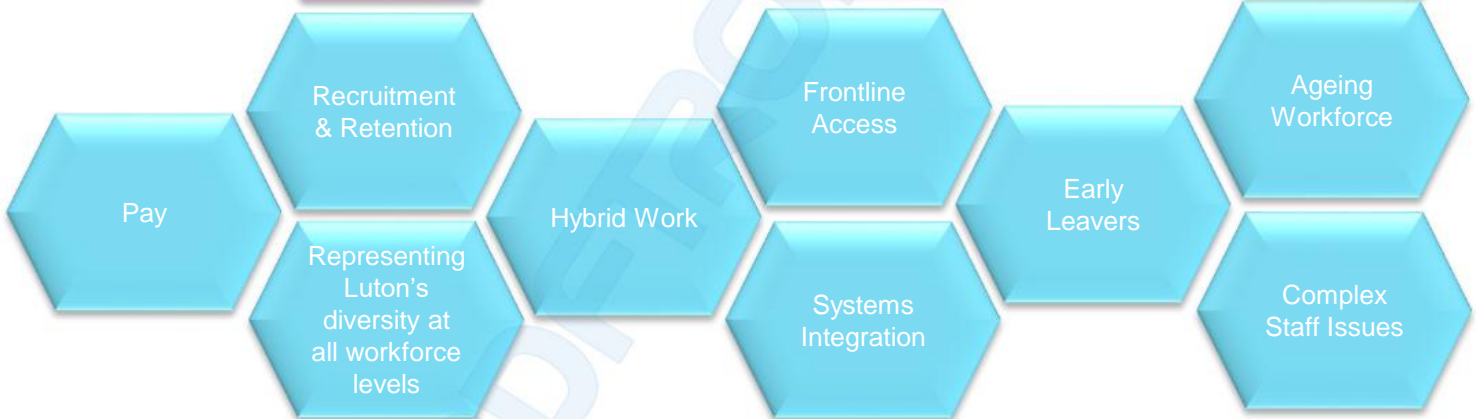
Key people challenges for Luton

Appendix 1

Corporate Challenges



Workforce Challenges



Changing World of Work



Luton



WORKFORCE SUMMARY

Part 1 - 2023

Vast majority of services 'in house'. Staff numbers are relatively high. Concentrated in the high-volume, resource-intensive services.

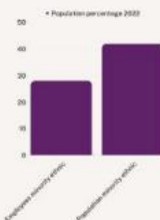
1/3
Employees are in management grades.

2/3
Of the Luton Council workforce are women, including senior grades.

1/3
Of our workforce are approaching retirement age.



3/4
Of our workforce reside at Luton postcodes.



STAFF BREAKDOWN
Total workforce of 2563 (as of March 2023). 30.6% of employees identified as being from ethnic minority backgrounds. It is estimated the working age population of Luton is 54% (2021 Census).

Luton



WORKFORCE SUMMARY

Part 2 - 2023

10.4%
Of the workforce disabled.

1.48%
LGBTQ+.

20%
Over 20% of leavers 22/23 had less than one year's service. Stable long serving workforce in many services.

129
Employees currently completing apprenticeships (Feb 2023). £420,520k spent since February 2022. £27,688k per month average unspent levy 2022/23.

SICKNESS RATES

Climbing (average 10.51 days annually - Feb 2023) we are above the public sector average (10 days).

WELLBEING

Fewer than half of our workforce are recorded as meeting their manager annually to discuss their wellbeing and work performance.

Employee Survey

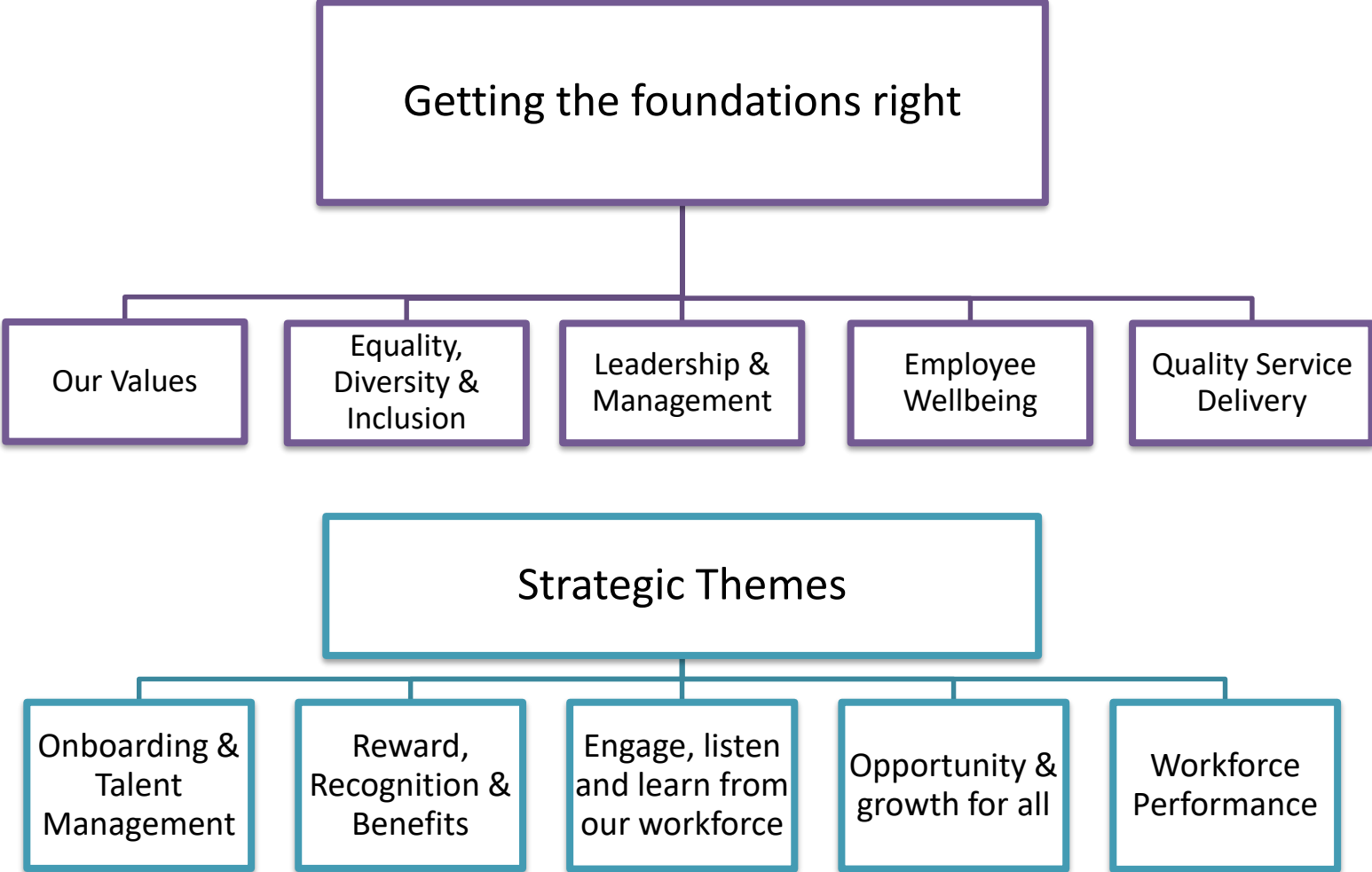
Our most recent Employee Surveys were undertaken in Feb 2021 and Dec 2022. The results identified that:

