

Local Government Workforce Survey 2009 – England





**Local Government Workforce Survey
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Contents

Introduction	1
Executive Summary.....	3
Findings.....	7
Overall action on workforce issues.....	7
Leadership development.....	8
Investors in People (IiP)	15
Skills gaps and development.....	16
Developing the co-commissioning skills of managers	21
Occupational skills shortages	23
Pay and rewards.....	35
Local variations of Terms and Conditions	39
Training spend and days.....	40
Turnover	42
Vacancy rate	43
Other workforce issues.....	44
Annex A: verbatim responses to qualitative questions	46
Annex B: Apprenticeships and trainees survey: October 2009	59

Tables

Table 1: Response by type of authority and region	2
Table 2: Please indicate how the following two statements relate to your authority	7
Table 3: With which of the following has your local authority participated in or planned to participate in cross sector leadership development with?	11
Table 4: Organisations with which local authorities participated, or planned to participate, in cross-sector leadership development, by authority type	12
Table 5: What percentage of the top five per cent of earners from your authority are from the following groups?	13
Table 6: Percentage of the top five per cent of earners by authority type	13
Table 7: The Workforce Strategy identifies the following skills needed to achieve continuously improving, efficient services. Please indicate whether you think your authority has any skills gaps in these areas.	17
Table 8: Skills gaps by authority type	19
Table 9: Is your authority currently experiencing any recruitment and retention difficulties?	23
Table 10: Ten occupations most frequently offered market supplements in 2009	27
Table 11: To what extent is your authority implementing the following actions to address occupational skills shortages, and to make the most of your potential 'talent' through succession planning activities?	29
Table 12: How many people received the following opportunity from your authority in the last 12 months?	31
Table 13: Number of people who received the following opportunity in the last 12 months by authority type	32
Table 14: How many opportunities is your authority intending to provide by December 2010?	33
Table 15: Number of people intended to receive the following opportunities by December 2010, by authority type	33
Table 16: Which of the following best describes your authority's position in relation to LEP?	34
Table 17: Which of the following elements will be, or are planned to be in the total rewards approach?	35
Table 18 - Does your recognised remuneration committee or panel oversee the rewards package for any of the following?	38
Table 19: Median average total gross training expenditure (GTE) per employee and per member, median total number of working days spent on off-the-job training per employee – financial year 2008-2009	40
Table 20: Median average annual employee turnover – financial year 2008-2009	42
Table 21: Median average annual vacancy rate – 31 st March 09	43

Figures

Figure 1: Has your authority participated in or planned any leadership development activity over the last year?.....	8
Figure 2: Which levels did or will this leadership development activity cover?.....	9
Figure 3: Levels that leadership development activity did or will cover, by authority type.....	10
Figure 4: Is your authority taking any action to increase the percentage of BAME people in senior management positions?	14
Figure 5: Please indicate the extent of your authority's involvement in lIP and the percentage of the workforce covered as at 31st March 2009	15
Figure 6: Does your authority have Union Learning Representatives?	20
Figure 7: Is your authority taking any action to develop the co-commissioning skills of your managers?	21
Figure 8: Percentage of authorities currently experiencing recruitment or retention difficulties 2004 – 2009	24
Figure 9: Ten occupations most frequently reported with recruitment difficulties in 2008 and 2009	25
Figure 10: Ten occupations most frequently reported with retention difficulties in 2008 and 2009	26
Figure 11: Has your authority adopted a Total Rewards Approach?	35
Figure 12: What system of individual pay progression does your authority use?	37
Figure 13: Does your organisation have a remuneration committee or panel to oversee the rewards package for the chief executive?.....	38
Figure 14: Median total gross training expenditure per employee and per member 2001-2009	41
Figure 15: Median annual turnover rate 2001-2009	42
Figure 16: How often does your authority run its employee survey?	44
Figure 17: Overall, how do you rate the support that the IDeA and LGE provide to you on workforce issues?	45

Introduction

The Local Government Workforce Survey 2009 provides information on the progress that authorities are making in addressing the key workforce challenges faced by local government. It supports and informs the implementation and development of the Local Government Workforce Strategy. Areas covered include:

- overall action on workforce issues
- Investors in People (IIP)
- skills gaps
- pay and rewards
- turnover
- leadership development
- occupational skills shortages
- training spend and days
- vacancy rate
- other workforce issues

The survey was conducted by LGA Analysis and Research, in partnership with the Improvement and Development Agency (IDeA) and Local Government Employers (LGE), and updates the 2008 Local Government Workforce Survey and builds on previous surveys; the People Skills Scoreboard, the Recruitment and Retention Survey and Pay Surveys.

All Heads of Human Resources (or equivalent position) in the England were asked to complete the online survey between June and August 2009. Please note that authorities were surveyed after the April 2009 Local Government Reorganisation (LGR). Authorities formed after LGR answered questions that were current or relevant to the 2009-2010 financial year.

The final response rate achieved was 58 per cent (206 authorities). Regionally, response was highest from South East (64 per cent) and lowest from the South West (39 per cent). Response from London boroughs increased in 2009 to 58 per cent from 39 per cent in 2008, whilst shire counties fell from 65 per cent in 2008 to 56 per cent in 2009.

Due to the low number of respondents to certain questions data broken down by type of authority and region is sometimes not meaningful. It is for this reason that data is broken down by shire districts and county/single tier authorities (shire counties, unitaries, metropolitan boroughs and London Boroughs) in the report.

Table 1: Response by type of authority and region

Type of authority	No. of respondents	Response rate (%)	No. surveyed
English unitary	36	64	56
London borough	19	58	33
Met district	22	61	36
Shire county	15	56	27
Single tier/county authorities	92	61	152
Shire district	114	57	201
Region			
East Midlands	22	49	45
East of England	30	56	54
London	19	58	33
North East	10	40	25
North West	24	52	46
South East	47	64	74
South West	20	39	51
West Midlands	22	58	38
Yorkshire and the Humber	12	55	22
England	206	58	353

Executive Summary

Overall action on workforce issues

- Authorities were asked if they had identified the most critical current and future workforce issues. Sixty six per cent had identified the most critical workforce issues for all council services; a third (33 per cent) had done this for some council services.
- Forty eight per cent of those that had identified the most critical current and future had put a programme of action into place to address the most critical current and future workforce issues across the whole council. Forty seven per cent had put a programme of action into place for some council services.
- Eighty seven per cent of authorities with a programme of action in place felt it had been effective; this rose to 97 per cent who felt it would be effective in the future.

Leadership development

- Ninety one per cent of authorities had participated in or planned leadership development, either on their own or in partnership.
- Authorities reported that leadership development had or would be carried out with middle managers (86 per cent of authorities), executive leaders (69 per cent), members/board members (39 per cent) and graduates (17 per cent).
- Of those who had already worked with an external partner to develop leadership skills, the majority (77 per cent) had worked with other local authorities.
- The median average percentage of the top five per cent of earners who were women was 40 per cent. This figure was lower for those with a disability (three per cent) and from Black Asian and Minority Ethnic Groups (two per cent).
- A quarter of authorities (25 per cent) reported that they were already taking action to increase the percentage of BAME groups in senior management positions, and 15 per cent of authorities were planning to do this.

Investors in People (IiP)

- Seventy one per cent of authorities had IiP status for whole of the authority (an increase from 51 per cent in 2001) with 82 per cent of the workforce covered (an increase from 38 per cent in 2001); 13 per cent had recognised IiP for part of the authority.
- Of the remaining 29 authorities, 41 per cent were committed to achieving IiP recognition for the whole or part of the authority, whilst just over a third (34 per cent) were not involved and 24 per cent had rejected involvement.

Skills Development

- Nearly a quarter of authorities (23 per cent) reported significant skills gaps in 'strategic commissioning' for key specialists; 20 per cent in 'business process improvement'; 19 per cent in 'change management' for senior and middle managers and 18 per cent in 'performance management' for all managers.
- Over a fifth of authorities (21 per cent) were taking action to develop the co-commissioning skills of managers.
- Fifty six per cent of authorities had Union Learning Representatives.

Occupational skills shortage

- Fifty two per cent of authorities reported that they were experiencing recruitment or retention difficulties; this is a significant decrease from 2008 when 83 per cent of authorities reported recruitment and retention difficulties, and a continuation of the downwards trend evident since 2004 when 93 per cent of authorities were reporting difficulties.
- Recruitment and retention difficulties were significantly more likely in county/single tier authorities where 81 per cent reported recruitment and retention difficulties, than in shire districts, where just 29 per cent reported difficulties.
- The average number of occupations experiencing difficulties per authority was significantly higher in county/single tier authorities (13.1) than in shire districts (3.5).
- As in 2008, the most frequently identified occupation for recruitment difficulties was children's social workers (increasing from 64 per cent in 2008 to 72 per cent of authorities with recruitment or retention problems in 2009). This was replicated for retention issues, where 60 per cent of authorities with recruitment/retention problems reported having difficulties with retaining children's social workers.
- A third of authorities with recruitment or retention problems (34 per cent) were offering market supplements to children's social workers.
- Ninety five per cent of authorities reported that they were providing regular work experience schemes with local schools/colleges, and 89 per cent were offering existing employees career progression opportunities ('grow your own' schemes).
- Sixty six per cent had redesigned jobs (for example creating para-professional roles or enhancing administrative and support roles), 75 per cent were making widespread and systematic use of secondments to aid development and 77 per cent provided volunteering opportunities.
- Twenty six per cent of authorities offered a positive action trainee scheme and 23 per cent offer a positive action development programme (other than those mentioned under leadership development).
- Forty one per cent of authorities had a graduate scheme; 34 per cent ran a local graduate development programme and 28 per cent were part of the National Graduate Development Programme (NGDP).

- A median average of three apprenticeships per authority were offered over the last 12 months; a median average of 10 apprenticeships per authority are intended by December 2010. An estimated total of around 9,300¹ apprenticeships would therefore be offered by authorities by December 2010 in England².
- Over half the authorities (54 per cent) reported that they had signed up to a Local Employment Partnership (LEP) and were placing vacancies with Jobcentre Plus.

Pay and rewards

- Ten per cent of authorities had implemented a total rewards approach and another 18 per cent were planning to in the next two years.
- Nearly three quarters of authorities (74 per cent) that had implemented a Total Rewards Approach had included 'other flexible benefits' (including salary sacrifice schemes).
- A median of 70 per cent of managers per authority had been trained in the people aspects of performance management.
- Twenty three per cent (29 authorities) stated that any of their authority's managers had been trained in reward management.
- Seventy five per cent of authorities were using a 'time served' (i.e. annual incremental progression) pay system for whole or part of the authority, covering 58 per cent of the workforce on average; whilst just over a quarter of authorities (26 per cent) had 'no individual pay progression via increments, spot salaries used instead' – however this only covered six per cent of the workforce.
- Nearly a third of respondents (32 per cent) reported that their authority had a remuneration committee or panel to oversee the rewards package for the chief executive.
- Sixty eight per cent of authorities with a remuneration committee or panel reported that it oversaw the rewards package for first tier officers. This reduced to under half (42 per cent) for second tier officers and under a third (31 per cent) for third tier officers.

¹ Estimated numbers for England are grossed figures. The grossed figure is calculated through taking a mean average for respondents by authority type as an indication of the response for non respondents. Grossing used a mean average rather than a median to be consistent with grossing methodology used in the 2008 Local Government Workforce Survey.

² Please note that a follow up, supplementary survey conducted by the LGA in October 2009 estimated that apprenticeships and trainees in authorities have risen from 7,500 in 2008 to 14,400 in October 2009; by December 2010 there will be 18,600. For details of this supplementary survey, please see Annex B.

Local variations of Terms and Conditions

- Sixty two per cent of authorities had varied annual leave conditions of service from those set out in the national agreement for Local Government Services (LGS) Green Book for employees.
- Thirty six per cent of authorities had varied premium rates and nine per cent have varied sick pay.

Training spend and days

- In 2008/2009 the median gross training expenditure (GTE) was £305 per employee, the highest level since 2001, however nearly a third of respondents (32 per cent) thought that GTE would decrease in 2009/2010.
- Median GTE per member was £218, the lowest level since 2003.
- Authorities reported a median average of 1.4 off-the-job training days per employee in 2008/2009.

Turnover and vacancy rates

- The median average annual turnover rate for 2008/2009 was 11 per cent, the lowest level since the rate was first recorded in 2001.
- The median average annual vacancy rate on 31st March 2009 was 10 per cent.

Other workforce issues

- Ninety four per cent of authorities ran an employee staff survey. Just over half (52 per cent) ran their staff survey once every two years; and just over half (57 per cent) commissioned a survey to be run externally.
- The majority of authorities ranked support provided on workforce issues by the IDeA and the LGE as very good (15 per cent each) or fairly good (77 per cent and 80 per cent respectively).

Findings

Overall action on workforce issues

Authorities were asked if they had identified the most critical current and future workforce issues and put a programme of action in place to address these issues. Authorities that had put a programme of action in place were then asked to rate how effective it has been so far and would be in the longer term.

Sixty six per cent of authorities reported that they had identified their most critical current and future workforce issues across the whole council, with a further 33 per cent identifying them for some council services.

For those authorities who had identified issues, 48 per cent reported that they had put a programme of action into place to address the most critical current and future workforce issues across the whole council. Forty seven per cent of authorities reported that they had put a programme of action into place for some council services.

Only one per cent had not identified any of their critical workforce issues. Four per cent of authorities had not put a programme of action into place for any workforce issues they had identified.

Eighty seven per cent of all authorities with a programme of action in place felt it had been effective; this rose to 97 per cent who felt it would be effective in the future.

Table 2: Please indicate how the following two statements relate to your authority

	Yes, across the whole council	Yes, for some council services	No, for no council services	Base
The most critical current and future workforce issues have been identified	66%	33%	1%	184
A programme of action has been put into place to address the most critical current and future workforce issues	48%	47%	4%	179

Base: all authorities

There was a small difference between the percentage of county/single tier authorities (61 per cent) who had identified their most critical current and future workforce issues for the whole council and the percentage of district councils (69 per cent).

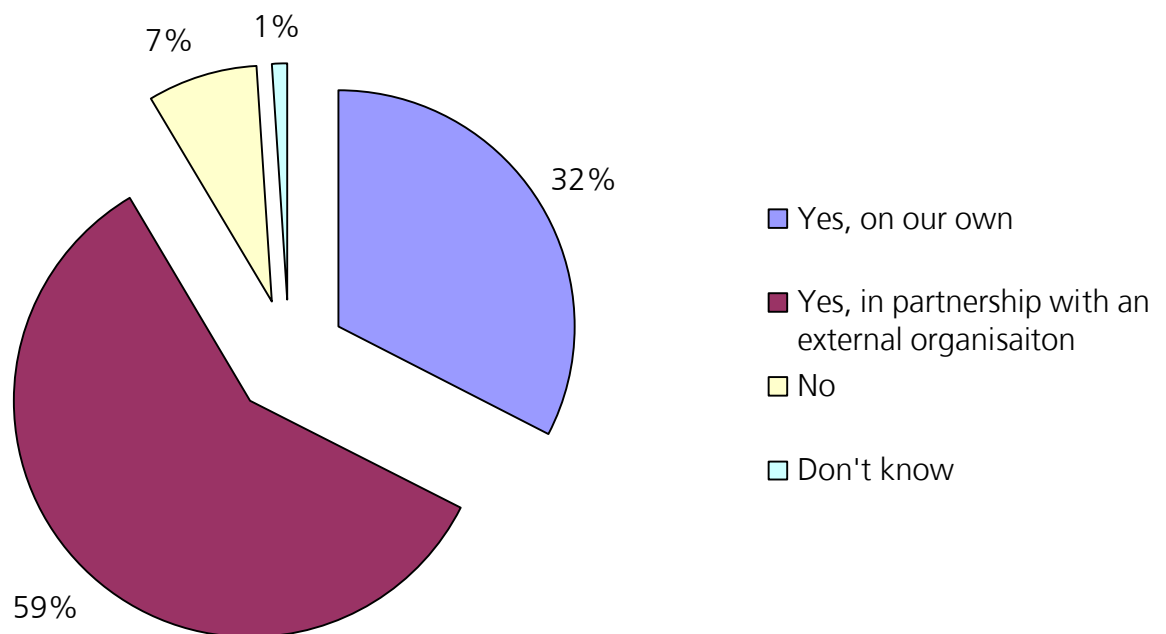
Forty two per cent for county/single had put a programme of action in place for the whole council and 53 per cent of shire districts.

Leadership development

The majority of authorities had participated in or had planned leadership development either on their own (32 per cent) or in partnership (59 per cent). Only seven per cent of authorities had not participated in or planned leadership development.

The percentage of county/single tier authorities who had participated or planned leadership development was similar (96 per cent) to that of shire districts (89 per cent).

