ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS

1.	**Meeting:**	**Self-Regulation Select Commission**
2.	**Date:**	**31 July 2014**
3.	**Title:**	**Workforce Strategy and Planning 2013-14**
4.	**Directorate:**	**Human Resources**

5. Summary

This report provides an overview of workforce planning statistics and demographics, information on workforce planning data available to managers and key workforce activity carried out during 2013.

6. Recommendations

The Self-Regulation Select Commission is asked to note:

- **Continued high level of employee engagement/involvement**
- **£3.8m reduction in workforce costs**
- **Current position in relation to key workforce data**
- **Management information available to managers to support workforce planning**
- **Key workforce activity carried out during 20013/14.**

7. Proposals and Details

7.1 Background

Self-Regulation Select Commission requested information in relation to workforce planning in the Council and how this has been impacted by the changes being managed in the Council and changes in the workforce.

7.2 Workforce Planning/HR Statistical Data

The Council Workforce Strategy has a focus on five key themes:

- Ensuring we have a modern thriving Council
- Developing leadership capacity through change
- Developing our employee skills for the future
- Managing talent and attracting new talent as appropriate
- Ensuring we have a fairly rewarded workforce

Appendix 1 details the current position and trends in relation to the HR data relating to these themes.

The budget challenges facing the Council (and the need to achieve reductions in workforce costs) have required organisational redesign, changes to working practices and changes to Human Resources (HR) policies. Successful management of workforce costs continues to keep the number of compulsory redundancies to a minimum and reduced the impact of budget cuts on the delivery of front line services.

A £3.8m reduction in 2013/14 has taken recurrent savings (since reductions began in 2010) to over £27m a year. Appendix 2 to 4 illustrate breakdown by Management level, Directorate and Front Facing/Support services.

Despite major changes across the Council over the last few years the number of grievances lodged by employees continues to be well below benchmarks whilst employee engagement and involvement remains positive and similar to the high levels of the previous.

Whilst budgets in relation to employee and manager development have been reduced, the Council is still providing training to managers on a prioritised basis and has recently re-tendered manager and employee soft skills training resulting in reduced costs for training.

The Council's employability priority is reflected in the continued focus on supporting placements and apprenticeships.

7.3 Workforce Demographics

The Council is committed to achieving diversity in its workforce and to support this commitment it monitors its workforce in relation to the protected characteristics outlined in the Equality Act 2010.

Data has been analysed and published on the Council's website for a number of years with regard to age, disability, sex and race. Additional data on the other protected characteristics is published as and when there is enough data to maintain the confidentiality of people who have completed these sections.

The European Union average pay difference between men and women is currently around 16%. Analysis across the Council shows that the pay of full-time women exceeds that of full-time men and when comparing for part-time working the gap is 1.4% with women earning more than men up to the age of 40. Above this age part time men earn more than part-time women which reflects the large numbers of women working in cleaning and catering roles at these ages.

During the year the Council's workforce has continued to reduce to help meet Government public sector funding cuts and as a consequence some employees have left the organisation and with a recruitment freeze on non-essential jobs still in force there have been limited external advertising of vacancies. A number of Schools have also converted to Academy or Trust status and employees transferred to the new organisation.

Although these factors have restricted the scope to change the demographic of the workforce, levels remain similar to previous years.

Positive action continues to be included with statements on job advertisements, attracting a higher proportion of applicants from BAME (8.3)% than the 2011 Census working population (6.3%) and a quarter of applicants continue to come from 16 – 24 year olds. The proportion of employees leaving with less than two years' service is 18.5%, CIPFA average of 35%, demonstrates a very good stability rate.

7.4 Workforce Planning in Directorates
Whilst the workforce data set out in Appendix 1 to 4 is collated and managed on a corporate basis, Directorates are also provided with regularly updated workforce data to enable them to review key issues and trends in their services, both in the form of monthly updated scorecards and also annual Position Statements to inform and assist with service planning. An example of a Directorate position statement is attached at Appendix 5.

7.5 Workforce Strategy: key activity during 2013/14
A continued focus on key workforce activity has helped to maintain an engaged workforce, whilst successfully achieving organisational change. The following is a summary of workforce activity managed and supported by HR in the last year, by the themes of the Workforce Strategy.

7.5.1Theme: Ensuring we have a modern & thriving Council
A further series of reorganisations took place across the Council in order to achieve targeted budget savings, transfer staff and secure voluntary severances. Reviews included Safeguarding, Customer Services & Libraries, Waste Management, Cleansing, Clifton Park & Museums, Legal Services and Internal Audit & Asset Management. Transfers of staff to various Academies and conversion to trust status have been supported.