- Many value the benefits of home working but shrinking networks are endangering collaboration and innovation.
- As an organisation we need to do better at communicating effectively, in particular ensuring all staff have access to relevant information in a timely way
- People managers would welcome support and development to manage teams through our new ways of working, particularly the shift to hybrid working for some areas
- Staff would welcome more opportunity to develop skills for professional growth
- Our values are being demonstrated but not consistently across the organisation
- Staff feel workloads continue to be a challenge during and after the pandemic
- Employee wellbeing needs to be a high focus, including increased support for financial wellbeing
- Some staff feel disconnected from the progress toward achieving the 2040 vision
- We need to raise awareness of the role and purpose of our EDI Co-ordinators
- Regular communication with non-networked staff needs to be strengthened
- Many non-networked staff would welcome using personal devices to improve access to news and opportunities
- For staff who are able, many are embracing a flexible hybrid approach to working

Our People Strategy

Foundations and Strategic Themes

Our People Strategy



At the core of everything we do will be our values which underpin our organisational culture. These were developed by our own colleagues and clearly set out the expectations of how we work with each other to achieve our 2040 Vision.

We will continue to drive forward and embed our values, by:

1. Embedding values in everyday actions and behaviours including developing a 'Modelling Our Values' guide so staff can understand what they mean in practice
2. Holding ourselves to account on how we as an organisation demonstrate our values
3. Re-emphasising the right of all staff to be empowered, to innovate and to 'call out' behaviour that doesn't align with the values so that we can grow individually and collectively
4. Celebrating and recognising success



FOUNDATION 2: Equality, Diversity & Inclusion

The Council's 2040 commitment to a town built on fairness and social justice has included a renewed and refreshed focus on its approach to Equality, Diversity & Inclusion (EDI). The Council has developed a Fairness Strategy and is committed to champion EDI, set the pace for the town and be an exemplary local employer by embedding EDI in our workforce and culture.

Our focus is on eliminating discrimination and growing diversity within the workforce, eventually resulting in Luton's workforce reflecting at all levels, the community it serves.

As part of our ambitions around EDI:

1. The People Strategy will underpin the council's wider commitments to EDI and social justice set out in its Fairness Strategy
2. Recognise and eliminate discrimination in recruitment, retention, promotion, access to training, and pay
3. Value diversity, enable and empower people to bring their true authentic selves to the workplace.
4. Develop the Staff Diversity network to help actively shape the culture of the organisation
5. Drive behavioural change, including mandatory training on Unconscious Bias
6. Implement initiatives and monitor progress towards the council's approved 'motions' in support of the Black Lives Matter movement
 - Staff from minority ethnic backgrounds are not disproportionately reduced in any future restructuring
 - An improvement year on year of 2% of staff from minority ethnic backgrounds
 - Improve the representation of staff from minority ethnic backgrounds at a senior level

FOUNDATION 3: Leadership & Management

Excellent leadership and management is critical to our delivery. All our managers will be enabled and empowered to provide consistent, high-quality leadership to their teams, their service and the wider organisation. Creating the space for our managers to carry out their leadership role effectively and develop a culture of inclusion and fairness

This includes:

1. Creating the time and space for managers to come together to reflect, collaborate and develop
2. Communicating our expectations clearly
3. Providing up to date and clear policies, procedures and toolkits to empower good leadership
4. Providing effective training and development for all our managers
5. Leadership and management that is based on our values
6. Promoting 'Good Work' principles supporting happier, healthier more productive and fair workplaces that support quality work for all
7. Wherever possible allow accountability and decisions to be taken at the lowest management level

FOUNDATION 4: Employee Wellbeing Appendix 1

A key element of our workforce response to the pandemic and our 'new ways of working' model has been our wellbeing offer. This encompasses a wide range of initiatives and policies and has been embraced by the workforce.

This now needs to be mainstreamed into the organisation and allowed to evolve and develop post-pandemic, so that we better understand the needs of our employees and future employees, and what works best.

This includes:

1. Having an established Employee Health and Wellness Plan
2. Maximising our Employee Assistance Programme offer
3. Annual employee consultation and 'pulse surveys' on wellbeing and inclusion that are equally accessible to 'front line' workers
4. Work with the recognised Trades Unions to better understand where wellbeing can be improved and to implement initiatives to facilitate this
5. The 'employee voice' in all we do, we actively seek out, listen and hear what our staff are telling us
6. Adopt the Good Work Principles (Matthew Taylor 2018) and the Good Business Charter
7. Support staff financial, physical and mental wellbeing, being sensitive to the rising cost of living and hybrid working practices

FOUNDATION 5: Quality Service Delivery Appendix 1

We have an ambitious 2040 Vision which requires the Council to be performing at the very best to achieve its intended outcomes. The world is also changing with challenging public sector budgets and customers that have different expectations and interact in very different ways. This requires to not only transform the way we deliver services but also consider our own workforce and how it needs to change and work differently to deliver our ambitions.

Meeting it will not be easy and requires modern services to allow us to deliver quickly, efficiently and effectively, improving the employee experience, making it easier for us all to do our job and meet the needs of our communities, colleagues and customers.

This includes:

1. Enabling improved operational efficiency, making systems and processes lean and standardised where opportunities exist
2. Take a holistic approach to our policy portfolio – ensuring alignment and consistency from design to implementation
3. For people to be able to work in an agile way and through flexible team structures
4. Creating an organisation which has multi-skilled staff who can be deployed in a range of settings as and when they are needed.
5. Future forecasting of workforce and service needs is a regular activity
6. Encourage all partners, providers and procured services are meeting the needs of the local community and demonstrating Luton values through staff's procurement, commissioning and partnership activities

On Boarding & Talent Management

To succeed in our 2040 ambitions, we need to attract and retain the right people. As the relationship between worker and work changes and evolves, we need to keep abreast of good practice and ensure that our offer speaks to current and future staff and that we articulate and demonstrate it clearly. This is particularly important in a changing job market, where the span of 'hard to recruit' specialisms is increasing and against a backdrop of an ageing workforce. We must ensure that our offer makes sense in terms of the market, affordability and what will attract and retain the talent needed to deliver.