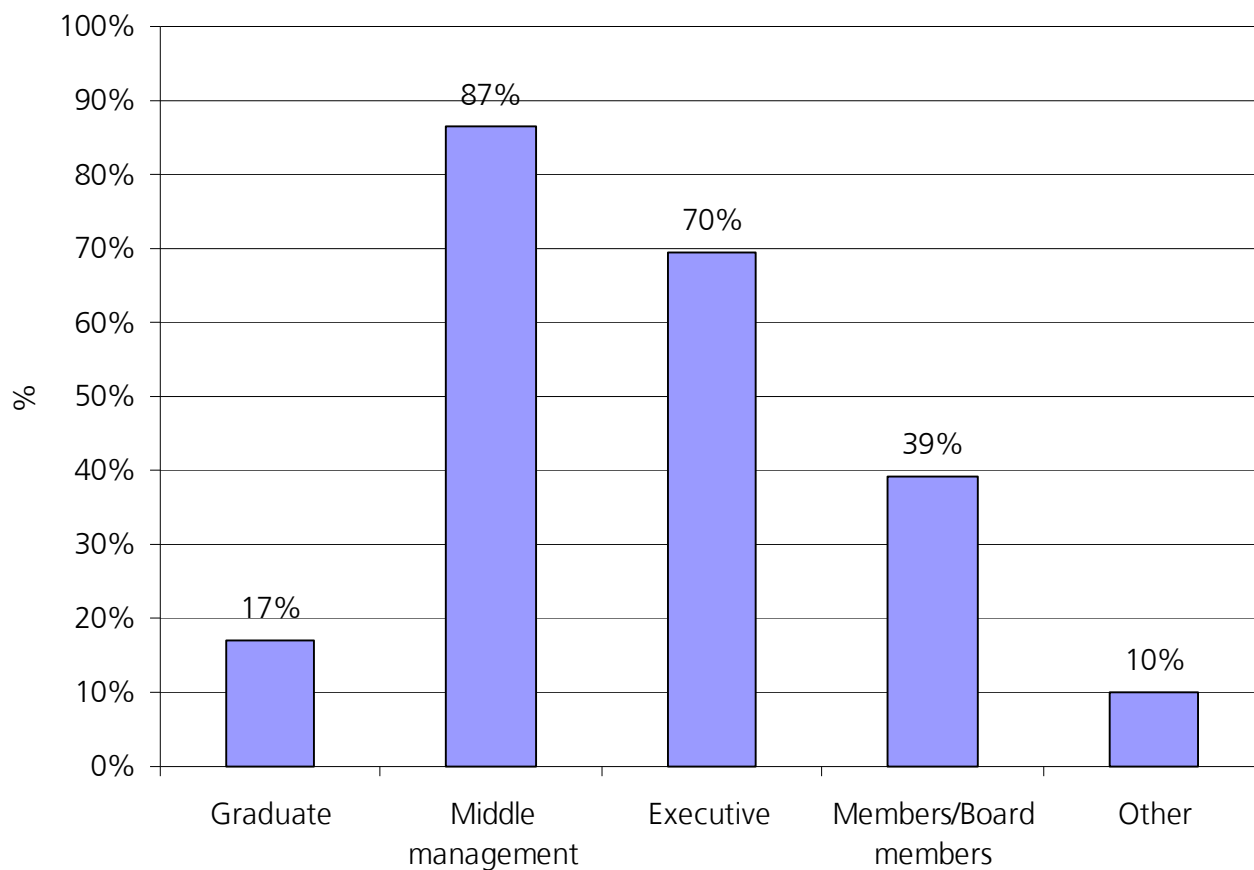
Figure 1: Has your authority participated in or planned any leadership development activity over the last year?



Base: all authorities (182)

Leadership development had been or would be most frequently carried out with middle management (86 per cent) and least frequently with those at graduate entry level (17 per cent).

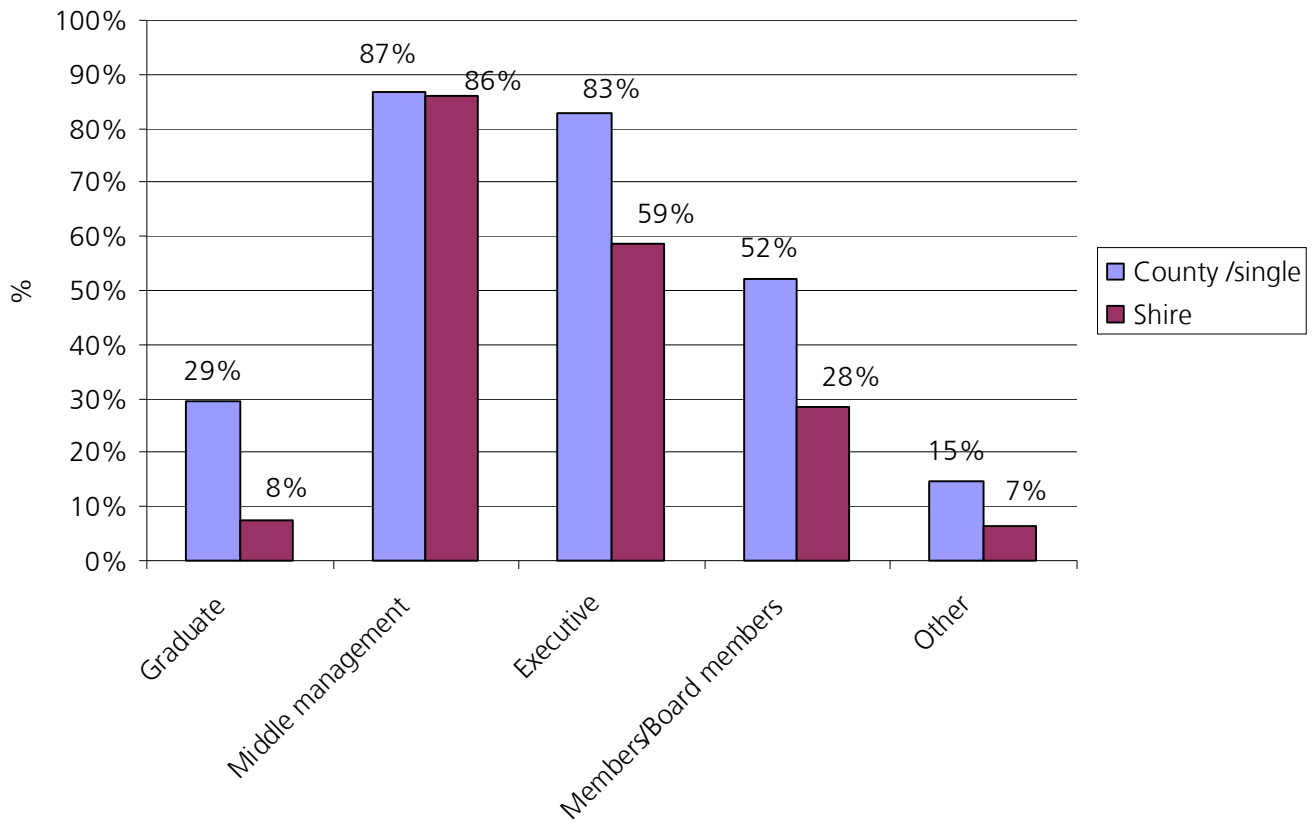
Figure 2: Which levels did or will this leadership development activity cover?



Base: all authorities conducting leadership development (167)

Significantly more counties/single tier authorities had been or will be conducting leadership development activities with graduates, executive managers and members/board members than within shire district authorities (Figure 3).

Figure 3: Levels that leadership development activity did or will cover, by authority type



Base: all county/single tier authorities conducting leadership development (75); all shire districts conducting leadership development (92)

Table 3 displays the percentage of authorities who had participated or planned to participate in cross-sector leadership development with different types of organisations.

The majority of authorities (77 per cent) had already worked in an external partnership with other local authorities. No authorities had participated in leadership development with the armed forces, but three per cent were planning to do so.

For the future, the most frequently planned cross-sector leadership development was with the police (21 per cent), followed by the health service (20 per cent), and other local authorities (18 per cent). Twelve per cent of authorities had already undertaken leadership development with the civil service, but none reported that they planned to do this in the future.

Table 3: With which of the following has your local authority participated in or planned to participate in cross sector leadership development with?

External organisation leadership development activity covered	Already	Planned	Base
Local authorities	77%	18%	97
Higher education	44%	8%	52
Health service	43%	20%	60
Fire and rescue services	41%	16%	56
Further education	38%	6%	48
Private sector	38%	13%	48
Police	31%	21%	52
Third sector	30%	16%	44
National College for Leadership of Schools and Children's Services (NCL)	19%	5%	43
Civil service	12%	0%	42
Homes and Communities Agency (HCA)	8%	5%	39
Armed forces	0%	3%	40

Base: all authorities conducting cross-sector leadership development who stated each organisation (39-97)

There were a few notable differences between the percentage of authorities who had participated or planned to participate in cross-sector leadership development with different types of organisations, by authority type (Table 4).

County/single tier authorities were more likely than shire districts to have undertaken leadership development with some organisations. This included:

- higher education;
- health;
- fire and rescue services; and
- the third sector.

Many county/single tier authorities were also planning to undertake leadership development with their local partners in the future. The percentage of county/single tier authorities who planned to participate in cross-sector leadership development with the police, the private and third sector was greater than for shire districts.

Please note that the figures below should be treated with caution, due to the small base sizes.

Table 4: Organisations with which local authorities participated, or planned to participate, in cross-sector leadership development, by authority type

External organisation with which leadership development activity covered	Authority type	Already	Planned	Base
Armed forces	County/single	0%	0%	18
	District	0%	5%	22
Civil service	County/single	11%	0%	19
	District	13%	0%	23
Fire and rescue services	County/single	52%	22%	27
	District	31%	10%	29
Further education	County/single	39%	4%	23
	District	36%	8%	25
Homes and Communities Agency (HCA)	County/single	12%	6%	17
	District	5%	5%	22
Health service	County/single	58%	29%	31
	District	28%	10%	29
Higher education	County/single	61%	7%	28
	District	25%	8%	24
Local authorities	County/single	72%	19%	36
	District	80%	16%	61
National College of Leadership School (NCL)	County/single	38%	10%	21
	District	0%	0%	22
Police	County/single	32%	36%	25
	District	30%	7%	27
Private sector	County/single	41%	27%	22
	District	35%	0%	26
Third sector	County/single	45%	32%	22
	District	14%	0%	22

Base: all county/single authorities conducting cross-sector leadership development who responded to each organisation (17-36); all shire district authorities conducting cross-sector leadership development who responded to each organisation (22 – 61)

Authorities were asked to state the percentage of the top five per cent of earners from their authority who were from Black, Asian or Minority Ethnic (BAME) groups, had a disability or were women (Table 5).

The median average percentage of the top five per cent of earners who were women was 40 per cent. This figure was lower for those with a disability (three per cent) or from BAME groups (two per cent).

Table 5: What percentage of the top five per cent of earners from your authority are from the following groups?

Group	Median	Base
Black, Asian or Minority Ethnic (BAME) groups	2%	173
Those with disability	3%	172
Women	40%	174

Base: all authorities who stated percentage for BAME (173), all authorities who stated percentage for those with a disability (172) and all authorities who stated a percentage for women (174)

The median average percentage of the top five per cent of earners with a disability was similar in county/single tier authorities (three per cent) and shire districts (two per cent).

The median average of the top five per cent of earners who were women or were from a BAME group was higher for county/single tier (49 per cent and three per cent respectively) than in shire districts (a median of 30 per cent and 0 per cent respectively).

Table 6: Percentage of the top five per cent of earners by authority type

Group		County/single tier	Shire districts
Black, Asian or Minority Ethnic (BAME) groups	Median	3%	0% ³
	Mean	6%	2%
	Base	78	95
Those with disability	Median	3%	3%
	Mean	3%	4%
	Base	78	94
Women	Median	49%	30%
	Mean	48%	30%
	Base	79	95

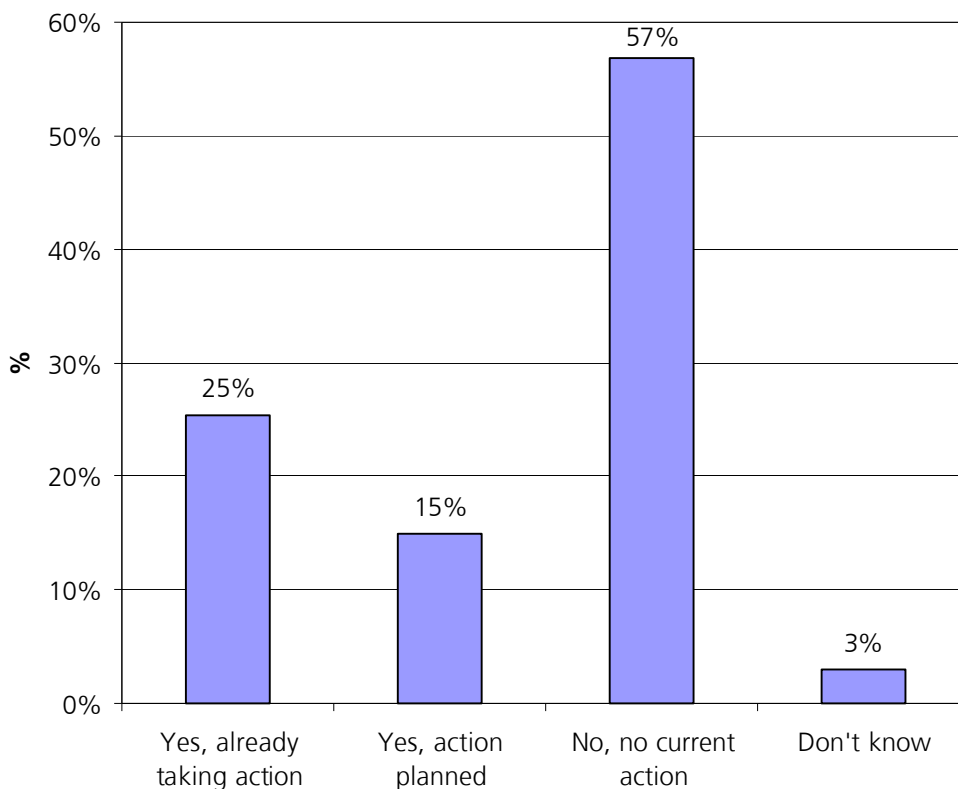
Base: all county/single tier (78-79); all shire districts (94-95)

³ The median average is the mid point. The majority of shire districts (59 out of the 95) reported that they did not employ any people from BAME groups in their top five per cent of earners. The maximum percentage of people from BAME groups in the top five per cent of earners for the remaining 36 shire districts was 13 per cent.

Authorities were asked if they were taking any action to increase the percentage of BAME groups in senior management positions (Figure 4).

A quarter of authorities (25 per cent) reported that they were already taking action, and fifteen per cent had planned action. However, the majority (57 per cent) were not taking any current action to increase the percentage of BAME groups in senior management positions.

Figure 4: Is your authority taking any action to increase the percentage of BAME people in senior management positions?



Base: all authorities (181)

Sixty two per cent of county/single tier authorities were either taking action or planning to take action to increase the percentage of BAME people in senior management positions. This was significantly higher than shire districts where 24 per cent were either taking action or planning to take action.

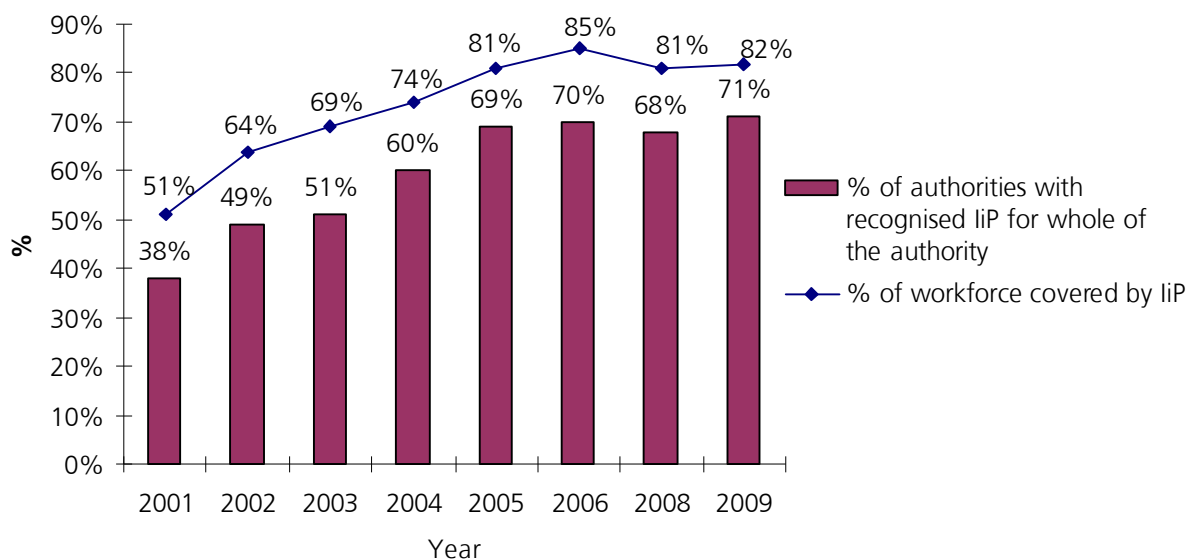
Annex A provides verbatim comments provided in relation to actions authorities were taking to increase the percentage of people from BAME groups in senior management positions.