The trade union consultative process, involving management and Elected Members, resulted in negotiated changes to terms and conditions as part of the budget process.

Further work promoting Worksmart has taken place in preparation for staff relocation in order to release further assets.

A range of activities have taken place promoting healthy lifestyles to employees in support of the Health & Wellbeing Strategy, e.g. smoking cessation campaigns, ASA swimming and workplace fitness challenge. Employee Assistance support has been promoted via briefings and Westfield visits to Councils buildings.

Workforce planning information available to managers has been refreshed and made available as monthly scorecards to aid with identification of savings and to target development needs.

The Investors in People re-assessment was completed, re-achieving Gold level status and providing useful feedback from employees on their perception of how the Council manages its workforce.

All pensions auto-enrolment, new requirements for real-time payroll data, interfaces with general ledger and strike deduction were achieved through changes to systems and 3 new releases of the HR Portal were made, offering additional functions to managers and employees.

7.5.2 Theme: Developing leadership capacity through change
Senior manager events were supported around resilience and child sexual exploitation and Director Group meetings continued to allow focus on key issues to be shared amongst senior managers.
New Skills Profiles were developed for Elected Members to be used during Personal Development Plans and the training programme for Members included sub-regionally organised events to secure better value for money. Continued 1 to 1 support for Members ICT needs has been provided and the Member Development Strategy and training support principles were agreed with the Member Development Panel.

Employee involvement continued to be encouraged with changes including a shift of worker representative groups to operate as virtual consultation forums and development of a more interactive site for sharing of budget suggestions.

The employee awards were managed, culminating in the annual awards event and also incorporating for the first time the Young Person of the Year Award.

7.5.3 Theme: Developing our employees skills for the future
New training providers were agreed for the core management development programme with continued level 3 and 5 programmes and additional level 6 programmes with a focus on change and innovation. Savings per course of around £80 average have been achieved.

Managers have participated in the Yorkshire & Humber master class series, which was offered by Local Government Yorkshire &Humber and focused on core management issues in the current climate, e.g. commercial skills, leadership, engagement.

The M3 (third tier) manager leadership sessions have continued with key topics around health, budget, sharing of information, channel shift etc.

The Skills Gain programme has continued (functional maths and literacy skills) with provision changed to internal (through the adult learning team) and additional functional ICT skills have recently been added in partnership with the GMB Learning resource.

The Dynamic Purchasing System for training has delivered savings both corporately and for the Neighbourhoods and Adult Services Directorate, through reduced trainer costs and shared commissioning with Doncaster MBC.

Work has commenced on a tendering process for e-learning software and a catalogue of e-learning modules to potentially replace the existing contract. Further modules of e-learning have been added to the existing offer, including resilience, children's care, hoarding and updating of the e-induction, information security and stress awareness modules.

7.5.4 Theme: Managing talent and attracting new talent as appropriate
A new process for criminal records checking of new starters with access to the Public Services Network has commenced.

Monitoring of agency usage/spend has continued and been considered by Scrutiny. Difficulties with the agency provider have also been proactively managed and the contract is currently being re-let. Whilst agency spend had reduced considerably over the last few years, there has been an increase in the last year (Appendix 1).

Further apprenticeships have been supported, with the highest number so far (79). In addition, over 40 work placements have been arranged for disabled/long-term unemployed through the access all areas scheme and 9 work placement were offered for looked after children. Careers events, mock interviews and application advice have been provided in a number of schools, particularly in deprived communities.

Employees leaving through voluntary severance have continued to be provided with rapid response information and support and 3 pre-retirement sessions have been offered.

7.5.5 Theme: Ensuring we have a fairly rewarded workforce
The pay protection policy has been revised, as part of the negotiated changes to terms and conditions.

The integrity of the Councils single status grading structure continued to be managed through the corporate pay and grading panel.

Further salary sacrifice schemes for bikes, laptops, mobile phones have been added to the existing schemes for cars, car parking and childcare vouchers, generating further Council savings (Appendix 1).

Employees have been kept up to date with pension changes via briefings and sessions, including options for additional voluntary contributions. The NHS pension scheme has been managed for Doncaster and Rotherham Councils, for those employees with protected NHS pensions and all auto-enrolment requirements have been implemented.

The payroll function has supported Go Live for Chart of Accounts and the E5 system upgrade.

8. Finance
Workforce costs fell by a further £3.8m (3% of pay bill) in the year due to redundancy. Workforce development activity continued, but with reduced budget.

9. Risks and Uncertainties
Government continues to target Public Sector spending for reduction limiting the scope to retain, recruit and motivate employees.