We want to:

1. Inspire young people and invest in our future talent pipeline
2. Increase our local workforce with targeted local recruitment
3. Develop the Luton 'brand' and sell the benefits of working here through effective marketing
4. Develop a modern recruitment and on boarding service that can respond to labour market challenges including hard to recruit areas
5. Modernise how we describe jobs and how we build career structures through 'job families'
6. Attract a wider pool of talent by re-evaluating the skill set needed when replacing staff who leave
7. Identify the best options to capitalise on the apprenticeship levy, explore 'grow our own' initiatives to improve occupancy of hard-to-fill roles and support longer-term workforce planning
8. Support the Council's role as a Corporate Parent by providing opportunities for care leavers

STRATEGIC THEME 2:

Reward Recognition and Benefits

Our rewards and recognition must be attractive as part of an overall package that compares favourably with local competitors. Job satisfaction, career advancement, wellbeing and benefits that suit all ages, levels within the workforce and personal circumstances must be the overarching aim, to maintain a high performance culture.

We want to:

1. Ensure our pay line remains competitive at all levels and continue to adopt the Real Living Wage
2. Review and look to improve our staff reward, benefits and recognition schemes
3. Continue our annual staff excellence awards, recognising achievements and celebrating success
4. Celebrate success and raise our profile by entering and winning more external awards and achieve accreditation for our services
5. Embed acknowledging and offering genuine praise and constructive feedback as part of every day practice.

STRATEGIC THEME 3:

Engage, listen and learn from our workforce

Employee engagement provides essential feedback to the business. We must embrace what this tells us and use our employees' voices to improve all aspects of their working lives. When employees understand their purpose at work, they can influence change for the better, it creates a positive domino effect, which leads to a culture of greater belonging and high performance.

We want to:

1. Undertake regular employee and 'pulse' surveys and share actions taken with staff
2. Support our existing staff networks to create a culture of engagement by encouraging employees to have a voice that is listened to, heard and ideas acted upon in all aspects of a working day
3. Encourage staff to use online platforms to learn, discuss, debate and support each other
4. Ensure exit interviews are undertaken for all leavers where feedback is analysed, reported and acted on
5. Develop different ways of inclusive engagement with our front line staff
6. Evaluate, review and develop the 'collective bargaining' mechanisms with the Trades Unions

STRATEGIC THEME 4:

Opportunity, skills and growth for all

Most people come to work at Luton to make a difference. Whilst they are here, they want to develop the skills that matter most now and in the future. In a busy environment, it is all too easy to neglect allocating the time to develop. This theme reflects our organisational belief that taking time away from busy schedules to learn, reflect and improve knowledge and skills is as important as doing the day job well.

We want to:

1. Strengthen our approach to work based learning, particularly through the use of our Apprenticeship Levy
2. Maximise external funding to upskill our workforce in basic skills such as English, Maths, ESOL and digital
3. Extend 'recruit for potential' to more roles and into management grades
4. Promote existing and new staff development and progression opportunities
5. Further develop our in-house mentoring and coaching programme
6. Deliver our Senior Leadership Development Programme and develop opportunities for middle managers to nurture our leaders of the future
7. Develop and extend 'blended' learning opportunities and a culture of continuous learning that is accessible for all staff

STRATEGIC THEME 5: Workforce Performance

Performance must be considered in its broadest context, ensuring workforce stability, productivity, equality and well being – all within the context of changing ways of working. Managing performance through genuine, constructive feedback and clarity of roles and expectations supports employee engagement, morale, productivity, highlights training gaps and helps with workforce planning. It helps to deal with any issues effectively and builds a fair and stable work environments where employees can flourish.

We want to:

1. Ensure everyone will have at least one opportunity each year to discuss their performance, objectives and development through our 'Check In' approach
2. Equip managers with the skills to use employee data to better manage their services
3. Support greater workforce stability by rationalising agency usage and spend
4. Support and grow the individual and organisations resilience and develop effective strategies to improve attendance
5. Understand productivity in a hybrid working environment and manage performance on outcomes
6. Understand neurodiversity to support and manage performance in a diverse workforce
7. Address bullying, harassment and victimisation in the workplace
8. Develop a culture of equality and inclusion where all employees are enabled to bring their authentic selves to the workplace

Delivering the Strategy

What will success look like?

The outcomes that will be focused on are set out below. We will put in place a raft of activities and indicators to help keep us focussed on what matters and to measure our performance against these.



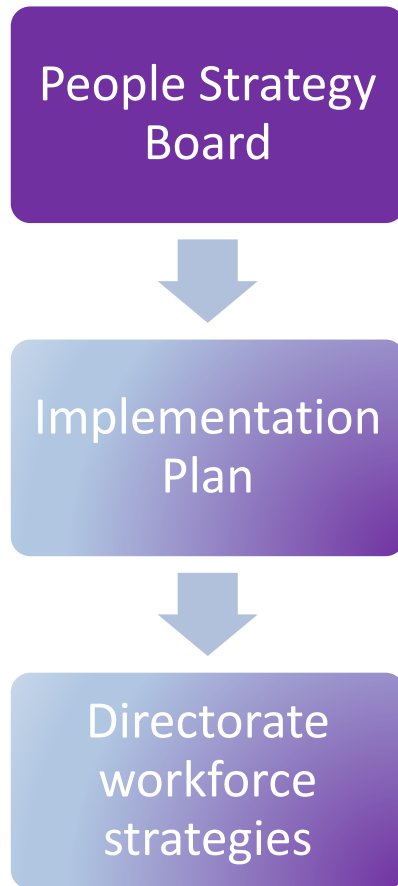
Delivering the strategy

The strategy will be owned and delivered by a range of representatives across the workforce. This will be driven by the People Strategy Board which reports into the Luton 2040 Transformation Board. There are named individuals and project plans for each defined area of work.

This is about more than just project delivery, it is about embracing the Good Work Principles, changing our culture and how we all work. As such, there are obligations on all of us to play our part to make this happen.

All staff	<ul style="list-style-type: none">→ Arrange regular catch-ups, prepare for them and agree goals that interest and inspire you→ Take the initiative to propose new ways of working which supports collaboration and increase efficiencies for the council – use your ‘employee voice’ for positive change→ Utilise training and development opportunities to increase your understanding of inclusivity and proactively address any discrimination in and outside the workplace→ Take control of your personal learning and career progression
Managers	<ul style="list-style-type: none">→ Create a variety of opportunities for you to talk to staff about the council vision, progress made, benefits and challenges to the organisation→ Create a space to listen to staff, promote an inclusive workforce and address issues where colleagues are not acting in line with our values or expectations→ Promote and encourage learning and developmental opportunities to all staff and support them with planning their career paths
Directors	<ul style="list-style-type: none">→ Create regular opportunities to talk to staff about the Council vision and your team’s role in delivering it. Be open about delivery, challenges and opportunities. Encourage feedback and ideas→ Role model the behaviours, attitudes and approach set out in the strategy and encourage it in others. Actively address behaviours which do not align with our corporate values→ Promote and encourage development in all your teams

Delivering the strategy: approach



Delivery will be managed by:

- A People Strategy Board which oversees the delivery, monitors impacts and assesses how the strategy and implementation plan should develop
- An updated Implementation Plan which drives delivery of specific pieces of work and takes account of local directorate strategies
- Named project managers (who will come from across the Council)
- A Luton 2040 Transformation Board which ensures alignment with wider corporate transformation objectives and flexes wider support for the workforce ambitions
- Strong links to the EDI Board and co-ordinators within service areas to drive positive change across all projects
- Trade Union participation and support - a joint responsibility with Management and Trades Unions to deliver the Strategy
- Communications and regular workforce updates on progress
- Progress reports to Members

Metric	Baseline	Target	Appendix 1
% of workforce who are from ethnic minority backgrounds	30.6% (March 2023)	30% (March 2023) 32% (March 2024) 34% (March 2025)	
% of M6+ managers who are from ethnic minority backgrounds	21% (March 2023)	22% (March 2023) 24% (March 2024) 26% (March 2025)	
% of staff identified with a disability	10.4% (March 2023)		
Gender pay gap	-0.8% in favour of females (March 2022)		
Annual average days lost to sickness per FTE within the rolling 12 months	10.44 days (Feb 2022 - Jan 2023)	10 days to remain below the Public Sector Average	
Number of vacancies covered by agency workers Vacancy rate	773 (2021/2022) Vacant Positions x (snapshot as at July 2022)		
Recruitment – new starters/ leavers	Leavers in last 12 months by department <2years, 2-5years, >5years		
Staff turnover	10.71%		
Age profile	Over 32% aged 56+ (December 2022)		

Metric	Baseline	Target	Appendix 1
Corporate parenting role	SEND Apprenticeships x SEND Work Experience Placements x Care Leaver Mentors x		
Early Talent Work Experience T-Level/Industry Placements NGDP	2 per service area (2023) 2 Placements (2023/24) 2 candidates (2023/24)	5 per service area (2024) 6 Placements (2024/2025) 2 candidates (2024/2025)	
Apprenticeship completions	Employee completions x 22 (Mar 23) Apprenticeships starts x 47 (Mar 23)	2024 2025 2026	
Coaching & Mentoring	Number of internal coaches x 46 Number of internal Mentors x 2 Active C & M relationships x 17	60 – 2023 20 – 2023 50 - 2023	
Grow Your Own	Shortlisted candidates who have access a development opportunity X Career Pathways/Progression Schemes X (Pending IT Functionality to capture and report this data)	80% of internal applicants who have accessed a development opportunity shortlisted	
Check-in completion rate	46% (January 2023)	100%	
Employee Survey Results Employee proud/satisfaction	54.7% - networked 15.3% - non-networked 77% say working at the council makes them want to perform to the best of their ability (Jan 23)	80% of respondents to survey 80% responded with positive	

Partnership Working

Below are some of the groups working to design, implement and deliver the Workforce Strategy

People Strategy Board
(PSB)

Employee Wellness
Group

EDI Board

Apprenticeship
Steering Group

Member
Development steering
group

ASYE steering group
(Adults & Children's)

External Partners

Luton Leaders and
managers

Staff Diversity
Network

Children's Workforce
Board

Adult Social Care
Workforce Board

Progression and
Transitions Board

SEMLEP Careers Hub
Employment & Skills
Partnership

Cornerstone
Employer Group

Step Up Operational
steering group
(graduate social work
traineeship)

BLMK Teaching
Partnership
Implementation
Group (TPIG)

Our Workforce

Appendices

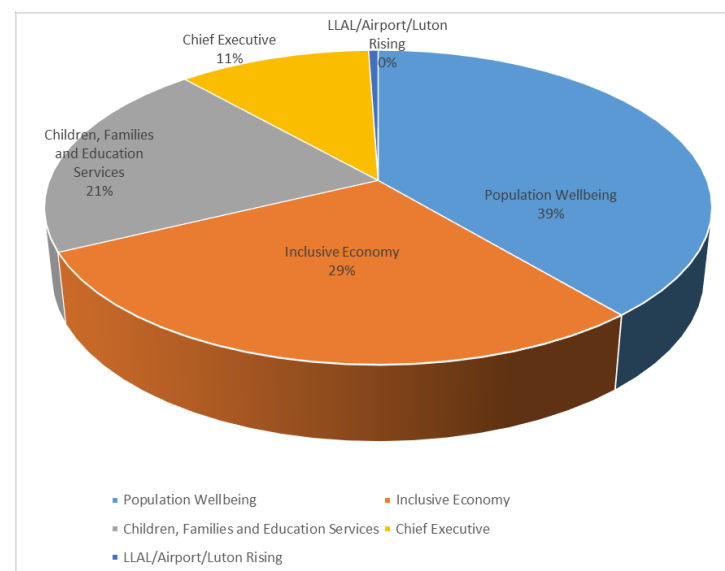
Our Workforce – staff numbers by service area

Luton Council currently has 2563 employees, or 2269 full time equivalent (FTE). The make-up of our workforce tells us a lot about us as a Council – the challenges we face, where we are doing well and where we need to improve.

As a Council which operates the vast majority of its services ‘in house’, staff numbers are relatively high and concentrated in the high-volume, resource-intensive services.