Investors in People (IiP)

Figure 5 shows that 71 per cent of authorities had IiP status for the whole of the authority, with a mean average of 82 per cent of the workforce covered; this is an increase since 2001, when only 51 per cent of the workforce was covered.

The percentage of authorities with IiP status for whole of the authority increased between 2008 (68 per cent) and 2009 (71 per cent); this was not a significant change. The mean average of the workforce covered has broadly stayed the same from 81 per cent in 2008 to 82 per cent in 2009.

Figure 5: Please indicate the extent of your authority's involvement in IiP and the percentage of the workforce covered as at 31st March 2009



Base: all authorities (130- in 2002; 186 - in 2009)

At March 2009, 72 per cent of authorities had recognised IiP status for the whole authority and 13 per cent had recognised status for part of the authority. A further seven per cent were committed to achieving IiP recognition for the whole or part of the authority.

Of the remaining 29 authorities, 41 per cent were committed to achieving IiP recognition for the whole or part of the authority, whilst just over a third (34 per cent) were not involved and 24 per cent had rejected involvement.

Where authorities had recognised IiP status for the whole authority, the percentage of the workforce covered was higher in shire districts (94 per cent) than county/single tier authorities (81 per cent).

Skills gaps and development

As part of the survey, respondents were asked about possible skills gaps and, where relevant, what action they were taking.

The Local Government Workforce Strategy identified skills needed to achieve continuously improving, efficient services; respondents were asked if they had any gaps in these skills.

Table 7 shows that nearly a quarter of authorities (23 per cent) reported significant skills gaps in 'strategic commissioning' for key specialists; 20 per cent in 'business process improvement'; 19 per cent in 'change management' for senior and middle managers and 18 per cent in 'performance management' for all managers.

Table 7: The Workforce Strategy identifies the following skills needed to achieve continuously improving, efficient services. Please indicate whether you think your authority has any skills gaps in these areas.

	A significant skills gap	A slight skills gap	No skills gap	Don't know	Base
Senior & middle managers					
Business process improvement	20%	64%	10%	5%	167
Change management	19%	71%	8%	2%	174
Programme and project management	15%	61%	21%	3%	172
Partnership working	14%	67%	16%	3%	172
Community engagement	12%	59%	25%	3%	169
All managers					
Performance management	18%	69%	10%	2%	175
Managing and promoting diversity	15%	66%	16%	3%	171
Maximising the use of technology	15%	62%	19%	4%	170
People management	12%	77%	9%	3%	174
Financial management	7%	70%	20%	3%	171
Key specialists					
Strategic commissioning	23%	54%	11%	12%	154
Organisational development	15%	62%	20%	3%	171
Client side management	14%	54%	16%	15%	148
Procurement	11%	57%	22%	10%	159
Customer relations analysis and management	10%	57%	21%	11%	154
All staff					
ICT skills	8%	70%	20%	2%	176
Skills for life/basic skills (e.g. literacy, ESOL, numeracy)	5%	68%	21%	6%	167
Customer care skills	3%	61%	34%	2%	176

Base: all authorities (148 - 176)

Similarly to the Workforce Survey 2008, significant skills shortages were more frequently reported in county/single tier authorities than in shire districts (Table 8).

For senior and middle managers, findings of note for county/single tier authorities include 31 per cent reporting a significant skills gap in business process improvement and 27 per cent in change management. For shire districts, 16 per cent reported a significant skills gap for partnership working and 13 per cent for business process improvement.

For all managers, 24 per cent of county/single tier authorities reported a significant skills gap in performance management and 22 per cent in maximising the use of technology. For shire districts, 16 per cent reported a significant skills gap in managing and promoting diversity and 14 per cent in performance management.

For key specialists, 24 per cent of county/single tier authorities reported a significant skills gap for key specialists in organisational development. For shire districts 24 per cent reported a significant skills gap for strategic commissioning.

Table 8: Skills gaps by authority type

		A significant skills gap	A slight skills gap	No skills gap	Don't know	Base
Senior & middle managers						
Business process improvement	County/single	31%	61%	5%	3%	75
	Shire district	13%	66%	14%	7%	101
Change management	County/single	27%	68%	4%	1%	77
	Shire district	12%	73%	12%	3%	101
Community engagement	County/single	16%	59%	21%	4%	76
	Shire district	9%	60%	28%	3%	99
Partnership working	County/single	11%	74%	13%	3%	76
	Shire district	16%	62%	19%	3%	101
Programme and project management	County/single	21%	65%	12%	3%	77
	Shire district	11%	57%	28%	4%	101
All managers						
Financial management	County/single	11%	75%	11%	4%	76
	Shire district	4%	66%	27%	3%	101
Managing and promoting diversity	County/single	13%	71%	12%	4%	76
	Shire district	16%	61%	20%	3%	101
Maximising the use of technology	County/single	22%	66%	8%	4%	77
	Shire district	9%	59%	27%	5%	101
People management	County/single	15%	76%	6%	3%	78
	Shire district	9%	77%	11%	3%	101
Performance management	County/single	24%	64%	10%	1%	78
	Shire district	14%	73%	10%	3%	101
Key specialists						
Client side management	County/single	20%	54%	9%	16%	74
	Shire district	10%	54%	21%	15%	101
Customer relations analysis and management	County/single	15%	61%	12%	12%	74
	Shire district	7%	55%	28%	10%	99
Organisational development	County/single	24%	61%	14%	1%	76
	Shire district	8%	63%	25%	4%	100
Procurement	County/single	13%	61%	17%	8%	75
	Shire district	9%	54%	26%	11%	101
Strategic commissioning	County/single	21%	63%	9%	7%	75
	Shire district	24%	48%	12%	16%	100
All staff						
Customer care skills	County/single	5%	76%	18%	1%	78
	Shire district	2%	50%	46%	2%	101
ICT skills	County/single	14%	74%	12%	0%	78
	Shire district	3%	67%	27%	3%	101
Skills for life/basic skills (e.g. literacy, ESOL, numeracy)	County/single	9%	74%	12%	5%	77
	Shire district	2%	63%	28%	7%	101

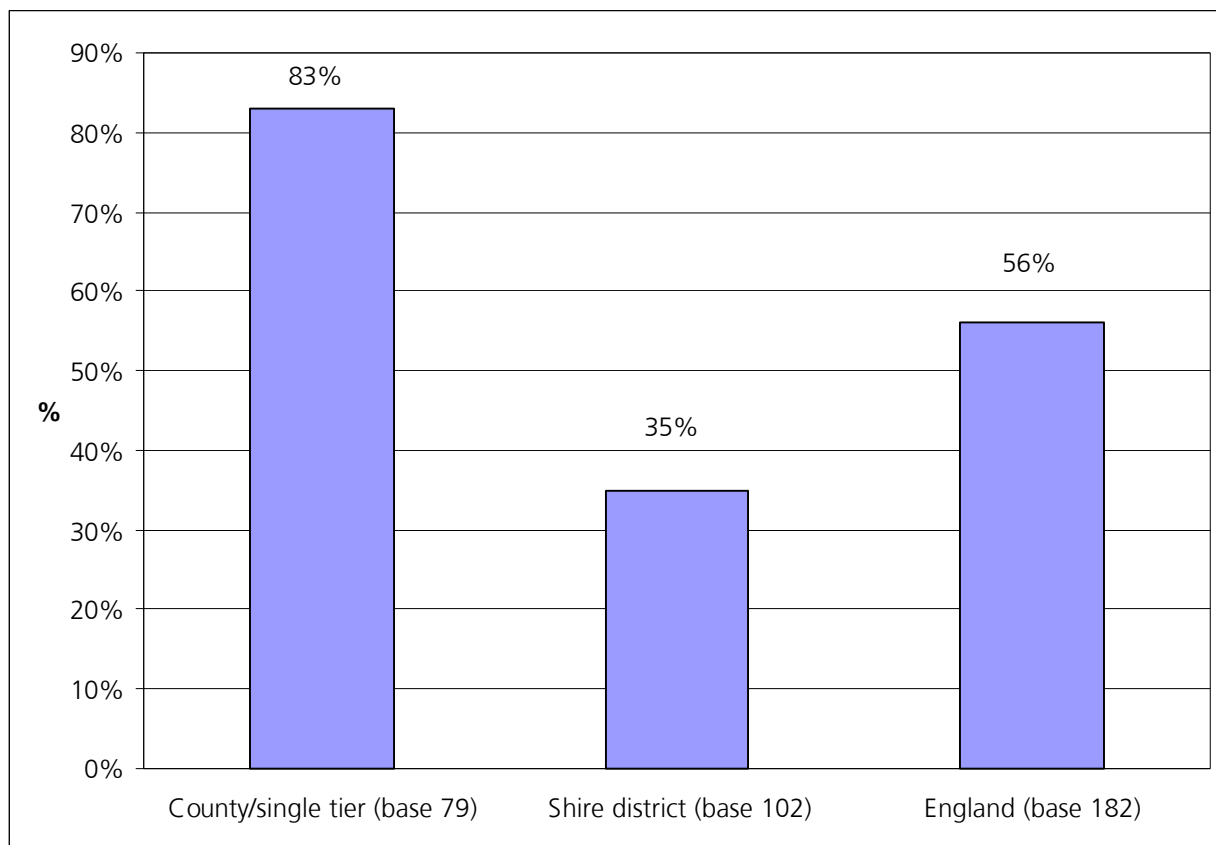
Base: all county/shire tier authorities (74 - 78); all shire district authorities (99-101)

Authorities that reported significant skills gaps were asked if they needed additional or different external assistance to tackle these gaps. Forty two per cent of authorities stated that they required assistance, whilst 41 per cent stated that they did not. The remainder (16 per cent) were unsure.

Verbatim comments related to difficulties that authorities were having addressing significant skills gaps, and support that may assist them, can be found in Annex A.

Figure 6 reveals that 56 per cent of authorities had Union Learning Representatives; this figure was significantly higher for upper/single tier authorities (83 per cent) than for shire districts (35 per cent).

Figure 6: Does your authority have Union Learning Representatives?

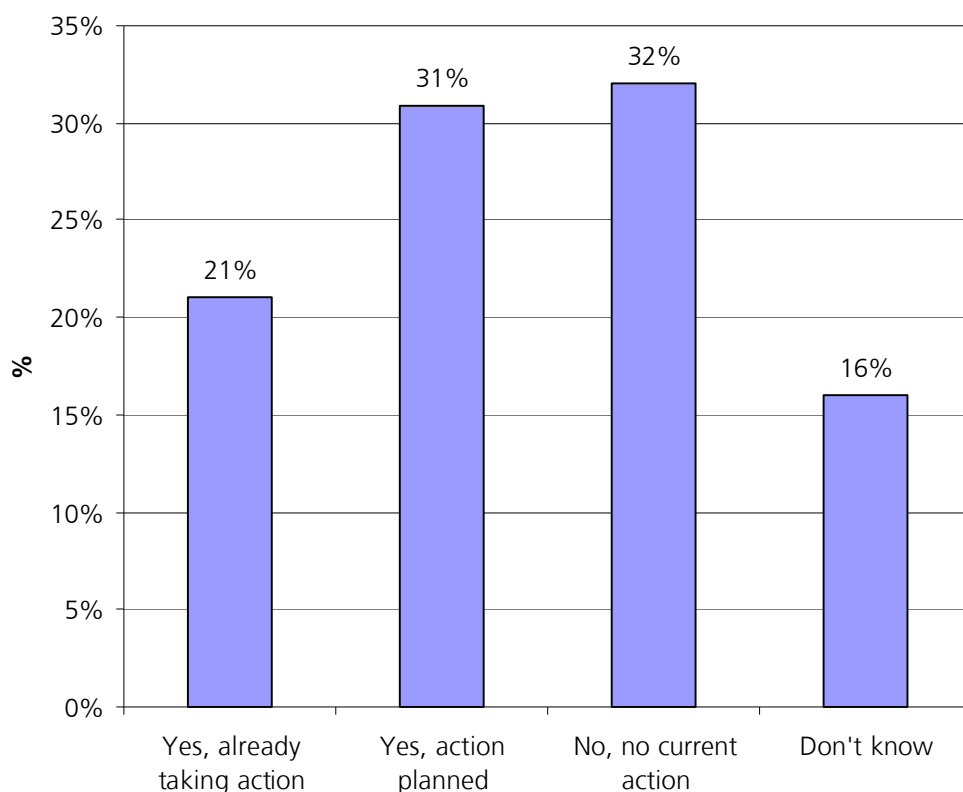


Base: all authorities (182), all county/single tier authorities (79), all shire districts (102)

Developing the co-commissioning skills of managers

Authorities were asked if they were taking any action to develop the co-commissioning skills⁴ of managers (Figure 6). Just over a fifth (21 per cent) were already taking action, and nearly a third (31 per cent) had planned action. Thirty two per cent of authorities were not taking any action currently.

Figure 7: Is your authority taking any action to develop the co-commissioning skills of your managers?



Base: all authorities (181)

Significantly more county/single tier authorities were already taking action or planning to take action in comparison to shire districts (66 per cent compared to 43 per cent).

Action authorities are taking to support managers in dealing with budgetary constraints

Respondents were asked to provide details of any actions that their authority was taking to help managers work effectively within budgetary constraints. Common themes that emerged from authorities' responses to this question included:

Provision of training courses

Many authorities reported that they were running training courses for managers to help them work within budgetary constraints. This included courses in budget and financial management, and

⁴ Co-commissioning is jointly commissioning with a partner organisation. An example would be where local authority jointly commission adult social care work with a PCT.

project management. Some authorities provided courses in financial training specifically for new managers as part of their corporate induction.

Monitoring of budgets

Many authorities had put in place more stringent monitoring procedures. For managers this included regular budget meetings with finance teams and more frequent monitoring of spends. A few authorities were involving chief executives and senior managers in providing leadership on budgetary issues, whilst others reported that they were providing online finance management systems for those managing budgets.

In-house support

Some authorities reported that they were providing managers with in-house support from the finance teams. This was in the form of group work, workshops, and one-to-one support for managers (including coaching and mentoring).

Efficiency savings

A number of authorities reported that they were undertaking reviews of services to work out how money could be saved. For example this included looking at procurement and consultancy costs in order to reduce budget spends.

Business planning

Some authorities reported that they were placing a greater emphasis on forward planning with regards to business strategy to minimise costs.

Performance management

Some authorities reported that they had made financial management skills key competencies for managers. Many reported that managers were being monitored as part of appraisal procedures on their ability to work within budgetary constraints.

Annex A provides all verbatim comments made in relation to actions authorities were taking to help managers work effectively within budgetary constraints.

Occupational skills shortages

Fifty two per cent of authorities reported that they were experiencing recruitment or retention difficulties; difficulties appear significantly more likely in county/single tier authorities (81 per cent) than in shire districts (29 per cent). Four fifths of shire districts reported experiencing no recruitment or retention difficulties (Table 9).

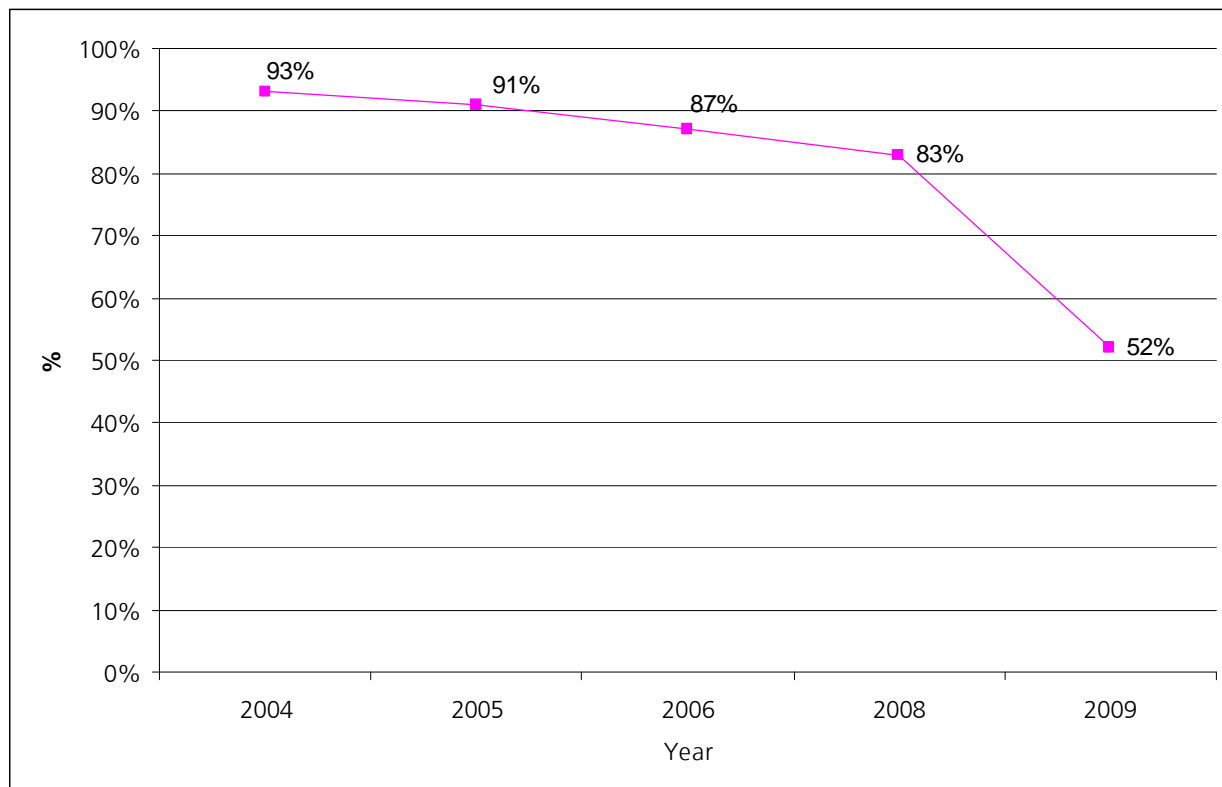
Table 9: Is your authority currently experiencing any recruitment and retention difficulties?