10. Policy and Performance Agenda Implications
The way we do business: Right people, right skills, right place, right time, reducing bureaucracy and getting better value for money.

11. Background Papers and Consultation

a) Corporate Workforce Strategy
b) HR & Payroll statistical reports
c) CIFPA HR Benchmarking Club

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Appendix 1

HR Statistical Information

Ensuring We Have a Modern Thriving Council
• 179 Voluntary Severances (workforce reduced 1042, 17% since 2010) • Grievances 3.2 per 1,000 FTE (CIPFA 7.3) and declining year on year, i.e.141 in 10/11 down to 27 in 13/14. • Disciplinary 13.6 per 1,000 FTE (CIPFA 22.7) • Dismissals 52 in 2012/13, 43 in 2013/14 • Positive employee perception of work-life balance at 70% (CIPD 58%) • Sickness: a slight increase from 12/13 (7.96) to 8.30 days 2013/14 (CIPD 5,000+ staff =8.1 days), • Sickness absence attributable to mental health conditions 26% of absences (HSE nationally 40%)
Developing Leadership Capacity through change
• Employee perception of senior management and management of change good against benchmarks • City Region Leadership Programme numbers: 3 in 2011, 3 in 2012. Ceased 2013 • Top 5% earners BAME 2.56% (target 2.5%) • Top 5% women 56.05% (target 50%) • Top 5% with disability 6.56% (target 5%) • Employee engagement 67%, new joiners 87% , leavers 63% (all 2013) • Employee suggestions: 39 in 2013/14 and 132 to Chief Executive on budget savings.
Developing our Employees skills for the future
• Positive employee perception of line managers across all areas (employee survey 2012) • Manager training attendance: Level 2 subsidised awards in key topics: 53 (12/13) Ceased 2013/14 Level 3 CMI certificate: 85 (11/12), 53 (12/13), 36 (13/14) New level 5 CMI (13/14): Change manager 8, Innovations manager 11 • Buddies scheme sign-ups: 20 (11/12), 9 (12/13), 7 (13/14) • Employee perception of getting the learning & development to do their job well reduced- 2012 61% from 67% in 2008 (Civil Service 46%) • 80% of the workforce have a qualification above level 2 (March 2013) up 4% since 2011 • 69% of managers hold a management qualification (March 2013) • 78% of employees indicate having a PDR (employee survey 2012) • 28% employees feel there are opportunities for career development (NHS 30%) • Mandatory e-learning training completions: 1236 (11/12), 1629 (12/13), 2353 (2013/14) • Numbers booked on Directions (generic employee skills) training: 78 (12/13), 121 (2013/14) • Numbers booked on ICT training: 7(12/13), 77 (13/14) and 11 on new accredited ICT training and 9 on GMB taster sessions • Distance learning sign-ups (level 2 and 3): 34 (12/13), 78 (13/14) • Skills Gain achievers 2012: 36, 2013:27 (English 8, Maths 19)
Managing talent and attracting new talent as appropriate
• New joiner engagement 87% (2013) • Recruitment & Selection training attendance: 44 on 1 day course & 101 on e-learning • Following a 60% reduction in agency spend in 2012/13 there has been an increase in spend of 23.3% in 13/14 • Apprenticeship numbers: 26 (10/11), 41 (11/12), 54 (12/13), 79 (13/14) • Disabled people in the workforce 4.46% (target of 4%) • Looked after children placements: 10 (11/12), 7 (12/13), 9 (13/14) • Access all Areas Placements: 71 (11/12), 91 (12/13), 40 (13/14)
Ensuring we have a Fairly Rewarded Workforce
• 208 cars ordered through the salary sacrifice scheme, saving £100k per year. Car parking salary sacrifice saved the Council £8k and Childcare salary sacrifice scheme achieved savings to the Council £50/60k per year • Reduction in workforce recurrent annual saving £27m i.e. 20% of the total non-School wage bill • Satisfaction with the total Pay & Benefits package 52%, up 5% 2012 survey (NHS 39%)

Severance by Tax Year and Management Level Sept 2010-31st March 2014

Tax Year	M4	M3	M2	M1	Non-Management	Total	Annual Salary Saving
2010/11	2	14	106	45	174	341	£9,346,323
2011/12	1	16	88	49	120	274	£7,640,666
2012/13	0	6	56	29	157	248	£5,997,716
2013/14	0	3	26	34	116	179	£3,804,008
Total	3	39	276	157	567	1042	£26,788,713