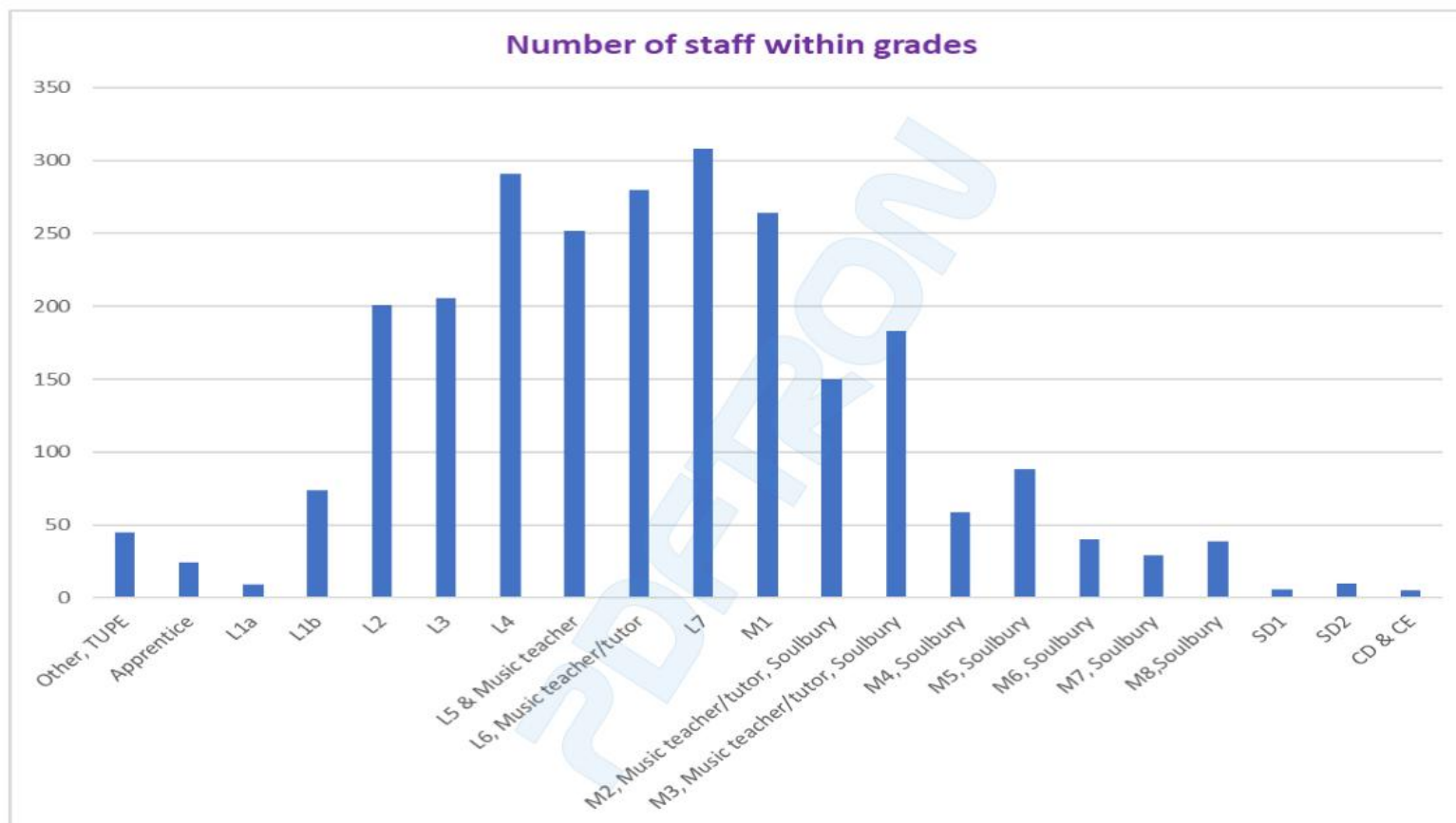
Comparators with other Councils is rarely illuminating given the diversity of operating models and contextual backdrops.

Inclusive Economy	741
Children, Families and Education Services	529
Chief Executive	282
LLAL/Airport/Luton Rising	14
Total number of staff	2563



*Data as at 31st March 2023

Our workforce – By Grade



Data as at 31st March 2023

Our workforce – by Grade

Appendix 1

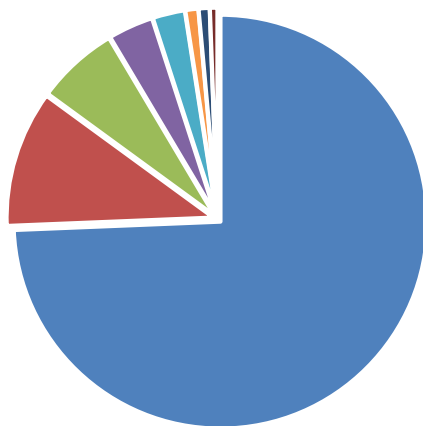
Grade	No. of staff
Other, TUPE	45
Apprentice	24
L1a	9
L1b	74
L2	201
L3	206
L4	291
L5 & Music teacher	252
L6, Music teacher/tutor	280
L7	308
M1	264
M2, Music teacher/tutor, Soulbury	150
M3, Music teacher/tutor, Soulbury	183
M4, Soulbury	59
M5, Soulbury	88
M6, Soulbury	40
M7, Soulbury	29
M8, Soulbury	39
SD1	6
SD2	10
CD & CE	5
TOTAL STAFF	2563

- The analysis shows that the structure above M4 is generally flat.
- Just over 1/3 of employees (873) are in management grades.

Data as at 31st March 2023

Our workforce - location

Home addresses for employees



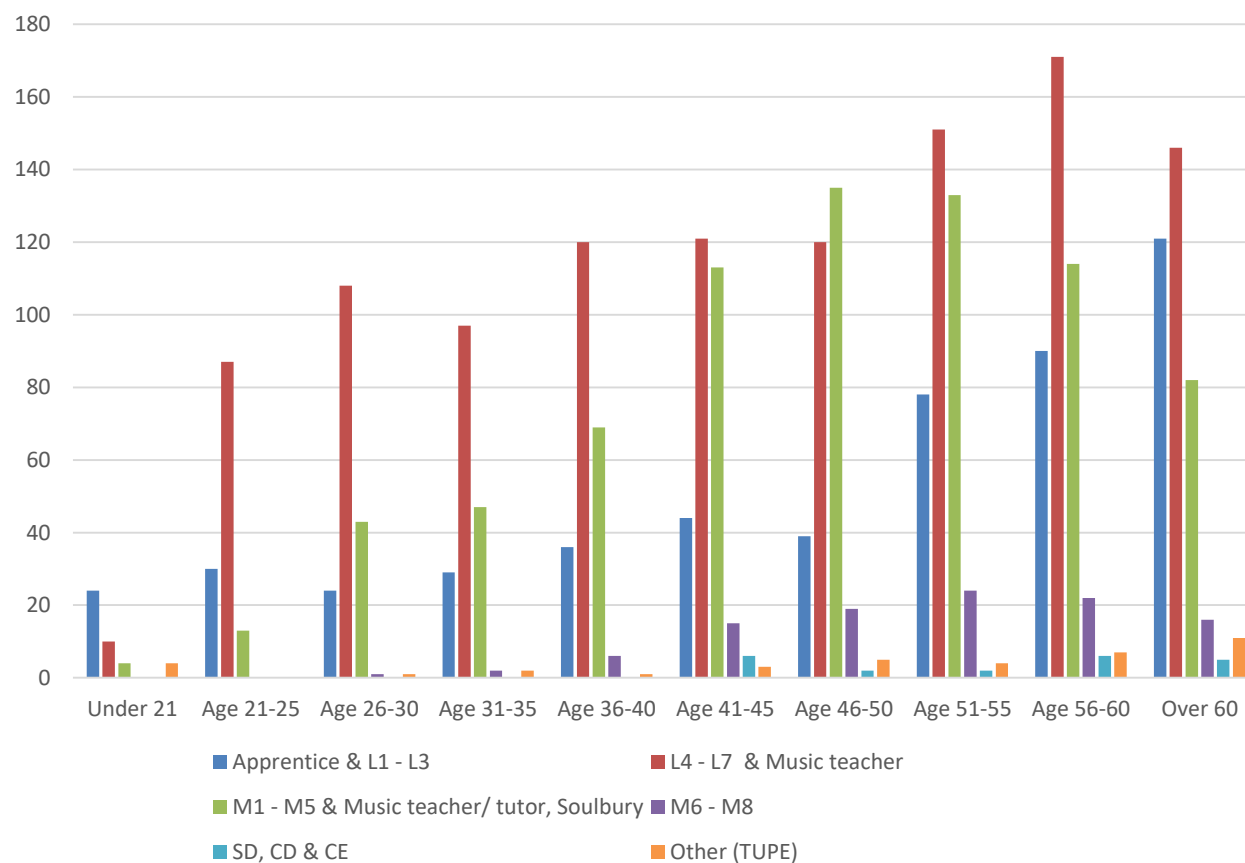
■ LU postcodes
 ■ Bedfordshire
 ■ Hertfordshire
 ■ Other
■ Buckinghamshire
 ■ Northamptonshire
 ■ London
 ■ Cambridgeshire