	County/single tier authorities	Shire districts	England
Yes	81%	29%	52%
No	13%	71%	46%
Don't know	5%	0%	2%
Base	79	105	184

Base: all authorities (184)

Figure 8 shows that the percentage of authorities currently experiencing recruitment or retention difficulties has fallen significantly from 83 per cent in 2008 to 52 per cent in 2009. This is due to the significant decrease in the percentage of shire districts reporting recruitment and retention difficulties.

Figure 8: Percentage of authorities currently experiencing recruitment or retention difficulties 2004 – 2009



Note: data not collected in 2007
 Base: all authorities (184 – in 2009)

In 1995 the average number of occupations experiencing recruitment or retention difficulties per authority was 2.5. This figure peaked at 16.3 per authority in 2004 before falling to 11.7 in 2006 and again to 7.9 in 2008. This has increased marginally in 2009 to 9.3.⁵

In 2009 the average number of occupations experiencing difficulties per authority was higher in county/single tier authorities (13.1) than in shire districts (3.5). This is an increase for county/single tier from 11.2 in 2008 and a decrease for shire districts from 4.8 in 2008.

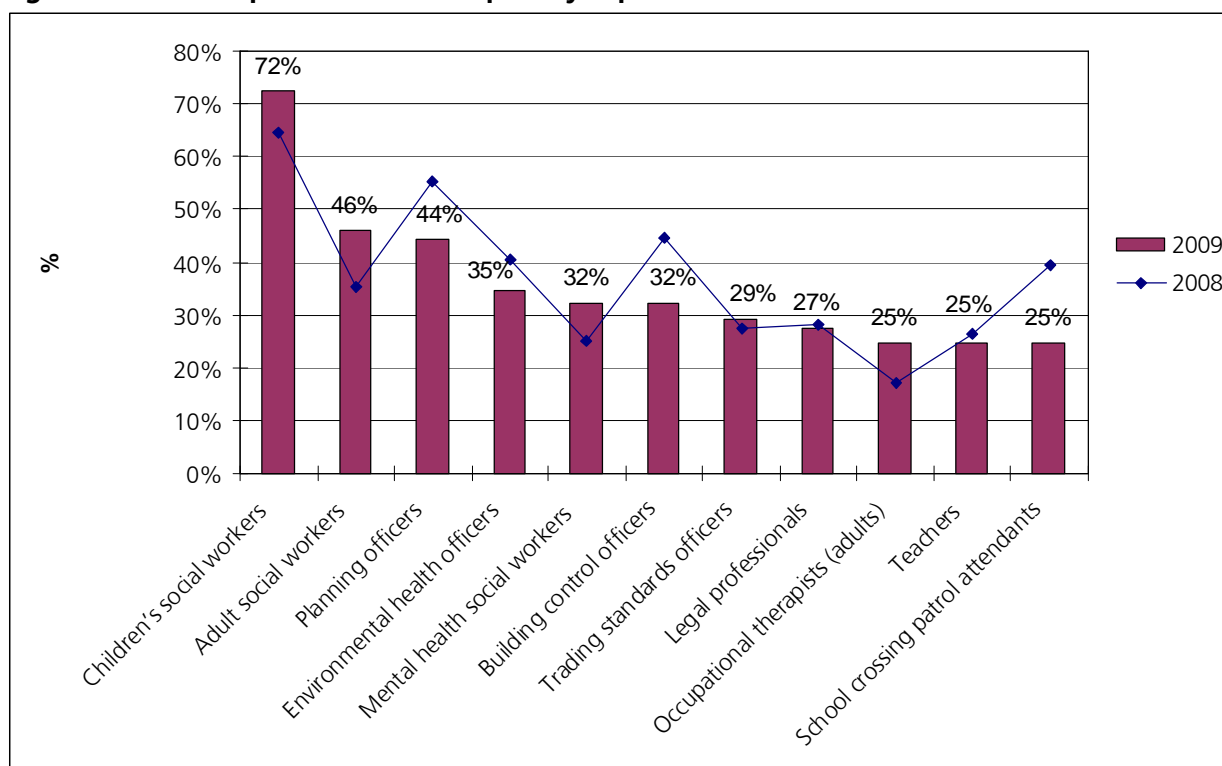
⁵ Precise comparisons between 1995, 2004, 2008 and 2009 require a degree of caution due to changes in survey methodology. In particular, the list of occupations specifically surveyed varied in both number and content between the years.

Figure 9 shows the ten occupations that authorities with recruitment or retention difficulties most frequently reported they were experiencing recruitment problems for. As in 2008, the most frequently identified occupation was children’s social workers (72 per cent of authorities with recruitment and retention problems reported this); this was followed by adult social workers (46 per cent of authorities with recruitment/retention problems).

The percentage of authorities reporting recruitment difficulties has increased since 2008 for children’s social workers (64 per cent to 72 per cent of those with any recruitment or retention problems), adult social workers (36 per cent to 46 per cent), mental health social workers (25 per cent per cent to 32 per cent) and for occupational therapists (adults) (17 per cent to 25 per cent). There was a small increase in the percentage of authorities reporting a difficulty in recruiting trading standards officers.

A notable change was a significant decrease in the percentage of authorities reporting recruitment difficulties for building control officers (falling from 45 per cent of those with any recruitment/retention problems in 2008 to 32 per cent in 2009). Additionally the percentage of authorities reporting recruitment difficulties for school crossing patrol attendants fell from 39 per cent in 2008 to 25 per cent in 2009.

Figure 9: Ten occupations most frequently reported with recruitment difficulties in 2008 and 2009



Base: All authorities reporting recruitment/retention problems. Bases for recruitment difficulties vary, as not all occupation types are employed by each type of authority.

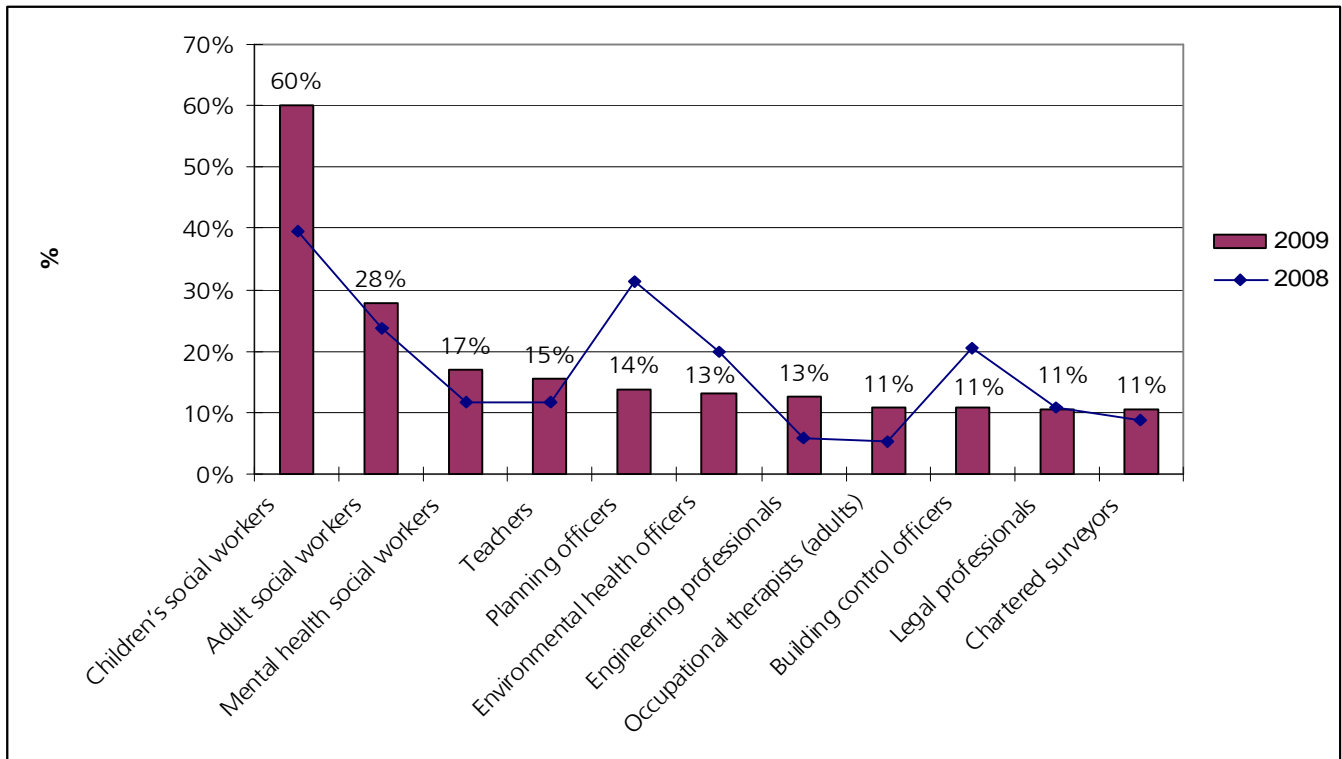
All authorities: legal professionals, planning officers (95). **Excluding county councils:** building control officers, environmental health officers (84). **Excluding shire districts:** adult’s social workers, children’s social workers, mental health social workers, occupational therapists (adults), school crossing patrol attendants, teachers, trading standards officers (65)

Figure 10 shows the top ten occupations that authorities with recruitment or retention difficulties most often reported experiencing retention problems for. As with recruitment, the most frequently identified was children’s social workers (60 per cent of authorities with recruitment/retention problems) followed by adult social workers (28 per cent).

The percentage of authorities reporting a retention difficulty for children’s social workers increased significantly from 39 per cent of those with recruitment/retention problems in 2008 to 60 per cent in 2009.

Other notable changes include a significant fall in the percentage of authorities reporting retention difficulties with planning officers, falling from 31 per cent of those with any recruitment/retention problems in 2008 to 14 per cent in 2009. Additionally the number of authorities reporting retention difficulties for building control officers fell from 20 per cent to 11 per cent of those with recruitment/retention problems.

Figure 10: Ten occupations most frequently reported with retention difficulties in 2008 and 2009



Base: All authorities reporting recruitment and retention problems. Bases for retention difficulties vary, as not all occupation types are employed by each type of authority.

All authorities: chartered surveyors, engineering professionals, legal professionals, planning officers (95). **Excluding county councils:** building control officers, environmental health officers (84). **Excluding shire districts:** adult’s social workers, children’s social workers, mental health social workers, occupational therapists (adults), teachers (65)

Respondents with recruitment or retention difficulties were asked to identify which occupations within their authority received market supplements. Table 10 shows that just over a third (34 per cent) were offering market supplements to children’s social workers.

Seven of the ten occupations most frequently offered market supplements were also amongst the ten occupations most frequently reported with recruitment difficulties; similarly six of them were also amongst the ten occupations most frequently reported with retention difficulties.

Table 10: Ten occupations most frequently offered market supplements in 2009

Occupation	Percentage	Base
children’s social workers	34%	65
planning officers	17%	95
building control officers	17%	84
legal professionals	13%	95
adult social workers	12%	65
mental health social workers	11%	65
ICT professionals	9%	95
chartered and certified accountants	9%	95
occupational therapists (adults)	8%	65
environmental health officers	7%	84

Base: Bases for retention difficulties vary, as not all occupation types are employed by each type of authority.

All authorities: chartered and certified accountants, ICT professionals, legal professionals, planning officers (95).

Excluding county councils: building control officers, environmental health officers (84). **Excluding shire districts:** adult’s social workers, children’s social workers, mental health social workers, occupational therapists (adults), (65)

Please note that due to changes in methodology this is not comparable with 2008 data

Respondents were asked about the sort of activities they were undertaking in order to address occupational skills shortages, and to make the most of their potential 'talent' through succession planning activities.

Table 11 shows that 95 per cent of authorities were providing regular work experience schemes with local schools/colleges, 93 per cent advertised in the local press and 60 per cent provided careers/promotional materials online to attract young people into local government.

The percentage of authorities using e-recruitment other than their own council website increased significantly from 60 per cent in 2008 to 71 per cent in 2009. Twenty four per cent ran an online talent pool and 26 per cent provided or promoted a link to LGcareers.com, while 46 per cent made use of LGjobs.com.

The percentage of authorities with schemes to support unemployed people in applying for jobs increased significantly from 53 per cent in 2008 to 67 per cent in 2009. Sixty eight per cent of authorities also ran schemes to support people from disadvantaged groups to gain entry to employment in the authority.

Eighty nine per cent of authorities were offering existing employees career progression opportunities/'Grow Your Own' schemes, which was similar to the percentage in 2008 (86 per cent). Eighty three per cent of authorities were making widespread and systematic use of 'acting up' positions to provide development opportunities and the same percentage provided career development/advice to employees.

Sixty six per cent had redesigned jobs (for example creating para-professional roles or enhancing administrative and support roles), 75 per cent were making widespread and systematic use of secondments to aid development and 77 per cent provided volunteering opportunities.

Twenty six per cent of authorities offered a positive action trainee scheme and 23 per cent offered a positive action development programme (other than those mentioned under leadership development).

Forty one per cent of authorities had a graduate scheme; 34 per cent of these authorities ran a local graduate development programme and 28 per cent were part of the national graduate development programme (ngdp).

The percentage of upper/single tier authorities offering a graduate scheme (60 per cent) was significantly higher than the percentage of shire districts (26 per cent).

Table 11: To what extent is your authority implementing the following actions to address occupational skills shortages, and to make the most of your potential ‘talent’ through succession planning activities?

	Yes, across the authority	Yes, for some services	No	Don't know	Base
Advertise in local press	65%	28%	7%	1%	173
Providing career development / advice to employees	57%	26%	14%	3%	165
Provide regular work experience schemes with local schools/colleges	52%	43%	4%	1%	181
Use e-recruitment other than your own authority's website if yes please list main provider / URL	50%	21%	27%	2%	167
Provide careers / promotional material on-line to attract young people into local government	36%	24%	38%	2%	162
Offering existing employees career progression opportunities/'Grow Your Own' schemes	34%	55%	10%	0%	175
Widespread and systematic use of 'acting up' positions to provide development opportunities	31%	52%	16%	1%	177
Use LGJobs.com	31%	15%	47%	6%	155
Schemes that support unemployed people to apply for jobs	29%	38%	28%	5%	178
Running entry level apprenticeship schemes	28%	48%	22%	1%	179
Schemes that support people from disadvantaged groups to gain entry to employment with your authority	28%	35%	33%	3%	174
Widespread and systematic use of secondments to aid development	28%	47%	24%	1%	172
Provide volunteering opportunities	26%	51%	19%	5%	172
Provide/promote a link to LGcareers.com	21%	5%	66%	9%	152
National graduate development programme (ngdp)	17%	11%	71%	2%	171
Redesigning jobs (e.g. creation of more para-professional roles, enhancement of administrative and support roles)	13%	53%	29%	4%	171
Use Online talent pools	13%	11%	75%	2%	160
Positive Action Trainee Schemes	9%	17%	63%	11%	170
Local Graduate development programmes	9%	26%	62%	4%	170
Positive action development programmes (other than those mentioned in question 5)	8%	15%	69%	7%	166
Widespread and systematic use of work shadowing / job swap opportunities	8%	43%	48%	2%	171

Base: all authorities (152-179)

Table 12 provides data on training opportunities available within local authorities over the last 12 months.