Category	Number Approvals	Number of group in workforce	% of group in workforce	% reduction of group	Annual Salary Saving
M4	3	24	0.3%	12.5% (39%)	£263,313
M3	39	98	1.4%	40% (45%)	£2,422,480
M2	276	1242	17%	22%	£10,863,633
M1	157	925	13%	17%	£4,316,958
All Management	475	2284	33%	21%	£17,866,384
Non- Management	567	4743	67%	12%	£8,922,329
Total	1042	7027			£26,788,713

Notes Percentage reduction of group in brackets includes disestablished vacancies

Figures include: 72 compulsory redundancies made 2010-2012 in initial service reviews
In addition: 44 applications for flexible retirement have been approved generating recurrent annual salary savings of £580k
12 Senior Management Posts becoming vacant deleted generating recurrent annual salary saving of £910k
Vacant posts disestablished, 65 identified by HR deleted generated recurrent annual salary saving of £1.4m

Cost of release to date (including full pension strain) £20,798,755

Appendix 3

Severance by Directorate and Management Level Sept 10 – 31st March 2014

Directorate	M4	M3	M2	M1	Non-Management	Total	Annual Salary Saving
Children & Young People's	2	11	80	42	94	229	£6,730,073
Environment & Development	-	6	65	36	109	216	£6,279,440
Neighbourhoods & Adults	1	5	48	40	234	328	£7,135,653
Resources	-	17	83	39	130	269	£6,643,547
Total	3	39	276	157	567	1042	£26,788,713

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Appendix 4

Voluntary Severance by Service Sept 2010-31st March 2014

Directorate	Service	Support	Front Facing	Reduction
CYPS	Safeguarding Children & Families	8	17	4.6%
	Schools & Lifelong Learning	91	113	14.5%
EDS	Planning Regeneration & Culture	54	84	23.3%
	Internal Audit & Asset Management	46	31	6.2%
	Streetpride	7	71	12.8%
NAS	Health & Wellbeing	16	261	20%
	Housing & Neighbourhoods	19	32	12.7%
	CPP	102	0	46%
RES	Finance	54	3	17%
	Human Resources	10	0	8.2%
	Legal & Democratic Services	23	0	21%
Total		**430 (28% Group reduction)**	**612 (12% Group reduction)**	**17%***

***Percentage reduction in workforce increases to 22% if exclude transfers to the Council from Grounds Maintenance, 2010 Rotherham Ltd, Rother Valley Country Park, Connexions, Doncaster HR & Payroll and Public Health**

Appendix 5

Rotherham Metropolitan Borough Council
Where Everyone Matters

Workforce Planning
Position Statement
CYPS

2014/15

What is workforce planning?

It is a process to enable management teams to consider the current and future needs of their workforce when undertaking service planning on an annual basis i.e. it supports the *Where are we now? Where do we want to be? and How do we get there?* aspects of service planning.

Importance of workforce planning

Effective workforce planning enables managers to measure and respond to skills gaps, predict future workforce and skills needs, succession plan, promote a culture of organisational development, plan efficiency savings and address recruitment and capacity problems.

Information to support workforce planning

This document details key corporate workforce issues that need to be considered as part of the service planning process. It provides some, not all, of the directorate/service specific workforce information and data from a range of areas e.g. workforce demographics, temporary agency worker spend, employee consultation and involvement outcomes which also need addressing as part of service planning. **Please note: the data provided is for various periods which are indicated at the start of the section.**

There will be other workforce issues relating to service objectives requiring consideration. Bullet point prompts have been included to help focus thinking. The information has been split into two sections:

- Current workforce issues within the service
- Future workforce needs to support the direction the service will be taking over the next three year period.

It is not advisable to try and deliver solutions to all development areas but to focus on those of key priority, working through the remaining areas over the next two year period.

The information in this document is mainly broken down to directorate or service level. If you wish to drill down further this information is available on the HR Portal under Your Reports, HR Score Cards.

Key: SCF = Safeguarding, Children and Families, SLL = Schools and Lifelong Learning

Section 1 – Current Workforce Issues

This section focuses on the **current** workforce issues that need to be considered and addressed as part of the service planning process. The information has been split into several areas:

a) Skills
b) Workforce demographics and data
c) Employee perceptions
d) Other workforce related corporate activity or directorate/service issues
e) Further analysis of current data/information

Remember - It is not advisable to try and deliver solutions to all development areas but to focus on those of key priority, working through the remaining areas over the next two year period.

Area A - Skills

Using the prompting questions below decide if you have any current skills gaps requiring action which need to be included in your service/team plan/PDR process. Where available, current data has been included to assist you in the process.