LU postcodes	1908	74.36%
Bedfordshire	274	10.68%
Hertfordshire	165	6.43%
Other	91	3.55%
Buckinghamshire	65	2.53%
Northamptonshire	26	1.01%
London	22	0.86%
Cambridgeshire	15	0.58%
	2566	100.00%

- The Council is committed to ensuring that its workforce represents the community that it serves. That becomes an increased challenge as we recover from the pandemic, introduce our new hybrid working model and seek to alleviate sector-wide recruitment challenges.
- The data shows that 74% of our workforce live at addresses with 'LU' postcodes.
- 17% of employees live in Bedfordshire or Hertfordshire
- Less than 10% of our workforce live at other locations

*Data as at 2 May 2023

Workforce profile – Age and Grade



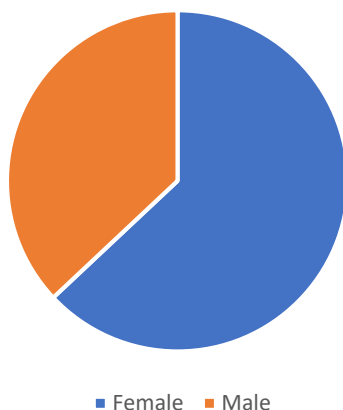
- We have an ageing workforce
- Over 30% of our workforce is aged 56 or older
- Over 46% are aged 51 or older
- In general the senior management team, Service Managers, SDs and CDs/CE are aged 41 or older
- 20% of our workforce occupy front line/support roles at grade L3 or below and almost 64% of this group are aged 46 or older
- Less than 7% of our workforce is aged 25 or younger – only 42 employees are under the age of 21

Data as at 31st March 2023

Workforce Profile – Gender

Around 63% of Luton Council's workforce are women. This mirrors broader sector averages. This is also replicated at the most senior grades (M6 and higher)

Female / Male within the Council's workforce

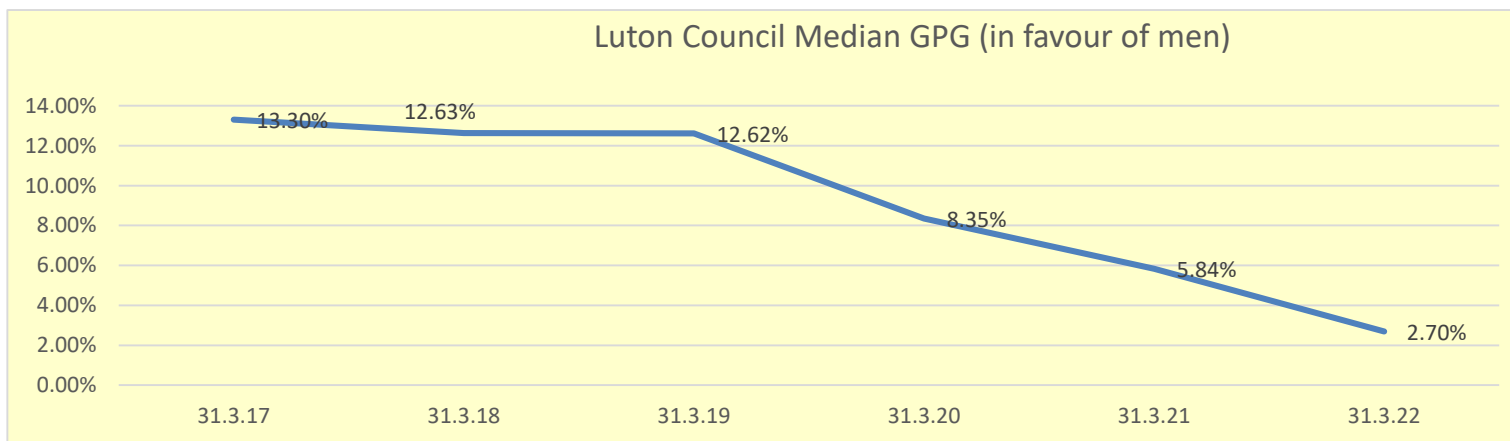
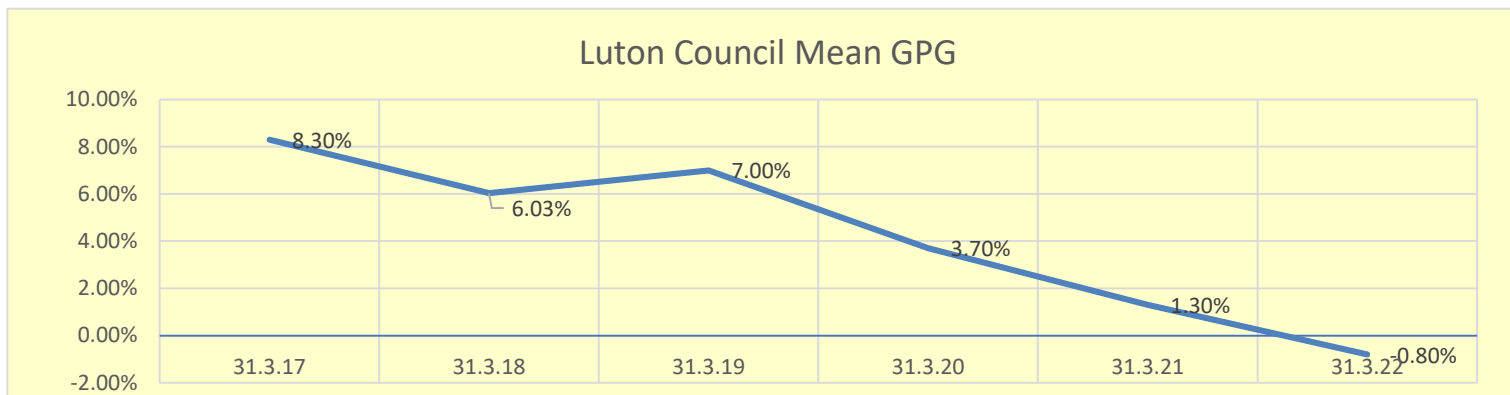


- The council's mean (average) gender pay gap has reduced from 3.7% (in favour of men) in 2020 to -0.8% in favour of women in 2023. Over the same period the median (mid point) gender pay gap has reduced from 8.35% to 2.7% (in favour of men)
- The overall Gender Pay Gap is defined in two ways, firstly as the difference between the mean (average) hourly pay of men and women expressed as a percentage of the mean hourly pay of men. Secondly, it is defined as the median hourly pay of men and women (actual midpoint of all the pay data) expressed as a percentage of the median hourly pay of men.
- It is a statutory requirement to publish the council's gender pay gap, annually in March. The results published in March 2023 are based on pay data captured for 2021/22.