Developed for higher roles through career/skills pathways

Ninety seven authorities provided the number of their directly employed staff who had been actively developed for higher roles through career/skills pathways over the last 12 months. The median average was 12 per authority⁶, with a total of 3,970 for all responding authorities. If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 19,000 staff have therefore been actively developed for higher level roles by councils over the last 12 months in England.

Apprenticeships

One hundred and fifty eight authorities provided the number of apprentices they had employed over the last 12 months. The median average was three per authority with a total of 2,087 for all responding authorities⁷. If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 5,100 apprentices have been employed by councils over the last 12 months in England.

Since the Workforce Survey 2009 was conducted in June, a survey which focussed specifically on the numbers of apprenticeships and trainees has been conducted with local authorities in October 2009. This was to provide up to date estimates, and included traineeships as well as apprenticeships. The findings of this survey can be found in Annex B. A total of 3,022 apprentices and 2,477 trainees were employed by responding authorities, and if this is used as an indication of the likely picture in non-responding authorities, an estimated 7,100 apprenticeships and 7,300 traineeships are being provided by authorities across England.

Work experience

One hundred and thirty eight authorities provided the number of people on work experience placement their authority had taken on over the last 12 months. The median average was 15 placements per authority, with a total of 6,413 for all responding authorities⁸. If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 19,400 work experience placements were taken on by councils over the last 12 months in England.

Skills for life

One hundred and twenty three authorities provided detail of how many of their directly employed staff had engaged in developing their skills for life/basic skills over the last 12 months. The median average was seven per authority, with a total of 7,361⁹. If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 26,500 directly employed staff had engaged in developing their skills for life/basic skills over the last 12 months in local authorities in England.

⁶ Please note that 63 of these responding authorities provided an estimated figure.

⁷ Please note that 34 of these responding authorities provided an estimated figure

⁸ Please note that 79 of the responding authorities provided an estimated figure.

⁹ Please note that 65 of responding authorities provided an estimate for this figure.

Train to gain

One hundred and twenty two authorities provided detail on the number of employees that had benefited from train to gain funding over the last 12 months. The median average was two per authority, with a total of 5,702 for all responding authorities¹⁰. If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 22,000 employees had benefited from train to gain funding in local authorities over the last 12 months in England.

Table 12: How many people received the following opportunity from your authority in the last 12 months?

Opportunity	Mean average	Median average	Aggregate	Base	Estimated total for England¹¹
How many of the authority's directly employed staff have been actively developed for higher level roles through career/skills pathways over the last 12 months?	41	12	3,970	97	19,000
How many apprentices has your authority employed over the last 12 months?	13	3	2,087	158	5,100
How many people on work experience placement has your authority taken on over the last 12 months?	46	16	6,413	138	19,400
How many of your directly employed staff have been engaged in developing their skills for life/basic skills over the last 12 months (e.g. literacy, numeracy, basic IT skills)?	47	10	7,361	123	26,500
How many employees have benefited from train to gain funding over the past 12 months?	37	7	5,702	122	22,000

Base: all authorities (varies between 97 to 158)

¹⁰ Please note that 58 of these authorities provided an estimated figure.

¹¹ Estimated numbers for England are grossed figures. The grossed figure is calculated through taking a mean average for respondents by authority type as an indication of the response for non respondents. Grossing used a mean average rather than a median to be consistent with grossing methodology used in the 2008 Local Government Workforce; the mean and median averages are therefore both reported in Table 12.

The median average number of opportunities available was generally greater in county/single tier authorities than in shire districts. Table 13 below depicts this difference.

Please note that the figures below should be treated with caution, due to the small base sizes.

Table 13: Number of people who received the following opportunity in the last 12 months by authority type

Opportunity	County/single median number	Base for county/single	Shire district median number	Base for shire district
How many of the authority's directly employed staff have been actively developed for higher level roles through career/skills pathways over the last 12 months?	50	35	10	57
How many apprentices has your authority employed over the last 12 months?	23	60	2	77
How many people on work experience placement has your authority taken on over the last 12 months?	74	46	11	71
How many of your directly employed staff have been engaged in developing their skills for life/basic skills over the last 12 months (e.g. literacy, numeracy, basic IT skills)?	100	38	10	66
How many employees have benefited from train to gain funding over the past 12 months?	67	34	10	68

Base: all authorities (varies between 34 to 77)

Table 14 provides data on training opportunities that local authorities are intending to provide by December 2010.

One hundred and thirty eight authorities provided detail on the number of apprenticeship opportunities their authority was intending to provide by December 2010. The median average was 10 per authority, with a total of 3,797 for all responding authorities¹². If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 9,300 apprenticeships would therefore be offered by authorities by December 2010 in England.

Since this survey, however, a dedicated 'Apprenticeships and Trainees Survey' has been conducted with local authorities in October 2009. This was to provide up to date estimates, and included traineeships as well as apprenticeships. The findings of this survey can be found in Annex B. A total of 3,685 apprenticeships and 2,471 trainee opportunities are planned by responding authorities by December 2010 and, if this is used as an indication of the likely picture in non-responding authorities, an estimated 9,800 apprenticeships and 8,900 traineeships are planned by December 2010 within authorities across England.

In the Workforce Survey 2009, 125 authorities provided detail on the number of work experience placements their authority was intending to provide by December 2010. The median average was 20 per authority, with a total of 7,796 for all responding authorities¹³. If this total figure is used as an indication of the likely picture in non-responding authorities, an estimated total of around 24,000 work experience placements would therefore be offered by authorities by December 2010 in England.

¹² Please note that 79 of these responding authorities provided an estimated figure.

¹³ Please note that 94 of these responding authorities provided an estimated figure

Table 14: How many opportunities is your authority intending to provide by December 2010?

Opportunity	Mean average	Median average	Total	Base	Estimated total for England¹⁴
How many apprenticeship opportunities is your authority intending to provide by December 2010?	28	10	3,797	138	9,300
How many work experience placements is your authority intending to provide by December 2010?	62	20	7,796	125	24,000

Base: all authorities providing data on apprenticeships (138), all authorities providing data on work experience placements (125)

Similarly to opportunities currently offered, the median average number of opportunities authorities were intending to provide by December 2010 were generally stated to be greater by county/single tier authorities than in shire districts. Table 15 below displays this difference.

Please note that the figures below should be treated with caution, due to the small base sizes.

Table 15: Number of people intended to receive the following opportunities by December 2010, by authority type

Opportunity	County/single tier median number	Base for county/single tier	Shire districts median number	Base for shire districts
How many apprenticeship opportunities is your authority intending to provide by December 2010?	40	60	3	62
How many work experience placements is your authority intending to provide by December 2010?	95	45	13	64

Base: all authorities providing data (varies between 45 and 64)

¹⁴ Estimated numbers for England are grossed figures. The grossed figure is calculated through taking an average for respondents by authority type as an indication of the response for non respondents. Grossing used a mean average rather than a median to be consistent with grossing methodology used in the 2008 Local Government Workforce; the mean and median averages are therefore both reported in Table 14.

Authorities were asked to select a statement which best described their position in relation to the Local Employment Partnership (LEP). Over half the authorities (54 per cent) reported that they had signed up to an LEP and were placing vacancies with Jobcentre Plus. Only one per cent of authorities had decided not to sign up for LEP (Table 16).

Table 16: Which of the following best describes your authority’s position in relation to LEP?

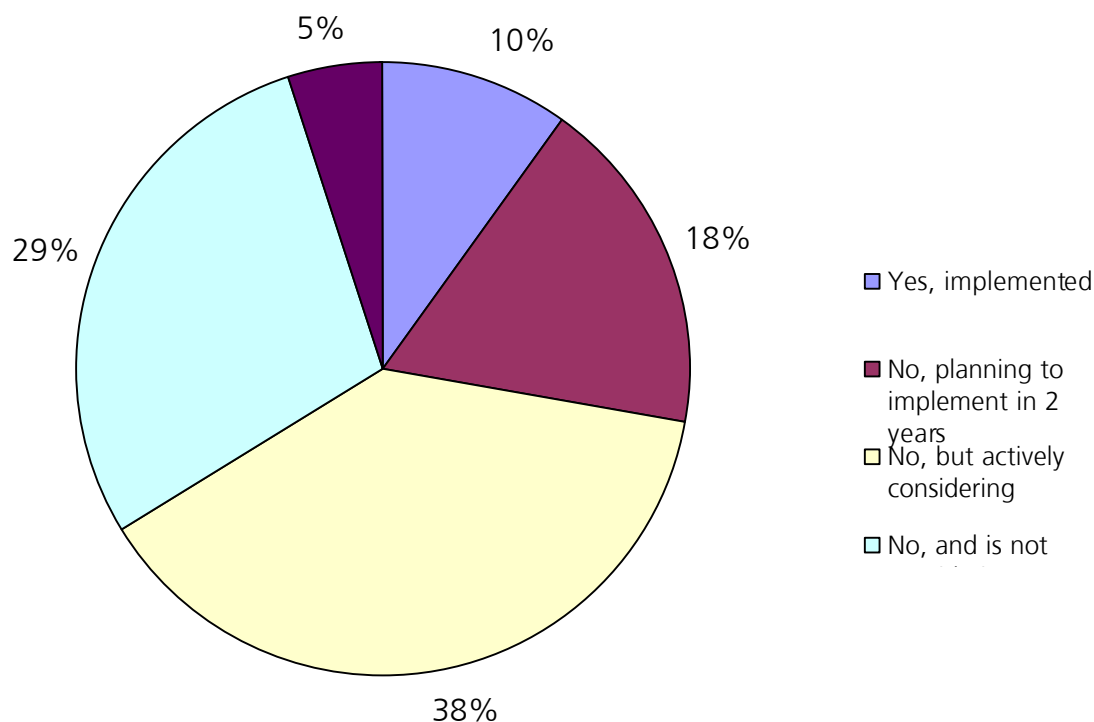
Position in relation to LEP	Percentage
Has signed up to a LEP and is placing vacancies with Jobcentre Plus	54%
Has signed up to a LEP and is not placing vacancies with Jobcentre Plus	3%
Is planning to sign up to a LEP within the next three months	8%
Is considering signing up to a LEP	16%
Has not yet considered signing up for the LEP	8%
Has decided not to sign up for the LEP	1%
Don’t know	9%
Base	180

Base: all authorities (180)

Pay and rewards

Twenty eight per cent of authorities had implemented a Total Rewards Approach or were planning to in the next two years; 10 per cent had already implemented it, 18 per cent stated they were planning to implement it within the next two years. In addition, over a third (38 per cent) of authorities were actively considering implementing a Total Rewards Approach (Figure 11).

Figure 11: Has your authority adopted a Total Rewards Approach?



Base: all authorities (180)

Table 17 shows that nearly three quarters of authorities (74 per cent) that had implemented a Total Rewards Approach had included 'other flexible benefits' (including salary sacrifice schemes). In addition, 62 per cent had included 'other flexible leave benefits'.

Table 17: Which of the following elements will be, or are planned to be in the total rewards approach?

	Included or planning to include	Considering including	Not included or planning to include	Don't know	Base
Other flexible benefits	74%	17%	2%	6%	44
Other flexible leave benefits	62%	26%	4%	9%	43
Total reward benefit statements	37%	43%	11%	9%	42
Survey of employee reward preferences	33%	43%	13%	11%	41
Trading leave	30%	40%	19%	11%	42
On-line benefits administration	23%	41%	20%	16%	37

Base: all authorities that have implemented a total rewards approach

Note: other flexible benefits: includes salary sacrifice schemes, special leave outside of leave year and earning extra leave through flexi-working.

Respondents were asked, approximately, what percentage of their authority's managers had been trained in the people aspects of performance management (best practice in achieving high performance through people). One hundred and twenty authorities provided detail, with a median average of 70 per cent of each authority's managers being trained in the people aspects of performance management.

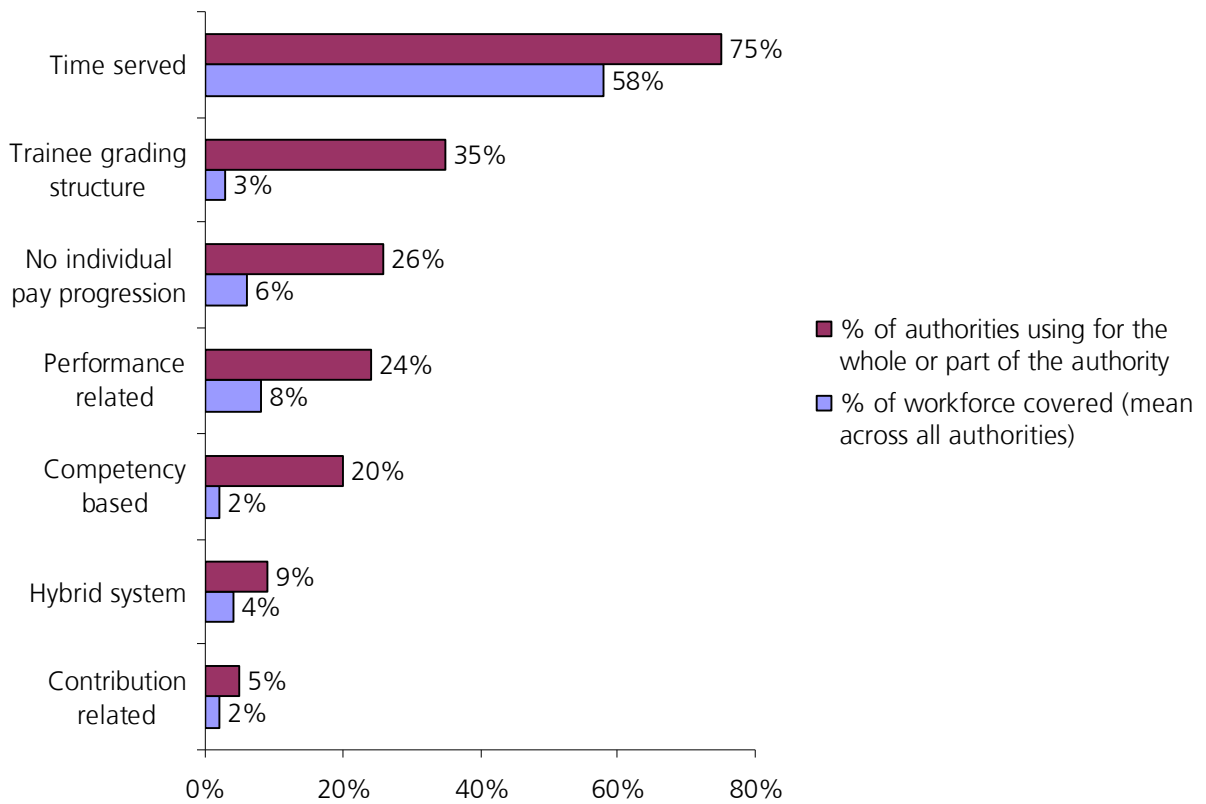
Respondents were also asked, approximately, what percentage of their authority's managers had been trained in reward management (the theory and practice of using reward packages in particular to give incentives to staff to improve their performance). One hundred and twenty six authorities provided detail, with 23 per cent (29 authorities) reporting that they had trained managers in reward management with a maximum of 100 per cent of managers and a minimum of one per cent.

Figure 12 shows that 75 per cent of authorities were using a 'time served' (i.e. annual incremental progression) pay system for the whole or part of the authority; covering 58 per cent of the workforce on average. This marks a significant decrease from 2008 when 84 per cent of authorities were using a 'time served' system for whole or part of the authority, however the percentage of the workforce covered was broadly similar, averaging 60 per cent in 2008 compared to 58 per cent in 2009.

The most commonly used methods of pay progression were 'time served', followed by 'trainee grading structure (accelerated increments for exam attainment etc)' (35 per cent). Just over a quarter of authorities (26 per cent) had 'no individual pay progression via increments, spot salaries used instead'. However, this only covered six per cent of the workforce.

There has been significant decrease in the percentage of authorities using the 'time served' system of individual pay progression for whole or part of the authority, and a significant increase in the percentage of the workforce covered by performance-related pay since 2008. However, in general there has been little change to the pay systems used by authorities and the different percentages of workforce covered by each of them since 2008.