Prompting questions

Manager skills

- *****Are there any gaps in your managers' leadership skills? (corporate awareness, communication of key messages etc.)?***
- *****Are there gaps in your managers' current management skills (managing change, budget management, people management etc.)?***

**We have analysed some of the figures in this document and made suggestions for targeted learning and development which will help to improve manager's skills in certain areas of concern. (see Area E – Further analysis of current data/information).

Employee skills

- ***Do you have any groups of employees who need to either brush up or develop their numeracy, literacy or IT skills?***
- ***Do you have any employees in your service who do not hold (or have an outdated) qualification at level 2?***
- ***Do you have any employees who are ready to study for a level 3 qualification?***

Directorate data

Mandatory training (M = managers only) * Figures for 2013 only as data prior to this is unreliable	**No. of employees completed**		
	SC&F	**SLL**	**No service**
PDR for reviewers (annual completion) (Jan – Dec 13)	1	3	-
Data Protection (annual completion) (Jan – Dec 13)	42	34	24
Information Security (annual completion) (Jan – Dec 13)	35	28	17
Equality & Diversity (to be refreshed every 3 years)	17	2	0
Risk Management (to be refreshed every 3 years) M*	10	2	4
Emergency Planning (to be refreshed every 3 years) M*	33	14	6

PDRs completion (as at Dec 13) (as entered onto the HR Portal). Figures do not include Catering.	**SC&F**	**SLL**
Completed	216	220
Not completed	103	223

Employees (including managers) with qualifications below level 2	**SC&F**	**SLL**
Below level 2	18	89
Level 2 and above	319	642
***Management qualifications for managers bands G-L**	**SC&F**	**SLL**
With management qualification	31	30

Corporate activity

Mandatory learning & development

The Strategic Leadership Team has deemed a number of learning and development activities as mandatory for all employees to complete.

Performance and Development Reviews

All employees should have, as a minimum, an annual PDR and a six monthly review. It is also recommended that managers undertake regular one to one/ supervision sessions with employees. Once the PDR has been completed the date must be entered onto the HR Portal.

Skills Gain

This corporate initiative is to ensure all our employees have the necessary numeracy and literacy skills (and some element of IT skill) to be able to function effectively in both the changing workplace and in their personal life. Further information is available on the intranet.

Manager induction

It is a mandatory requirement that all new managers undertake the manager induction process which can be found on the intranet. This includes those who are undertaking their first management role and also managers who are new to the Council.

Management training

All managers should hold a management qualification (minimum level three), unless their manager has verified they have reached the required standard/level through experience and competency/skills assessment

Buddies (Mentoring Scheme)

The scheme is a free and effective method to support a variety of learning and development needs. The scheme

• ***Have any skills shortages been identified from PDRs:*** - Job specific skills - Technical skills - Manager/Employee competencies - Key skills from skills profile.	Without management qualification	13	42	now offers opportunities with South Yorkshire Police and Sheffield Council.
	Buddies scheme	**Mentors**	**Mentees**	
		0	0	
	**Figures are based on line management responsibility not by grade*			

Area B – Workforce demographics

Prompting questions	Directorate data

Using the prompting questions and the information set out in the adjacent data tables decide if you have any areas requiring action which need to be included in your service/team plan.

- ***How closely does your department management profile (top 5%) reflect the community*?***
  - *Women*
  - *BME*
  - *Disabled*

- ***How closely does your department workforce profile reflect the community*?***
  - *Women*
  - *BME*
  - *Disabled*
  - *Young People (16-24 year olds)*

** It is recognised that due to the current recruitment freeze and reduction of employee numbers via voluntary redundancies etc, it is difficult for management teams to redress any current imbalances is these areas.*

- ***What is the current rate of sickness absence in your service?***
  - *Are there any problem areas?*
  - *What are the reasons of the absence and are there any common factors?*

*The figures in the table below **do not** include schools and are for December 2013 only. Figures for preceding months are available on the HR portal in the Your Reports section.*

Key Performance Indicators (Dec 13)	Council target	Whole Council	Directorate	SC&F	SLL
Overall FTE	-	4226.8 (without schools)	1104.48	419.62	683.86
Top 5% of earners: Female	50.0	56.0	77.6	77.2	77.6
Top 5% of earners: Ethnic minorities	2.5	2.1	1.8	2.2	1.5
Top 5% of earners: with a disability	5.0	6.4	5.5	9.0	3.1
% of employees with a disability	4.5	4.7	3.9	5.4	3.3
% of employees from an ethnic minority	3.5	3.5	4.6	4.8	4.5

Age profile (Dec 13)	Council target	Whole Council	Directorate	SC&F	SLL
16-24	-	5.4	4.0	4.2	3.9
25-39	-	28.4	25.4	31.7	22.7
40-49	-	31.7	35.4	31.9	36.9
Over 50	34.0	34.4	35.1	32.1	36.4