Data as at 31st March 2023

Gender Pay Gap

Both the mean and median pay gap show a positive trend



Data as at 31st March 2023

Workforce Profile - Ethnicity

We are a diverse borough. The Council has reiterated the importance of having a workforce which represents the Town that it serves. This has been articulated in the Council motion (January 2021), against which we have made strong early progress.

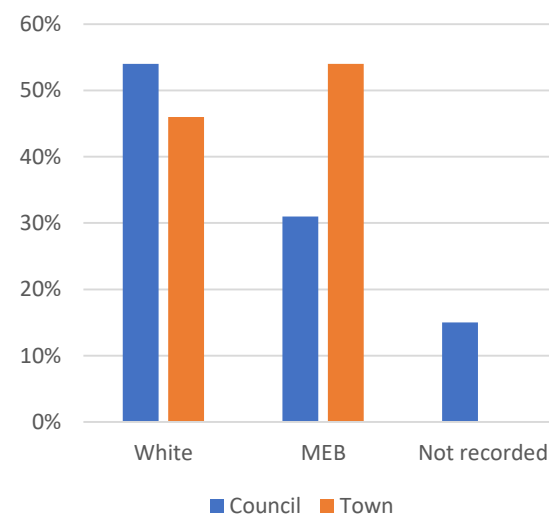
There is work to do to better understand the ethnic make-up of our workforce and to ensure it is fully representative of the Town that we serve (54% of working-age adults living in Luton are from black and minority ethnic backgrounds, based on the latest census data).

Over the last year we have seen encouraging signs:

- The percentage of employees from black and minority ethnic backgrounds has increased to 30.6%;
- Our data on our workforce has improved, however our records show we do not have ethnicity recorded for over 15% of our employees;
- There is still more to be done. The percentage of employees from black and minority ethnic backgrounds occupying senior roles at grade M6 or higher, is 21%

Data as at 31st March 2023

Workforce ethnicity compared to Luton's working-age population

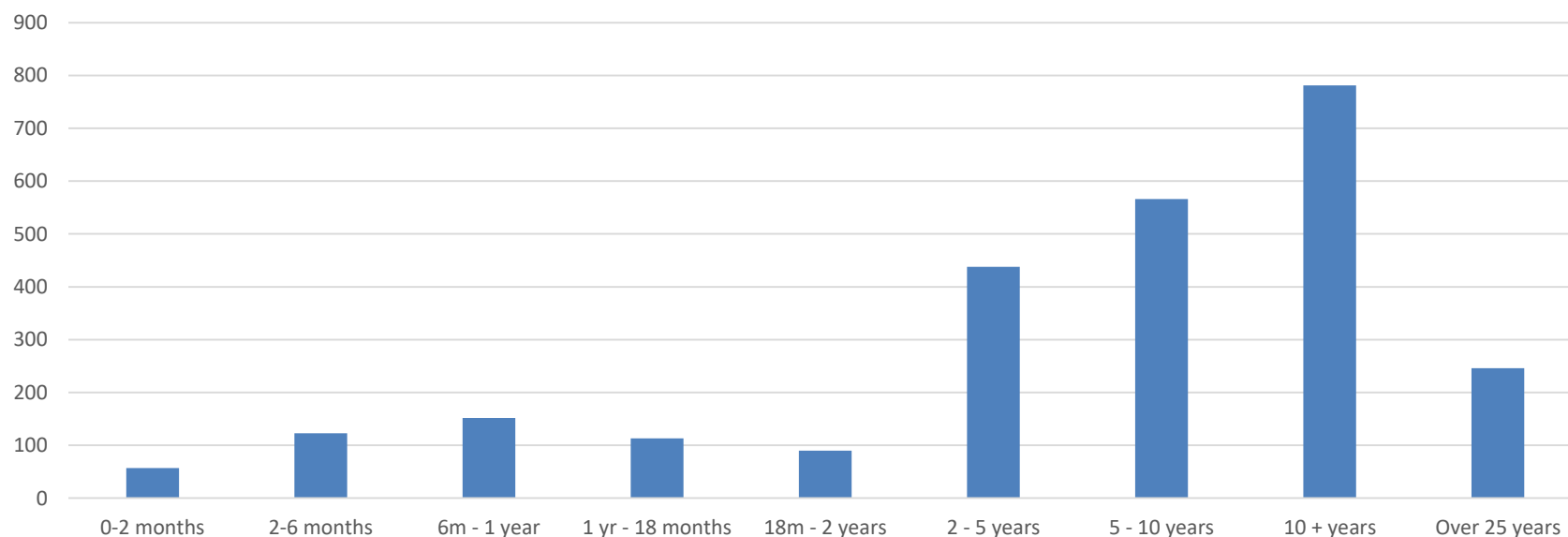


Workforce Profile – length of service (1)

40% of our workforce have been employed with the council for 10 years or more compared to 13.4% in Dec 2021

Approaching 10% of our workforce have been employed for 25 years or more

Length of Service all LBC May 2023



In December 2021 our turnover of staff was slightly below the sector average at 11.85%