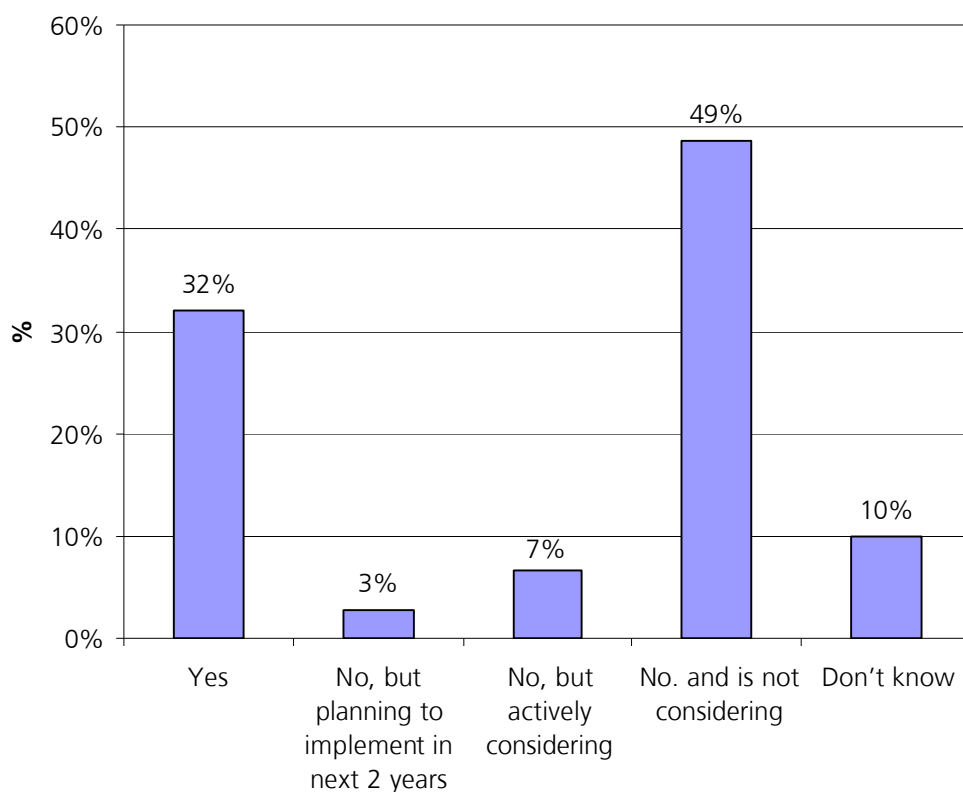
Figure 12: What system of individual pay progression does your authority use?



Base: all authorities (171)

Respondents were asked whether their authority had a remuneration committee or panel to oversee the rewards package for the chief executive. Nearly a third of respondents reported that they did (32 per cent), with just under half (49 per cent) reporting that they did not and were not considering this (Figure 13).

Figure 13: Does your organisation have a remuneration committee or panel to oversee the rewards package for the chief executive?



Base: all authorities (181)

Table 18 displays the percentage of authorities who stated they had a remuneration committee or panel which oversaw the rewards package for first, second or third tier officers.

Sixty eight per cent of authorities reported that the remuneration committee or panel did so for first tier officers. This reduced to under half (42 per cent) for second tier officers and under a third (31 per cent) for third tier officers.

Table 18 - Does your recognised remuneration committee or panel oversee the rewards package for any of the following?

Officer Type	Yes	No	Don't know	Base
1st tier officers	68%	27%	5%	56
2nd tier officers	42%	54%	4%	52
3rd tier officers	31%	65%	4%	49

Only 22 per cent of respondents stated that the remuneration panel or committee had representation from outside their authority, with the majority (68 per cent) stating that there was not.

Local variations of Terms and Conditions

Sixty two per cent of authorities have varied annual leave conditions of service from those set out in the national agreement for Local Government Services (LGS) Green Book for employees; this is a significant increase from the 52 per cent in 2008.

Thirty six per cent of authorities also had varied premium rates (broadly similar to the 40 per cent who did so in 2008) and nine per cent have varied sick pay (a marginal increase from four per cent in 2008).

Training spend and days

In 2008/2009 the median gross training expenditure (GTE) was £305 per employee. This was higher in shire districts (£321) than in county/single tier authorities (£271).

Looking forwards to the financial year 2009/2010, nearly half of all authorities (45 per cent) thought that gross training expenditure would remain the same, with nearly a third (32 per cent) stating that it would decrease. Only 12 per cent of authorities foresaw an increase.

Median GTE per member was also notably higher in county/single tier authorities (£306) than in shire districts (£194), with a median average for England of £218.

Authorities reported a median average of 1.4 off-the-job training days per employee in 2008/2009, the same as in 2007/2008. In shire districts this figure was 1.5 training days per employee whilst in county/single tier authorities this figure was 0.7 training days per employee. A degree of caution should be applied to these figures due to the small size of the base (Table 19).

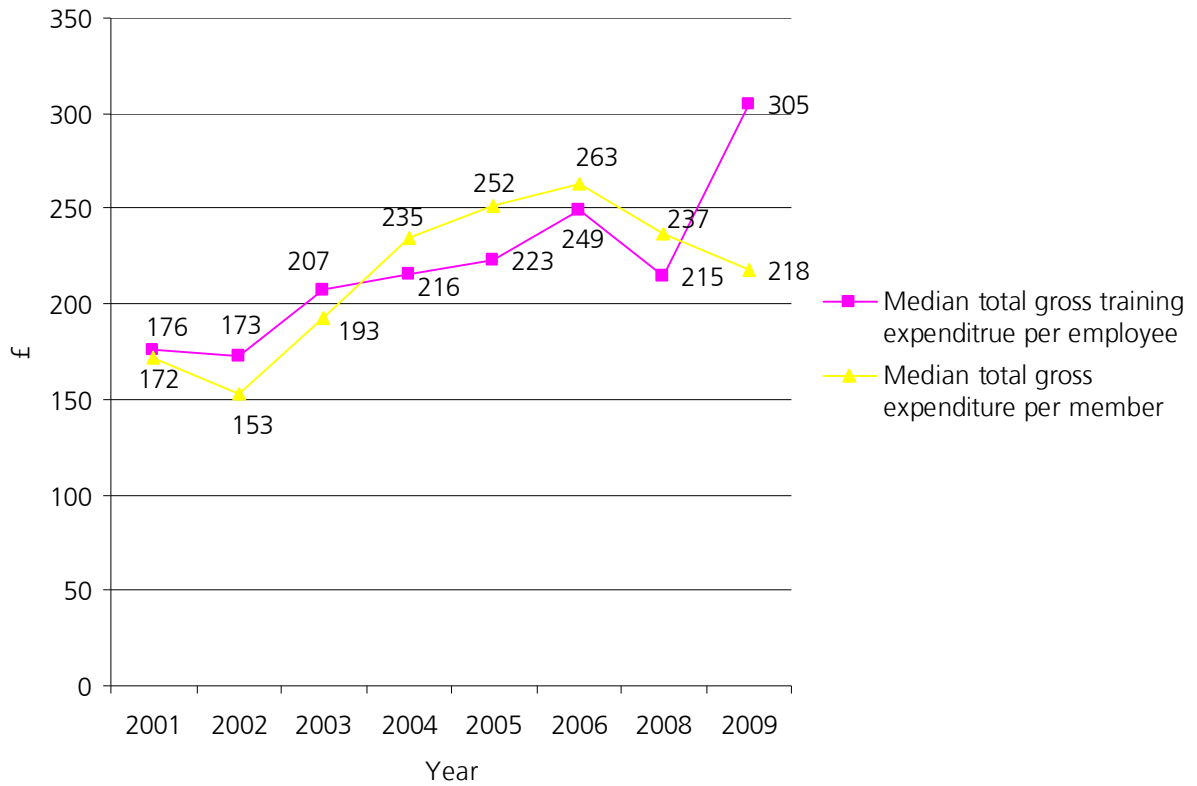
Table 19: Median average total gross training expenditure (GTE) per employee and per member, median total number of working days spent on off-the-job training per employee – financial year 2008-2009

	County/single tier	Shire districts	England
Median total gross training expenditure per employee	£271	£321	£305
Base: all authorities	36	76	112
Median total gross training expenditure per member	£306	£194	£218
Base: all authorities	36	53	89
Median number of off-the-job training days per employee	0.7	1.5	1.4
Base: all authorities	13	32	45

Figure 14 reveals that GTE per employee is now at its highest level since 2001 (£176) and has increased by 27 per cent from £215 in 2008.

However GTE per member (at £218) is now at its lowest level since 2003 (at £193 per member).

Figure 14: Median total gross training expenditure per employee and per member 2001-2009



Note: the survey was not conducted in 2007

Base: In 2008-2009 all authorities providing GTE per employee (112), all authorities providing GTE per member (89)

Turnover

The median average annual turnover rate for 2008/2009 was 11 per cent. The turnover rate was 11 per cent for both county/single tier authorities and shire districts (Table 20).

Table 20: Median average annual employee turnover – financial year 2008-2009

	County/single tier	Shire districts	England
Median annual employee turnover	11%	11%	11%
Base: all authorities	66	90	156

Figure 15 shows that the median annual turnover rate fell from 12 per cent in 2008 to 11 per cent in 2009; this is the lowest rate since it was first recorded in 2001.

Figure 15: Median annual turnover rate 2001-2009



Note: the survey was not conducted in 2007

Vacancy rate

The median average annual vacancy rate¹⁵ on 31st March 09 was 10 per cent. The vacancy rate was seven per cent for county/single tier authorities and 11 per cent for shire districts (Table 21).

Table 21: Median average annual vacancy rate – 31st March 09

	County/single tier	Shire districts	England
Median annual vacancy rate	7%	11%	10%
Base: all authorities	22	32	54

¹⁵ Vacancy rate was calculated for posts:

- for which there is funding, i.e. a post that would be filled if a suitable candidate is identified via a recruitment process;
- which are newly created or unoccupied, or identified as becoming vacant in the near future;
- where the employer has taken active steps to fill the position, and is prepared to take more steps; and
- which are available for a suitable candidate, and open to people from outside the business or organisation concerned, either immediately or in the near future after the necessary recruitment procedure.

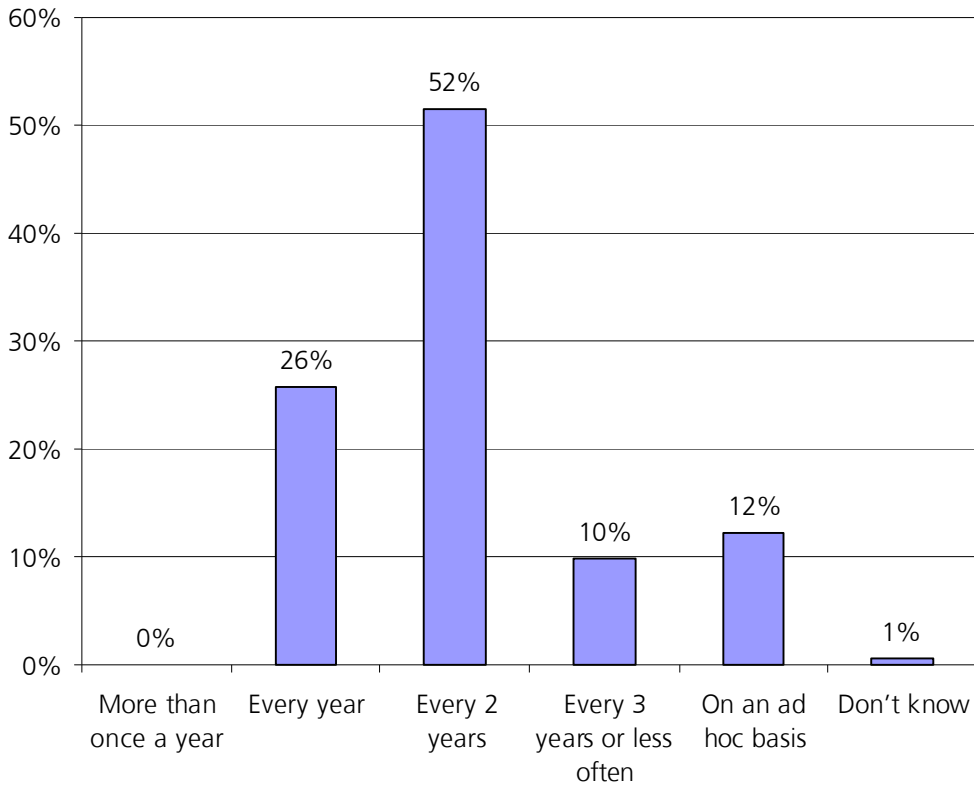
The vacancy rate applies to a specific date (31st March 2009); the reference date must be the same for both the count of vacancies and the post count.

Other workforce issues

Authorities were asked if they ran an employee staff survey. Ninety four per cent of authorities stated that they did; five per cent did not and one per cent were unsure.

Figure 16 shows how often authorities ran their employee surveys. Of all authorities who ran a survey, just over half (52 per cent) ran their staff survey once every two years, with just over a quarter (26 per cent) running it every year.

Figure 16: How often does your authority run its employee survey?

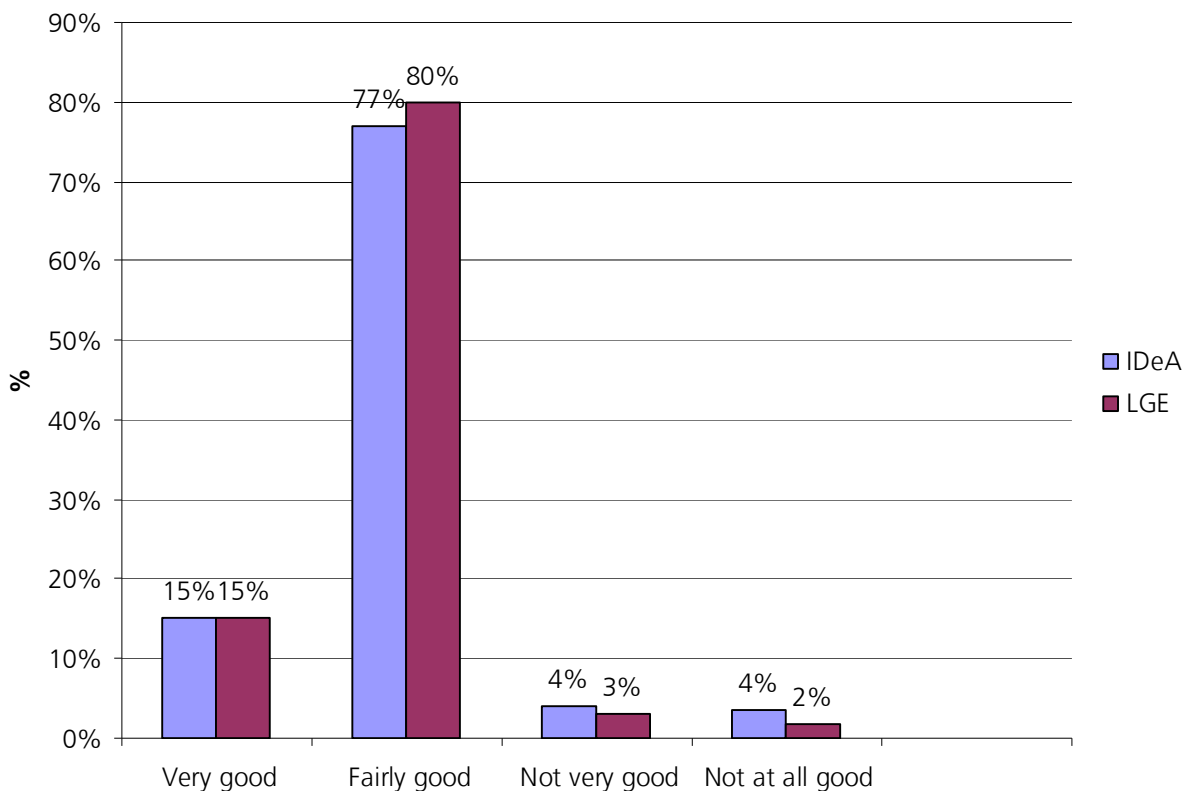


Base: all authorities running a survey (163)

Just over half the authorities who ran a survey commissioned it to be run externally (57 per cent), whilst forty two per cent ran their survey in-house.

Respondents were asked to rate the support that both the Improvement and Development Agency (IDeA) and Local Government Employers (LGE) provided on workforce issues. Figure 17 shows that 15 per cent of authorities ranked both the IDeA and the LGE as very good, whilst 77 per cent and 80 per cent respectively ranked them as fairly good. Only eight per cent of authorities ranked the IDeA and five per cent the LGE as not very good or not at all good.

Figure 17: Overall, how do you rate the support that the IDeA and LGE provide to you on workforce issues?



Base: all authorities (168)

Authorities were asked what areas they would like to receive more or different support from the IDeA and LGE. Commonly mentioned requests included:

- access to more information on workforce related issues, especially templates, case studies etc;
- improved navigability and access to information on the IDeA and LGE websites;
- increased promotion of the support that IDeA and LGE can provide;
- greater support and involvement with pay negotiations; and
- support with workforce planning; some authorities required support specifically with downsizing.

IDeA and LGE welcome the feedback and are taking action to address the issues raised.

Annex A: verbatim responses to qualitative questions

Q1d). Please add any relevant comments about workforce issues or your council's programme of action (e.g. particularly impressive success stories, issues proving most difficult to tackle etc).