Sickness	Council target	Whole Council	Directorate	SC&F	SLL
Annual FTE sick days (Dec 13)	8.10	8.11	9.5	11.5	8.3
Working days lost to sickness (Dec 13)	-	5944.24	987.92	389.59	598.33
Number of occasions (Apr – Dec 13)	-	6203	1683	559	1124
Total FTE work sick days (Apr – Dec 13)	-	31,131	7711	3597	4114
Total cost of sickness (Apr – Dec 13)	-	£2,785,102	£746,375	£361,501	£384,873

Area B – Workforce demographics contd.

Prompting questions

- ***Is your current voluntary turnover a cause for concern?***
  - *Are there any specific areas of high turnover?*
  - *Where are these areas?*
  - *What reasons do people give when they leave your dept.*

- ***What is your current overtime spend?***
  - *Can this be reduced?*
  - *Why is the overtime required?*

- ***Are there any other service costs which need reviewing e.g. mileage?***

- ***What is your current spend on temporary agency workers?***
  - *Is this being managed efficiently?*
  - *Can internal resources be utilised instead?*
  - *Have all your temporary agency workers come from the master vendor agency?*

- ***What is your current use of casuals?***
  - *Is this being managed efficiently?*
  - *Do we need to create additional posts if casual usage is consistently used in any area?*

- ***Do you have a large proportion of employees who may be due to retire in the next 10 years?***
  - *Will this leave you with gaps in skills/experience?*
  - *What are you doing to ensure you have these skills/experience in the future?*
  - *Have you anyone retiring in the next 12 months? If so have you arranged a process for knowledge transfer?*

- ***If you have recruited how efficient was the process etc?***
  - *What was the overall cost of the process?*
  - *Are there any areas of recruitment difficulty?*
  - *What is the image/reputation of your department to possible applicants?*

Directorate data

	Whole Council	Directorate	SC&F	SLL
Turnover	11.00	10.1	7.8	11.1

Employee Costs from April 2014 overtime payments will be pensionable and therefore will attract an extra cost	Council target	Whole Council	Directorate	SC&F	SLL
Non contractual overtime (Apr – Dec 13)	-	£910,509	£95,932	£90,864	£5,068
Additional hours (Apr – Dec 13)	-	£1,742,258	£315,497	£125,522	£189,975
Mileage (Apr – Dec 13)	-	£624,141	£287,003	£193,419	£93,174

Temporary workforce data	Whole Council	Directorate 2013/14	Directorate 2012/13	Difference
Spend on agency workers (Apr – Dec 13)	£1,492,941	£602,778	£320,688	£282,090

Temporary workforce data	Whole Council	Directorate	SC&F	SLL
Spend on casuals (Apr – Dec 13)	£1,095,271	£401,870	£12,242	£389,628

Apprenticeships	Council	Directorate	SC&F	SLL
Number of apprenticeships (Apr – Dec13)	77	37	26	11

Work placements	**Council** (including partners)	**Directorate**
Number of work placements (Apr – Dec 13)	63	2

Area C – Employee Perceptions

This section provides details of areas for actions resulting from employee consultation and involvement activities undertaken as part of the Exchange programme.

Below is a reminder of the areas for development resulting from the Employee Opinion Survey and Investors in People assessment. The resulting actions to address these required developments have already been captured in an Action Plan which is attached as Appendix A.

Employee Opinion Survey - The latest employee opinion survey took place in November 2012.

Key	
Red	10+% points below Corporate total
Yellow	10+% points below whole Directorate total

	Council	Directorate
Overall response rate	44%	47%
Engagement Score:	67%	69%

*** Question not asked in paper version**

	Corporate	Directorate	SLL	SC&F
I am able to strike a balance between my work & home life	70	73	80	62
I am satisfied with my total benefits package (pay, annual/flexi leave, pension etc.)	52	52	41	57
*If I want to raise ideas/suggestions for senior management to consider I know I can	49	41	38	44
*Overall, I feel the Council manages change effectively	42	34	31	36
*Generally I feel Council communications are timely	57	52	47	56

Investors in People – Detailed below are the development areas from the 2013 re-accreditation. It is important that these points are addressed as failure to do so could affect retention of the IiP standard in the future

- Some concern was raised by managers that with all agencies seeing budget cuts there is a risk that partners retreat into silos.
- Partner arrangements and various Board structures causing some confusion and duplication of governance/reporting. A feeling that clearer pathways for reporting and decisions could improve this.
- The Way We Do Business Values not widely known about, although behavioural values required of managers and employees and the values of the Service are clear (corporate)
- Some employees feeling that the service could do more to celebrate children in care's achievements.
- Some employees feeling there could be more celebration of employees' learning achievements (corporate).
- Perception that there is too much e-learning, or it is used in inappropriate circumstances (corporate).
- Lack of clarity whether there is still a route internally to develop as a social worker, supported by the Council.