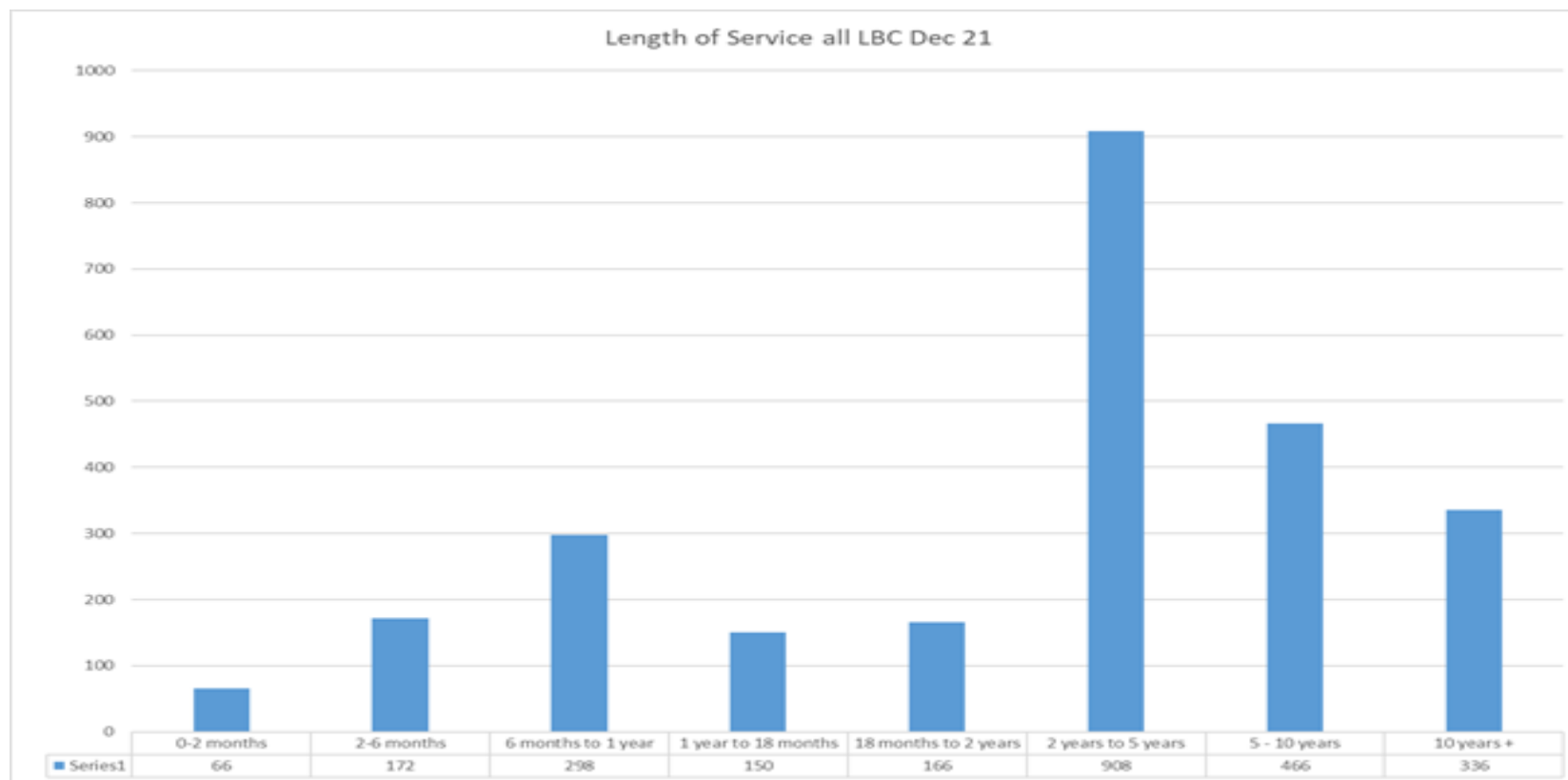
The turnover for 2022/23 increased to 14%, against a sector average of ????

Data as at 2nd May 2023

Workforce Profile – length of service (2)

Compared to the profile around 18 months ago, there are now far fewer staff who have between 2 and 5 years' service (438 in May 2023 against 908 in Dec 2021)

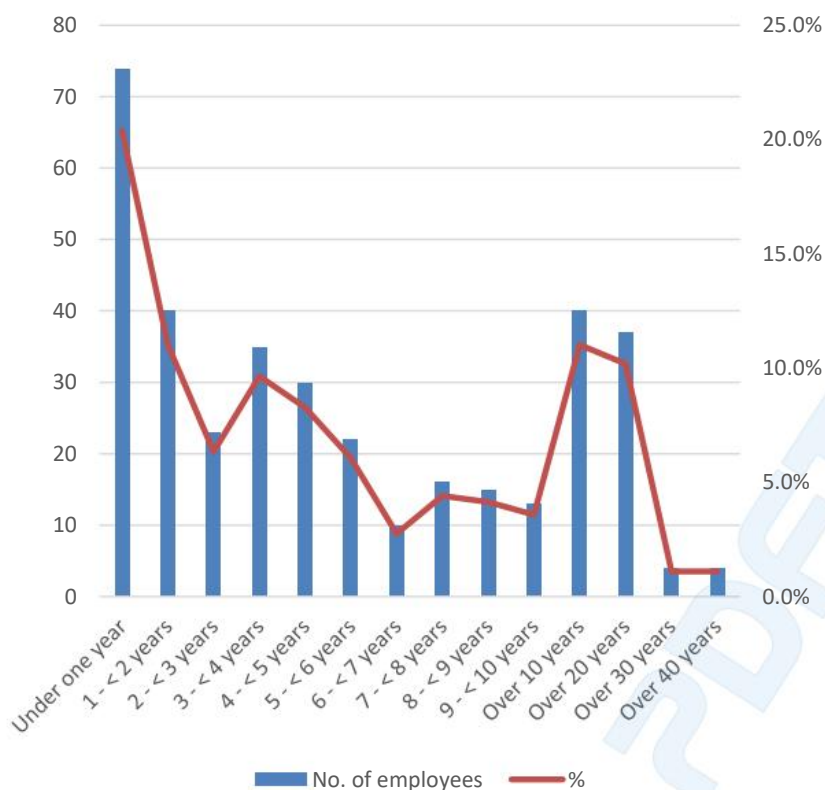
Currently, just under 21% have less than 2 years' service, compared to 34%, 18 months ago.



Data as at December 2021

Leavers

Length of service for leavers 2022/23

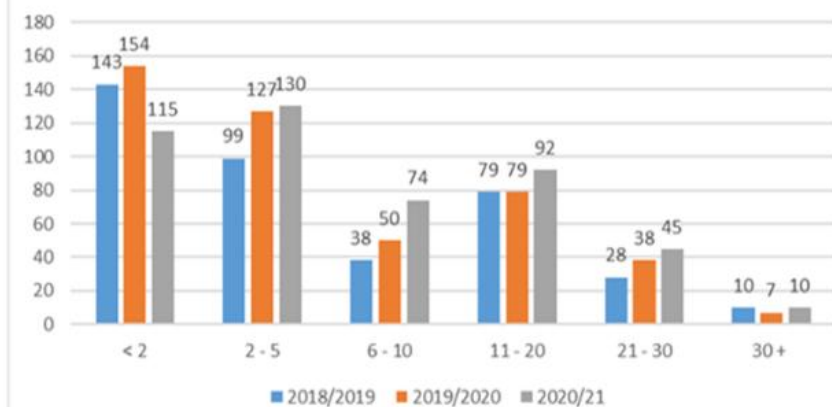


There were 363 leavers 2022/23

Data as at 31st March 2023

- Over 20% of leavers during 22/23 had completed less than a year’s employment with the council. The vast majority were voluntary resignations
- Over 21% of leavers had completed between 10 and 20 years’ employment
- Data shows that there were 14 leavers from grades M6 or above ; 61 employees retired (17% of the leavers); almost half of the leavers (173 – 48%) said their reason was better pay, career opportunities or training
- This raises questions around how well we on-board, the ‘employee experience’ and speaks to some of our challenges around pay and an ageing workforce

Leavers by Length of Service



Good Work Principles

Adequate pay, stable, secure and safe work, prevents discrimination, violence and social isolation

Clarity of role and clear direction

Promotes health, safety and wellbeing

Supportive line manager that offers psychological safety

Varied and interesting work

In work developmental opportunities

Good effort-reward balance: praise of a job well done

Promotes employee voice

Affords autonomy and control

Flexible work arrangements relevant and meaningful to individual

Performance measured on outcomes

Constructive feedback on progress

FUN

All are within the capacity of organisations and managers to influence