East of England

<ul style="list-style-type: none"> Particular successes in relation to the implementation of a Total Reward approach to recruit and retain Children's Social Workers.
<ul style="list-style-type: none"> We are proud of our recent Leadership Development Programme, covering over 400 staff and now extended to deliver in partnership with district and borough colleagues.
<ul style="list-style-type: none"> Workforce development plan, corporate training plan linked to corporate plan and community plan which is disseminated down to individual officers via appraisal scheme.
<ul style="list-style-type: none"> Small rural authority, flat management structure, high level of specialist roles, succession planning is difficult and there is little change management directly impacting on most service areas.
<ul style="list-style-type: none"> Significantly reduced sickness absence. Introduced more flexible ways of working across the organisation. Introduced an Organisation Development Group
<ul style="list-style-type: none"> Being an excellent authority whilst implementing major organisation change programmes. Sustaining staff morale and keeping hold of our most talented employees.
<ul style="list-style-type: none"> Budgetary constraints have prevented/delayed investment into planned activities e.g. apprenticeship and graduate schemes
<ul style="list-style-type: none"> A key workforce issues at present is managing change programme to enable the Council to deliver high quality services and achieve a balanced budget,
<ul style="list-style-type: none"> A people management strategy that has supported the improvement journey culminating in 3 star improving strongly in March 2009. Challenge of child care social workers still remains a key risk

East Midlands

<ul style="list-style-type: none"> Workforce plans are a requirement from all departments. A talent management policy and plan is being developed.
<ul style="list-style-type: none"> We are currently considering merging 5 services with two other local authorities in our area
<ul style="list-style-type: none"> Doing workforce development planning with another county councils/police and NHS/fire service too.
<ul style="list-style-type: none"> Good use of trainee schemes in skills shortage areas.
<ul style="list-style-type: none"> As part of an emerging Workforce Strategy, action plans currently being developed by representatives from each department.
<ul style="list-style-type: none"> We are currently in the process of refreshing our 2006 - 2009 workforce development plans. The revised plan will focus on the challenges facing the Council over the next three years.

London

<ul style="list-style-type: none"> • We have a well developed Children's Workforce Strategy. • We have a corporate steering group and draft action plan which identifies some of our corporate workforce needs.
<ul style="list-style-type: none"> • Successes in filling some hard to fill posts in Environment and Adult Social Services but a high number of agency staff in Children's social care with recruitment proving problematic
<ul style="list-style-type: none"> • A critical workforce issue has been senior management capacity being addressed by internal development. • Social worker recruitment remains critical, changes to public policy also impact on our workforce needs

North East

<ul style="list-style-type: none"> • HR blueprint developed 2009-2012 • Strategic HR initiatives 2009/2010 identified to close gaps and build a baseline for future HR best practice integration.
<ul style="list-style-type: none"> • Attendance Management – reducing absence levels. • Recruitment – hard to recruit to posts identified.
<ul style="list-style-type: none"> • Local govt review merging district councils with minimal disruption to services and minimal redundancies
<ul style="list-style-type: none"> • The most difficult part of the planning is for those departments working in partnership, e.g. Children's trust.

North West

<ul style="list-style-type: none"> • We are trying to attract young people into the workplace and have put together an action plan. This is one of our biggest challenges at the moment.
<ul style="list-style-type: none"> • Adult Social Care Transformation • Children's workforce significant success stories • Efficiencies programme including organisational redesign • People Management Service transformation
<ul style="list-style-type: none"> • A coordinated approach and a corporate workforce plan will help implement workforce solutions across the Council
<ul style="list-style-type: none"> • The greatest difficulty is co-ordinating our rationalisation strategy with the Pay & Grading review which remains to be resolved.
<ul style="list-style-type: none"> • WDP approved 2006 due for review 2010. Now ineffective for changes we now facing i.e. restructuring and downsizing.
<ul style="list-style-type: none"> • We are currently undergoing a complete re-structure of our Council.
<ul style="list-style-type: none"> • Re-launched graduate programme; • NWE0 E&D Award; • Beacon Status prosperity through partnership working; • NW Training Award Partnership and collaboration; • Skills Pledge; • Worklessness, young people development.
<ul style="list-style-type: none"> • Use of market supplements and leased car facilities to attract applicants for certain posts.
<ul style="list-style-type: none"> • A Pay and Workforce Strategy is in the process of being finalised complete with Action Plan. This will be used to address the council's issues

South East

<ul style="list-style-type: none"> • The downturn in the economy has had at least as big an impact as any measures we have put in place, e.g. we are no longer facing competition from the private sector for qualified planners.
<ul style="list-style-type: none"> • We have implemented a People Strategy from April 2009 which aims to tackle our most significant workforce issues but it is too early to judge the success of the strategy currently
<ul style="list-style-type: none"> • Retirement of three senior staff • New customer contact centre • Introduction of EDRM/CRM • Introduction of new asset management plan • Review of civic office move • Partnership working
<ul style="list-style-type: none"> • Joint working and partnership working is very high on the Councils agenda. The council is small and has limited resources and the leadership team is trying to maximise these where possible.
<ul style="list-style-type: none"> • Apprentices - currently 50 across different disciplines and directorates; • Graduate Trainees on placement across whole organisation.
<ul style="list-style-type: none"> • We have just launched our workforce strategy so it is too early to see if it has been effective.
<ul style="list-style-type: none"> • Range of "grow your own" schemes. • Corporate apprenticeship scheme offers placements. • "Putting People First" working with independent sector so users can allocate personal budgets.
<ul style="list-style-type: none"> • Capacity of managers to dedicate to addressing the issues is a problem as we are very lean.
<ul style="list-style-type: none"> • The council needs to find new and innovative ways of delivering services at less cost. This will require new training and development options to equip managers to manage in this changing environment.
<ul style="list-style-type: none"> • We reintroduced apprentice schemes and have been used for an LSC case study. • Have a management development programme to identify new leaders; • 50 managers through NVQ level 3.
<ul style="list-style-type: none"> • Project addressing skills gaps for Planning Officers increasing skills and capacity which has successfully implemented a training needs analysis & workshops.
<ul style="list-style-type: none"> • Undertaking job evaluation over the next year is likely to prove a significant challenge for us.
<ul style="list-style-type: none"> • Introduced use of partnership working.
<ul style="list-style-type: none"> • Talent Management has led to five internal appointments to senior posts in the last 18 months. • Absence mgt and wellbeing campaign has reduced from 11.2 average sick days in 2004/5 to 6.9 days in 2008/9.
<ul style="list-style-type: none"> • The most difficult to tackle is recruiting to Senior Social Worker posts.

South West

<ul style="list-style-type: none"> • Children's social workers replacing agency workers have been recruited by application of a recruitment/retention strategy, effective advertising/selection methods and the application of job evaluation
<ul style="list-style-type: none"> • Extended recruitment/placement of Apprentices in Council into business administration, social care and youth services, as well as traditional roles as trainee plumbers and horticulturists.
<ul style="list-style-type: none"> • Its not very effective because we have only just started
<ul style="list-style-type: none"> • Significant financial challenges. • Council is in a strategic partnership with another district council. • Employees and managers will have to have a greater range of skills and a higher degree of flexibility.
<ul style="list-style-type: none"> • Systems thinking implementation has improved services in Planning and Benefits and empowered front line staff. • Performance management training is helping to improve performance management.
<ul style="list-style-type: none"> • The area of most difficulty has been in defining the authority in 3-5 years time so that we can do a gap analysis. • We are also attempting one unified strategy across the county.
<ul style="list-style-type: none"> • The Workforce Strategy & Development Plan is aligned to the Corporate Improvement Plan. • The majority of objectives set up in the 2008 - 09 strategy have been achieved.
<ul style="list-style-type: none"> • We have experienced retention difficulties with children and family social workers. • We now have a 3 year strategy and vacancies are down to 4 FTE, whereas they had previously been around 20 FTE.
<ul style="list-style-type: none"> • We have merged therefore the issues regarding the merger, redeployments, harmonisation are being tackled.

West Midlands

<ul style="list-style-type: none">• A workforce development strategy has been drawn up but is still being consulted on.
<ul style="list-style-type: none">• By autumn 2009 all business plans will include workforce planning and workforce issues into their forward plans. This will enable a corporate picture to be developed.
<ul style="list-style-type: none">• Funding a new pay model under Single Status together with setting equal pay back pay remains challenging.• Workforce reductions necessitated by budget pressures are also difficult.
<ul style="list-style-type: none">• Implemented a Council wide framework for workforce planning. The framework is implemented at 3 levels Council, Theme, Service. Each uses 'Employee Profiles' for comparing reports.
<ul style="list-style-type: none">• The Council underwent a major re-structure - there were no compulsory redundancies.
<ul style="list-style-type: none">• There is a County and District wide programme of shared services proposed which will address some of the workforce issues but not all.
<ul style="list-style-type: none">• We provide in-house training for Social Workers.• We have signed the LEP, Skills Pledge and Public Sector Compact and had many successes in recruiting unemployed people back to work

Yorkshire and the Humber

<ul style="list-style-type: none">• All departments look at workforce development as part of the wider business planning progress• Emerging issues have yet to be addressed in detail e.g. adults workforce regarding the personalisation agenda
<ul style="list-style-type: none">• A number of schemes are in operation to manage difficult to recruit/retain occupations.
<ul style="list-style-type: none">• Aging workforce• Sickness absence management
<ul style="list-style-type: none">• Good efficiency savings progress, however more work required to address future public sector funding pressures
<ul style="list-style-type: none">• Organised a Social Care event with 700 attendees, many applying for social care vacancies.• Review of roles in libraries - Now no longer a service critical area.
<ul style="list-style-type: none">• Our workforce planning process/documentation has been further embedded into service planning and designated a key result area.
<ul style="list-style-type: none">• We have used scenario planning to help managers think about longer term workforce planning issues

Q3b). What action is your authority taking to increase the percentage of Black, Asian and Minority Ethnic (BAME) people in senior management positions?

East of England

<ul style="list-style-type: none">• Changing recruitment advertising to ensure less well represented groups are made aware• More effective monitoring of data by the Corporate Equalities Group
<ul style="list-style-type: none">• Continued work on positive action initiatives, implementing the council's single equalities strategy and supporting our BME Employee Support Network.
<ul style="list-style-type: none">• Introduction of flexible working to all groups.• Staff forums for BME, Disabled and LGBT.
<ul style="list-style-type: none">• Management development programme• External training sponsorship and support
<ul style="list-style-type: none">• This is included in the People Strategy

East Midlands

<ul style="list-style-type: none">• Actions are under development.
<ul style="list-style-type: none">• Adult Social Care and Health & Children and Young People's departments - Scheme for black managers
<ul style="list-style-type: none">• Advertising to hard to reach groups
<ul style="list-style-type: none">• Number of initiatives including mentoring, shadowing, coaching, diversity training, guidance to managers and recruiters on a range of equality and diversity issues.
<ul style="list-style-type: none">• Positive Steps - Management Development Programme
<ul style="list-style-type: none">• Volunteer Director Scheme, a programme of positive action to develop 8 black workers for senior management posts. The 8 successful candidates will also be mentored and supported by a strategic director.

London

<ul style="list-style-type: none"> For Corporate Equality Action Plan 2009/10, the Council is aiming for a target of 23% for the top 5% of earners who are from BME backgrounds (including White minorities) by developing career opportunities for current BME staff and increasing BME recruitment to senior positions in general.
<ul style="list-style-type: none"> Awareness of recruitment panels
<ul style="list-style-type: none"> Comprehensive package involving areas such as mentoring, prioritisation for management development programs etc.
<ul style="list-style-type: none"> Get Ahead programme 2009 The Get Ahead management programme, aimed at addressing the under representation of BME managers (hay 14 and above) in senior positions in the council.
<ul style="list-style-type: none"> Key forums to develop ongoing initiatives Succession Planning
<ul style="list-style-type: none"> Leadership development programmes are being used to maximize opportunities for under represented groups.
<ul style="list-style-type: none"> Positive action to support BAME employees in management & leadership development.
<ul style="list-style-type: none"> Review of vacancies as they arise Talent management pilot Mentoring in place in some areas

North East

<ul style="list-style-type: none"> Actions as part of diversity action plan
<ul style="list-style-type: none"> Mentoring; Work Shadowing
<ul style="list-style-type: none"> Targeted recruitment & retention action plan to be implemented.
<ul style="list-style-type: none"> We are reviewing our performance in order to set targets and put action plans in place and evidencing.

North West

<ul style="list-style-type: none"> Monitor ethnicity BME Mentors available Recruitment workshops in mosques 'Employer of Choice' leaflet for those with cultural or religious requirements.
<ul style="list-style-type: none"> Positive action with respect of training
<ul style="list-style-type: none"> Positive/targeted advertising.
<ul style="list-style-type: none"> Specific criteria relating to attracting a diverse range of candidates outlined and scored in executive recruitment tendering process for executive search function.
<ul style="list-style-type: none"> Work taking place with Forum of Black & Asian Employees to give prior consideration to BME employees for training. Eight senior managers to provide interview skills support and coaching. More detailed reporting of attendance at training and development to be developed.
<ul style="list-style-type: none"> Working in liaison with local Equalities partnership on various initiatives

South East

<ul style="list-style-type: none"> • An exercise to establish the barriers to BME staff to successful recruitment/promotion to these posts& then action to eliminate the barriers.
<ul style="list-style-type: none"> • Developing positive action learning events locally and with neighbouring authorities
<ul style="list-style-type: none"> • Ensuring that job adverts do not discriminate and will attract BME applicants • Internal education of managers to ensure there is no discrimination • targeting appropriate media
<ul style="list-style-type: none"> • Equalities action plans currently being drawn up with an equalities consultant, awaiting recommendations.
<ul style="list-style-type: none"> • Equalities Monitoring, • open days and careers fairs.
<ul style="list-style-type: none"> • Commitment to Equalities and Inclusion
<ul style="list-style-type: none"> • Outreach work to encourage applications from minority groups • workshops to help people apply for jobs • recruitment events/ad campaigns emphasising diversity; • mentoring schemes for minority staff
<ul style="list-style-type: none"> • Targeted recruitment

South West

<ul style="list-style-type: none"> • Advertise all senior management positions in carer and disability
<ul style="list-style-type: none"> • All display adverts in the press and our Website carry an equal opportunity statement "The Borough is committed to promoting equality, respecting diversity and encouraging work life balance".
<ul style="list-style-type: none"> • its on-going and varied including targeted recruitment, succession planning and active equalities working
<ul style="list-style-type: none"> • Positive action relating to where we advertise our positions.
<ul style="list-style-type: none"> • To be addressed as specific stream within Middle Manager Development/part of Workforce Development Strategy over 3 year period

West Midlands

<ul style="list-style-type: none"> • All vacant jobs are advertised in a wide range of methods to ensure that all sectors of the community are reached.
<ul style="list-style-type: none"> • Currently researching a number of projects such as job swaps for senior managers with other local councils.
<ul style="list-style-type: none"> • Encouraging applications for most senior jobs where Executive Search is used as part of recruitment. • Support for personal development of potential candidates within the council.
<ul style="list-style-type: none"> • Recruitment campaigns advertised within Targeted Media groups
<ul style="list-style-type: none"> • Signposting advertisements placed in relevant publications
<ul style="list-style-type: none"> • Targets set for all Services to work towards
<ul style="list-style-type: none"> • The Council has established a staff network of BME employees and has committed within its workforce plan to examine career progression for this group
<ul style="list-style-type: none"> • We are working with the local community to encourage applications from underrepresented groups, widening our advertising to reach them
<ul style="list-style-type: none"> • We have signed up to WMJobs.co.uk portal which enables to advertise our vacancies to a wider audience.

Yorkshire and the Humber

<ul style="list-style-type: none"> • Dedicated BME Manager development programme in conjunction with two other Councils.
<ul style="list-style-type: none"> • BME Manager network providing advice and action planning.
<ul style="list-style-type: none"> • Improving our electronic advertising facilities to ensure senior management posts are widely accessible, including setting up specific microsites
<ul style="list-style-type: none"> • Specific BME leadership development programme and recruitment advertising initiatives.
<ul style="list-style-type: none"> • Workforce diversity plan in place - people and equality driving actions into place.
<ul style="list-style-type: none"> • Job opportunities translated into ethnic minority languages on our recruiter website.
<ul style="list-style-type: none"> • Placements actively encouraged for ethnic minority groups.

Q5). What action, if any, is your authority taking to help managers work effectively within budgetary constraints?