- Some negativity about social worker pay, particularly if newly qualified.
- Communications are widely acknowledged as being much improved but some people still felt there could be further improvements (general manager group).
- Concern that as the pressure to make more savings continues there could be issues around work levels and stress, which needs careful consideration by managers.
- Some teams that have recently changed still feeling fragmented, although there is confidence that this will settle in coming months (IYSS).
- Example of a manager being absent at the time of new starter commencing so that the person felt they had to make immediate decisions without sufficient induction.
- Some frontline managers feel that IT systems (HR and Finance systems) should be better focused to support managers who now have less administrative support.

New Joiners' Survey - This survey is sent out to all new employees after three months of employment. Due to the current recruitment freeze the numbers of new starters are too low to report on this year.

Leavers' Survey - This survey is sent to all employees who leave the Council's employment voluntarily (except through voluntary redundancy). The number of leavers for reasons other than voluntary redundancy is too low to report on this year.

Employee Suggestion Scheme & Chief Executives Budget Saving Suggestion Scheme

There are no current outstanding employee suggestions requiring implementation for the directorate. However from several of the suggestions received through the Chief Executives Budget Saving Suggestion Scheme it was apparent that not all employees are aware of existing polices and processes that are already in place to save money. It is important that managers ensure employees are reminded of these. They are:

1. The provision of career breaks which are part of the Special Leave arrangements
2. Managers to return lap tops and other relevant equipment to ICT as soon as an employee leaves the Council's employment to ensure the support costs are stopped, equipment can be re-used etc. This was detailed in a Team Briefing issued in April 13
3. The Bring Your Own Device scheme (for ICT equipment)
4. To only purchase goods and services from those companies who have been contracted by Procurement
5. Discourage the printing of documents for meetings etc. and encourage the use of laptops etc.
6. To use the free conference call facility (PowWowNow) which is an efficient and effective alternative to holding a meeting
7. To ensure purchased hospitality facilities are only accessed when deemed an absolute necessity
8. Ensure monitors are turned off when vacating workstations

Area D – Other workforce related issues

Prompting questions	Corporate activity
• ***Are there any specific areas/groups indicating health, welfare or safety issues?*** • ***Have your stress risk assessments identified any issues?*** • ***Is work-life balance embedded?*** - *Are there any gaps?* - *Are all managers on board with work-life balance activities and actively promoting them?*	The following corporate activities focussing on employee health and welfare also need to be addressed as part of your service/team plans **Stress risk assessments** Ensure individual stress risk assessments are taking place paying particular attention to hot spot areas **Near miss reporting** Ensure systems are in place for recording of near misses **Welfare activities** There are a range of welfare activities available within the Council e.g. 24 hour counselling helpline, stop smoking support etc. Ensure all managers are aware of the activities available and are actively promoting them to employees.

Area E - Further analysis of current data/information

This section contains further analysis of some key areas where managers may require additional learning and development to enable them to understand and address the issues.

Area

Age profile - *Some services within the directorate have been identified as having a high percentage of employees in the top age category (over 50) which may result in operational difficulties for the services when key personnel exit or retire.*
Suggested support *- Managers within these services may benefit from some training in succession planning. New guidance and a supporting toolkit for succession planning are available on the intranet. Also, if required, HR will be available to run short sessions (maximum 2 hours duration) on talent management and succession planning.*

Sickness *- In some instances problem with sickness may be a result of a 'culture' which has developed relating to sickness, in other cases it requires greater emphasis on management of the process.*
Suggested support *- HR to work with managers of these services to define the culture relating to sickness/absence and what can be done to turn this around. Also, if required, to provide further development and support of the sickness management process.*

New managers *- Several new managers have been appointed over the last few months. If they are new to a management role or new to the Council they need to complete the Manager Induction to ensure they are totally up to speed on their new responsibility.*
Suggested support *- Provision of a short session on the role of managers in the Council and provision of an overview of key HR processes.*

Pending reviews *- Several areas within CYPS are due to undertake further reviews.*
Suggested support – *HR can run tailored sessions for those managers who are either leading or are involved in managing the process. The session would cover engagement through change and updates on the internal recruitment process.*

Service data

Age profile	**Safeguarding**	**Strategy Standards & Development**	**School Catering**	**Education Psychology**	**School Admission & SEN**	**Schools Advisory**
Services where the over 50 age group is high	56%	40.4%	43%	40.8%	45%	58.3%

Sickness	**Provider services**	**LAAC**	**South Locality**	**Children's Disability team**	**Schools Catering**
Services with the highest sickness levels	All residential units range from 9-36 days	11 days (only four staff)	14.5 days, particularly Out of Hours team with 39.66 days of which 86% long term.	17.3 days (all short term)	10.26 days

New managers (appointed in last 3+ months)	**Safeguarding**	**Boroughwide Duty and Early help**	**North Locality**	**South Locality**	**Provider Services**
SC & F	1	5	14	4	3

New managers (appointed in last 3+ months)	**Integrated Youth Service**	**School Effectiveness**	**Strategy Standards & Development**
SLL	36	3	1

Areas due for reviews

- Children's Centres
- Special Educational Needs & Disability Services

Investors in People and survey outcomes *- There are no real development issues identified from these areas other than use of the HR Portal and Finance IT systems.* ***Suggested support –*** *Short session for all managers on using the HR Portal and Collaborative Planning systems*	• IYSS • Leaving Care Services

Section 2 – Future Workforce Needs

This section focuses on the **future** workforce needs given the direction the service will be taking over the next three years. It has been split into two areas:

a) Skills

b) Other workforce issues

Use the data from Section 1 and the prompt questions and bullet points to help focus your thinking.

Remember - It is not advisable to try and deliver solutions to all development areas but to focus on those of key priority, working through the remaining areas over the next two year period.

Area A – Skills

Prompting questions	Things to think about

• ***Do you have sufficient managers with the potential to be future leaders?***	• Are there any skills gaps currently? (check the manager skills and competency assessments from PDRs) • What is the age profile at your senior management level – are there any retirement implications? • Do you need to think about succession planning?
• ***Will changes in working practices have an impact on the management skill requirements?***	• With the new work style arrangements and changes in working patterns and locations of employees, do your managers have the required skills and knowledge to successfully manage a remote workforce • Do your managers have the transformational skills to ensure the service is always efficient and effective?
• ***With the continuation of budget reductions and the requirement for constant change are your managers and employees equipped with the right skills to deal with a decreasing workforce?***	• Are your managers equipped with the necessary skills/knowledge to manage a change programme effectively? • Do they have the capacity to step up to the next level if required? • Will your employees be required to develop additional skills/knowledge to pick up work from departing colleagues? • Are there opportunities to offer development activity to employees as a result of leavers and reorganisation in support of their career development?
• ***Will changes in legislation/ government policy require any employees to have different development, skills or knowledge?***	• Are there any legislative changes on the horizon which will result in new services or changes to existing services? • Will legislative changes result in new skill requirements within a service/department/ /team? • Are there any specified levels of training required?
• ***Will changes in working practices impact on the skills/knowledge your employees require?***	• Are there any changes planned for the service itself or the way it is delivered? • Do your employees have the skills required or will they need developing? • Is any new technology being introduced or changes in current processes? For example implementing channel shift to reduce phone calls/face to face contact. If so, will there be additional skill requirements? • Are any specific mandatory levels of qualification required? (e.g. NVQ, ECDL) • Are there any national targets for skills, e.g. minimum NVQ levels

Area B – Other workforce issues

Prompting questions	Things to think about

• ***Where is your budget allocated in terms of the workforce?***	• Are there any areas of service targeted for efficiency savings (or on going efficiency savings) which will impact on the workforce? • Have you reduced spend on agency staff? • Will you need to look at alternative provision e.g. commissioning, social enterprise, shared service?
• ***Will the structure of your service/department need to change as a result of budget cuts?***	• Review which parts of the department are affected and the impact on the skills requirements • Review the impact on job roles • Will new methods of working be required?
• ***Will your service/department experience changes in levels of workload, demand or customer requirements?***	• From service plans – is there a need for increased workload? • How will this be managed with reduced staffing levels? • Will this impact on the skills required e.g. I.T, new methods of working
• ***Are all key stakeholders/partners being consulted on service changes?***	• What is the breadth of the consultation? • Will this reach all sections of the community?
• ***Do you consult with key partners on the shape of the future workforce?***	• Do you have access to up to date workforce profiles for all relevant partners? • Do you have an informed, overarching future workforce profile, based on the predicted service models for both your services and those of partners?
• ***Does your age profile indicate any future areas with high retirement rates?***	• Review age profile – are there any specific grades, skills (technical, managerial, generic etc.) which will be impacted by retirements