East of England

<ul style="list-style-type: none"> • Additional support from the executive board and development activities for those that wish to participate.
<ul style="list-style-type: none"> • We are about to commence a full programme of budgetary review.
<ul style="list-style-type: none"> • Budgets now devolved to budget managers through a new Oracle system which required full mandatory training and role accountability
<ul style="list-style-type: none"> • Clarity of roles and responsibilities for service managers, proactive support by centres of excellence in HR, Finance, Customer Service/Business Analysis to ensure that maximum benefit can be achieved at the same time as managing reduced resource allocation levels.
<ul style="list-style-type: none"> • Leadership group (top 21 managers) work collectively on budget issues via our Medium Term Financial Strategy.
<ul style="list-style-type: none"> • One example is Training & Development available for all managers.
<ul style="list-style-type: none"> • Range of training on managing budgets, identifying efficiencies & financial management software
<ul style="list-style-type: none"> • Series of service reviews, reprioritising service provision, consultation with community to identify what is most important for them to aid reprioritisation etc
<ul style="list-style-type: none"> • Set up new Boards, improvement programme implemented, consideration of government inspection audits. Forward Planning using existing data.
<ul style="list-style-type: none"> • Training courses, guidelines, performance management systems
<ul style="list-style-type: none"> • Training in budget management including context of local government finance and authority funding gaps projected in next few years

East Midlands

<ul style="list-style-type: none"> • Action is taken during the budget development cycle.
<ul style="list-style-type: none"> • Affordable Excellence Project
<ul style="list-style-type: none"> • Budget Working Group with Members
<ul style="list-style-type: none"> • Dedicated leadership events
<ul style="list-style-type: none"> • Deliver "Finance Planning" for Managers, "Service Planning seminars - linked to budget control.
<ul style="list-style-type: none"> • Internal training and guidance
<ul style="list-style-type: none"> • Leadership Forums held to update Managers skills.
<ul style="list-style-type: none"> • Lean reviews
<ul style="list-style-type: none"> • Zero based budgeting
<ul style="list-style-type: none"> • Mandatory training for cost centre managers on procurement and finance.
<ul style="list-style-type: none"> • Monthly budget monitoring reports with strict deadlines.
<ul style="list-style-type: none"> • Quarterly budget performance reported to people and performance management group.
<ul style="list-style-type: none"> • Senior Management Team Efficiency Group
<ul style="list-style-type: none"> • Monthly budgetary monitoring to ensure constraints not exceeded.
<ul style="list-style-type: none"> • Forward planning up to 3 years ahead to plan for reduced resources.
<ul style="list-style-type: none"> • Training/development provided to key staff.
<ul style="list-style-type: none"> • Monitoring of budget at high level to include budget challenge meetings.

London

<ul style="list-style-type: none"> • Corporately via our management induction programme. • Within our Social Care & Learning directorate - regular update/coaching sessions from the corporate finance function on a 1:1 basis for managers in children's services and adult social care. • Refresher sessions are to be compulsory.
<ul style="list-style-type: none"> • Every budget holder has a regular finance review. • Finance partners provide coaching and support for each budget holder.
<ul style="list-style-type: none"> • management development strategy drafted 2009-2012 to include managing budgets
<ul style="list-style-type: none"> • Medium Term Financial Strategy • Advice and Guidance from Finance and Corporate Services Department
<ul style="list-style-type: none"> • OED section running 2 training programmes, one for budget holders and one for budget administrators
<ul style="list-style-type: none"> • Providing a programme of training on project delivery skills to ensure better results from projects in terms of cost, quality and time.
<ul style="list-style-type: none"> • Providing learning and development modules on financial management
<ul style="list-style-type: none"> • Providing training on: Project management/resource management; Planning/organizing Finance for non Financial Managers. Financial regulations training. Strategic briefings.
<ul style="list-style-type: none"> • The Council's Transformation programme aimed at achieving substantial budgets savings across the borough • Financial and procurement training

North East

<ul style="list-style-type: none"> • Corporate induction - effective financial management. • Capable Managers Programme - training on financial management issues. • Through partnership with BT a range of support and advice on financial management is available to managers from qualified accountants and accounting technicians.
<ul style="list-style-type: none"> • Higher emphasis on Budget Monitoring and workforce planning • Skills development programmes in terms of Financial awareness • Performance (financial) discussed regularly as part of Individual Performance Review (IPR)
<ul style="list-style-type: none"> • Increasing awareness of financial regulations. • Competency framework considers Financial Management Skills. • Training provided on using e-reporting tools in facilities management system.
<ul style="list-style-type: none"> • Targeted budget workshops and gate keeping arrangements • More frequent monitoring of spend

North West

<ul style="list-style-type: none"> • Financial skills for managers programme of courses generally, though specifically for the new managers courses. • Regular budget briefings • Medium Term Financial Planning
<ul style="list-style-type: none"> • 3 year business plans introduced with 5 core business planning elements: performance/ customer focus/ value for money/use of resources/compliance.
<ul style="list-style-type: none"> • cost centre management with training and support from Finance teams
<ul style="list-style-type: none"> • Efficiencies reviews & value for money training & support
<ul style="list-style-type: none"> • In house training provided by Financial Services
<ul style="list-style-type: none"> • Regular budget meetings with designated accountant
<ul style="list-style-type: none"> • Rigorous monitoring by a core group chaired by Chief Executive
<ul style="list-style-type: none"> • Survey of all managers undertaken to identify skills/ knowledge gaps, and then identify/ commission appropriate training to meet needs.
<ul style="list-style-type: none"> • Training and development initiatives at all levels; performance monitoring; PDA's; addressing 'Worksmart' projects.

South East

<ul style="list-style-type: none"> • Manager's Conference, networking - information session events • Action Learning sets & Coaching/Mentoring • Workshops delivered by Financial Services
<ul style="list-style-type: none"> • All managers do financial management training and support.
<ul style="list-style-type: none"> • Budget management training for managers. • Well defined budget strategy linked to service planning
<ul style="list-style-type: none"> • Business Transformation Review
<ul style="list-style-type: none"> • Careful monitoring and reporting
<ul style="list-style-type: none"> • Closer monitoring of recruitment processes to identify at division and service level , areas of good practice and areas needing to improve
<ul style="list-style-type: none"> • Coaching from mentors within the authority
<ul style="list-style-type: none"> • Comprehensive Management Development Programme, investing £300K over two years
<ul style="list-style-type: none"> • Development of financial reporting to ensure timely management information available.
<ul style="list-style-type: none"> • Financial Training for all budget holders, service managers, heads of service, directors
<ul style="list-style-type: none"> • Financial training for non financial managers. • Value for money workshops. • Budgets/Financial issues now on agenda at all departmental management teams, • 1:1, appraisal. • More management responsibility.
<ul style="list-style-type: none"> • Giving them a better understanding of finance matters though both on line and classroom based learning - embedding devolved finance units into departmental management structures
<ul style="list-style-type: none"> • In-house training via workshops, coaching and mentoring.
<ul style="list-style-type: none"> • Management development programme project started recently to identify key needs of managers, which includes areas such as budgetary control and managing resources.
<ul style="list-style-type: none"> • Monthly budget meetings between heads of service/budget holders with their allocated management accountant. Careful monitoring by Finance/SMT/elected members
<ul style="list-style-type: none"> • Providing training (workshops and e-learning), coaching and templates.
<ul style="list-style-type: none"> • Training for Managers and objective setting and monitoring in place.
<ul style="list-style-type: none"> • Transformation programme
<ul style="list-style-type: none"> • We have re-examined and developed budget training for managers.

South West

<ul style="list-style-type: none"> • Corporate Tough Choices programme in place. • Annual Financial Planning cycle linked to Business Plans. • Managers attend annual one day's workshop in financial management in current economic climate
<ul style="list-style-type: none"> • Financial Management Training identified as a core management competency and module for middle manager development programme
<ul style="list-style-type: none"> • Manage to lead Training initiatives
<ul style="list-style-type: none"> • Management development programme completed
<ul style="list-style-type: none"> • Meetings: Service Heads regular with by FS. FS with budget holders to look at budget pressures. • Courses: Financial management for Service Managers Course. • Running the Business Course for Managers. Business Planning Course • Talking Matters team briefing process.
<ul style="list-style-type: none"> • Q learning • Management Competencies have been introduced.
<ul style="list-style-type: none"> • Regular support meetings • Finance Buddies
<ul style="list-style-type: none"> • Review of all services and how they are delivered. • Review of partnership and collaborative arrangements.

West Midlands

<ul style="list-style-type: none"> • One to one support is given on a monthly basis from finance to all budget holders to aid in the above
<ul style="list-style-type: none"> • Budget and service reviews; • regular meetings with accounts; • Business Process Re-engineering • Reviews of agency/consultancy usage;
<ul style="list-style-type: none"> • Essential skills training for budget holders/ cost centre managers
<ul style="list-style-type: none"> • Finance and managing budgets is included in our 'Ignition' course, which is our new Manager Induction programme. • Finance for budget holders is delivered as part of our Corporate Training Programme.
<ul style="list-style-type: none"> • Management Learning and Development • Redeployment support • Voluntary Redundancy programme • Savings Programme • Regular briefing and engagement sessions
<ul style="list-style-type: none"> • Providing relevant business continuity resources and financial planning training
<ul style="list-style-type: none"> • Specific development within Adult Care

Yorkshire and the Humber

<ul style="list-style-type: none"> • Achieving Excellence agenda - Value for Money strategy and Finance strategy. • Regular budget meetings between finance and service managers. • Finance training - 4 different sessions for various levels of staff.
<ul style="list-style-type: none"> • Briefings on budget provision; • Review of procurement.
<ul style="list-style-type: none"> • Efficiency programme being led by individual Strategic Directors focusing on agency spend, consultancy, overtime, Council structure review. • Further training for managers.
<ul style="list-style-type: none"> • Financial/budget awareness for new managers part of mandatory induction
<ul style="list-style-type: none"> • Leadership Development Programme • Proposed Business Planning Training
<ul style="list-style-type: none"> • New finance and asset management system being rolled out over the next few months - this will provide improved access to budget information for managers
<ul style="list-style-type: none"> • Programme of workshops for managers to deal with cost saving activities and budgetary constraint. • Help from finance team for managers
<ul style="list-style-type: none"> • Transformation initiatives and process reengineering. • Implemented fully integrated ERP system (SAP) with online access to budget limits and spend

Q7c). If you have any significant skills gap(s) that your council is having difficulty addressing, please provide some brief details about them and, if possible what support might help you:

East of England

<ul style="list-style-type: none"> As a small authority it doesn't employ any organisational development specialists and it is hard to source suitable programmes to develop in-house skills within available budgets
<ul style="list-style-type: none"> Project Management training required Performance management being addressed Appraisal form and process being reviewed Gap in customer relations analysis and management
<ul style="list-style-type: none"> Regional workshops or e-learning.
<ul style="list-style-type: none"> There is a very limited understanding of data mapping across the Council and how we intend to use this data to engage more effectively with the community.
<ul style="list-style-type: none"> Working with ALL other district Councils/Unitary to develop programmes to addresses these issue. Councils in this area have a very effective and efficient Strategic HR Partnership in operation.

East Midlands

<ul style="list-style-type: none"> Basic skills / skills for life, non generic NVQs
<ul style="list-style-type: none"> Currently reviewing people strategy action plan
<ul style="list-style-type: none"> Funding issues as we are going through redundancy and training budgets have been reduced
<ul style="list-style-type: none"> Partnership working - A wider understanding of the advantages and implications of CAA. Community Engagement - How, What, - A joined up approach is required.

London

<ul style="list-style-type: none"> Clarification about local government preferred approaches to business transformation and the suite of skills associated with this, linking hard and soft skills.
<ul style="list-style-type: none"> Commissioning skills - there is a significant skills gap here, the directorate is aiming to work with the PCT for more integrated working/development activities to address this need.
<ul style="list-style-type: none"> OD/Learning and Development Function currently under review. Detailed work can commence shortly.
<ul style="list-style-type: none"> Project management addressed through training. Business process improvement addressed through an Efficiency Consulting Group which will examinee business processes.
<ul style="list-style-type: none"> We are currently undertaking a skills audit across council

North East

<ul style="list-style-type: none"> Additional resource to tackle the skills gaps at our middle and senior manager level.
<ul style="list-style-type: none"> Change Management: training is delivered as part of the authority's Leadership Programme. Procurement: the process & understanding of procurement is also being addressed through the SLP.
<ul style="list-style-type: none"> We need additional support for departmental Organisational Development with specialist skills, e.g. Children's workforce development. Undertaking skills audit this year to understand skills gaps.

North West

<ul style="list-style-type: none"> Business process regarding engineering
<ul style="list-style-type: none"> Funding opportunities to be made available for regional partnership development.
<ul style="list-style-type: none"> May need specialist input to support these needs

South East

<ul style="list-style-type: none">• Managing change and specifically managing people through change - we are looking at externally facilitated training and coaching
<ul style="list-style-type: none">• Partnership working, commissioning services and developing and managing commissioned services contracts.• Workshops / courses to develop these key competencies/diploma course would be useful.
<ul style="list-style-type: none">• Project and Programme Management has been identified and we are currently structuring the organisation and supporting training to improve specialist managers' skills and generalist managers.
<ul style="list-style-type: none">• Skills gap identified at Operational Services division - specific learning and development programme planned for delivery (Skills for Life NVQs).
<ul style="list-style-type: none">• We are running training programmes to address these areas.

South West

<ul style="list-style-type: none">• Change Management -Organisation has gone through and is going through enormous changes - will use external specialist to devise change management skills for managers and employees
<ul style="list-style-type: none">• Funding and focused provision in the following: Project management - approach, methodology - funding for performance management training and usage - Partnership working
<ul style="list-style-type: none">• How other authorities have developed their procurement skills.• Good suppliers of procurement training.
<ul style="list-style-type: none">• Out joint venture company with a private sector organisation is designed to support us in many of these areas. In the future we are likely to be more self contained, fuelled by falling budgets
<ul style="list-style-type: none">• To be addressed in Workforce Development Plan
<ul style="list-style-type: none">• We have a county-wide Workforce Development workstream that is planning joint development activities to address significant skills gaps.

West Midlands

<ul style="list-style-type: none">• All of the above are identified as critical issues within the Councils workforce plan 2009-12.• Assistance would be particularly valued on all aspects of skills for key specialists.
<ul style="list-style-type: none">• Potentially we have skills gaps around business process and analysis areas. We are applying for funding from the Improvement and Efficiency Partnership to address this.

Yorkshire and the Humber

<ul style="list-style-type: none">• Partnership / joint working is a critical issue at the moment. This, along with change management, will require all of our staff to work in different ways and I do not think this has been addressed.
<ul style="list-style-type: none">• Plan to procure external assistance regarding managing diversity using external consultant approved by IDeA
<ul style="list-style-type: none">• Support for Skills for Life programme.• Resources for issues that affect all employees.
<ul style="list-style-type: none">• We are currently working on a number of interventions to mitigate against our significant skills gap areas.

Annex B: Apprenticeships and trainees survey: October 2009

An Apprenticeships and Trainees Survey was undertaken to follow up the Workforce Survey 2009 by asking authorities a set of supplementary questions about the numbers of apprenticeships and trainees as at October 2009, and the number of apprenticeships and trainees that local authorities plan to employ in December 2010.

Response rate

Local authority heads of Human Resources in England were sent the on-line survey on 16th October 2009. By the close of field work on 30th October 136 local authorities had responded, giving a response rate of 39 per cent. The tables below show response rate by type and region.

Region	respondents count	full sample	response rate
East England	18	52	35%
East Midlands	15	45	33%
Greater London	14	33	42%
North East	7	12	58%
North West	16	41	39%
South East	28	74	38%
South West	17	41	41%
West Midlands	12	33	36%
Yorkshire and Humber	9	22	41%
England total	136	353	39%

Type	respondents count	full sample	response rate
London Boroughs	14	33	42%
Metropolitan Districts	16	36	44%
Shire Counties	14	27	52%
Shire Districts	73	201	36%
Unitary Authorities	19	56	34%
England total	136	353	39%

Key findings of the apprenticeships and trainees survey

Respondents were asked how many apprentices and trainees their authority currently employs¹⁶. It can be estimated that in total, authorities in England currently employ a total of 14,400 apprentices and trainees.

	Mean Average	Median average	Maximum number	Total	Base	Estimated total for England¹⁷
How many apprentices does your authority employ?	22	7	311	3022	136	7,100
How many trainees does your authority employ?	23	5	550	2477	116	7,300

Respondents were then asked how many apprentices and trainees their authority was intending to employ by December 2010. It can be estimated that in total, authorities in England intent to provide 18,600 apprenticeship and trainee opportunities by December 2010.

	Mean Average	Median Average	Maximum number	Total	Base	Estimated total for England
How many apprenticeship opportunities is your authority intending to provide by December 2010?	30	10	250	3685	122	9,800
How many trainee opportunities is your authority intending to provide by December 2010?	25	5	300	2471	97	8,900

The number of apprenticeships and trainees in local government has doubled since 2008 and appears set to increase further by December 2010.

¹⁶ Note respondents were also given an opportunity to give a combined figure if they were unable to separate apprentices and trainees, however only one respondent did this so no separate analysis has been shown.

¹⁷ Estimated numbers for England are grossed figures. The grossed figure is calculated through taking a mean average for respondents by authority type, as an indication of the response for non respondents. Grossing used a mean average rather than a median to be consistent with grossing methodology used in the 2008 Local Government Workforce survey; the mean and median averages are therefore both reported in the tables within Annex B.



The Local Government Association is the national voice for more than 400 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.



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