

Title of Report:	Annual Employment Report for 2006/07	Item *
Report to be considered by:	Executive	
Forward Plan Ref:	EX*	

The proposals contained in this report will help to achieve the following Council Plan Theme:
CPO14 - Effective People
The proposals contained in this report will help to achieve the above Council Plan Themes and Outcomes by:
*

Purpose of Report: To report on the Council's workforce trends and key HR achievements for the year ended 31st March 2007. The future for "Effective People" at the Council was set out in the People Strategy for 2007-2011 which was agreed by the Executive on 5th April 2007.

Recommended Action: To note the Annual Employment Report 2006/07.

Reason for decision to be taken: To update Members

List of other options considered: N/A

Key background documentation: N/A

Portfolio Member:	Councillor
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E-mail Address:	*

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Implications

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- Policy:** There are HR Policy implications, however, these are covered in the report.
- Financial:** There are no financial implications.
- Personnel:** These are covered in the report.
- Legal:** None
- Property:** None
- Risk Management:** None

Is this item subject to call-in?	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by OSC or associated Task Groups within preceding 6 months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

Executive Summary

1. Introduction

- 1.1 The Annual Employment Report gives details of the following areas of people management at West Berkshire Council:
- Establishment, type and cost of people employed
 - Diversity profile of workforce
 - Turnover of staff
 - Absence rates
 - Training and development
 - Management development.
- 1.2 The report gives headline figures benchmarked against other local authorities where information is available. The 2005/2006 figures are given for year on year comparison where available. In some categories the figures are shown by directorate. The report also highlights the key HR achievements during 2006/07. The benchmark data is from the DLA survey for 2005 which excludes school based staff. The report on school based staff is therefore given as a separate section (section 10).

2. Executive Summary

- 2.1 The annual employment report 2006/2007 records a period of progress on people management as the Council achieved Investors in People Status; restructured its HR Service; and reduced turnover. Sickness absence increased from 8.12 days in 2005/2006 to 9.02 days in 2006/2007. However the figure is still below the average of all local authorities of 10.4 days.
- 2.2 The number of established posts across the Council expressed as a full time equivalent has increased from 1560.12 at 31 March 2006 to 1676.81 at 31 March 2007. The number of externally and jointly funded posts has increased to 137.85 reflecting the Council's success in attracting external funding and promoting partnership working.
- 2.3 The figures on workforce composition have not changed significantly over the year. The council has a slightly higher proportion of female staff and part time staff than the average of all local authorities.
- 2.4 Turnover (non-schools) has decreased over the year from 14.16% at 31st March 2006 to 11.54% at 31st March 2007. This is still slightly higher than the average for Local Authorities which is 10.1%. Reducing turnover is taken as a measure of good organisational climate.
- 2.5 One issue which was reported last year is the age profile of headteachers (65% are over 50) which will result in a large workload on appointing new heads over the next few years. This issue is still relevant.

3. Number and description of type of people employed

- 3.1 Total Full Time equivalent posts of the establishment of The Council.

The total full time equivalent post of the establishment of WBC at 31st March 2007 was 1676.81. This compares to 1560.12 at 31st March 2006.

Established post figures are reported on a quarterly basis. The quarterly figures do not include staff who are on variable or zero hours contracts. They are not included as they do not work guaranteed contractual hours and therefore do not have an established FTE to represent their working week. A large number of these staff in Home Care were attached to the establishment in Q4 and this constitutes to the increase in the headline figure.

During the last year there have been a number of changes to the structure of the Council including the Senior Management Review which amalgamated some Service Units and moved some from one directorate to another, for example Culture and Youth became Cultural Services under Community Services. Since then there has also been a restructure in Environment which has meant the deletion of Public Protection as a Service Unit and therefore the subsequent move of teams under the other Service Units to accommodate this. There have also been a number of TUPE transfers both into and out of the Council, including CCTV staff who came into the Council and Ufton Court which went out of the Council.

3.2 Type of employment

(1) Full time and part time work patterns

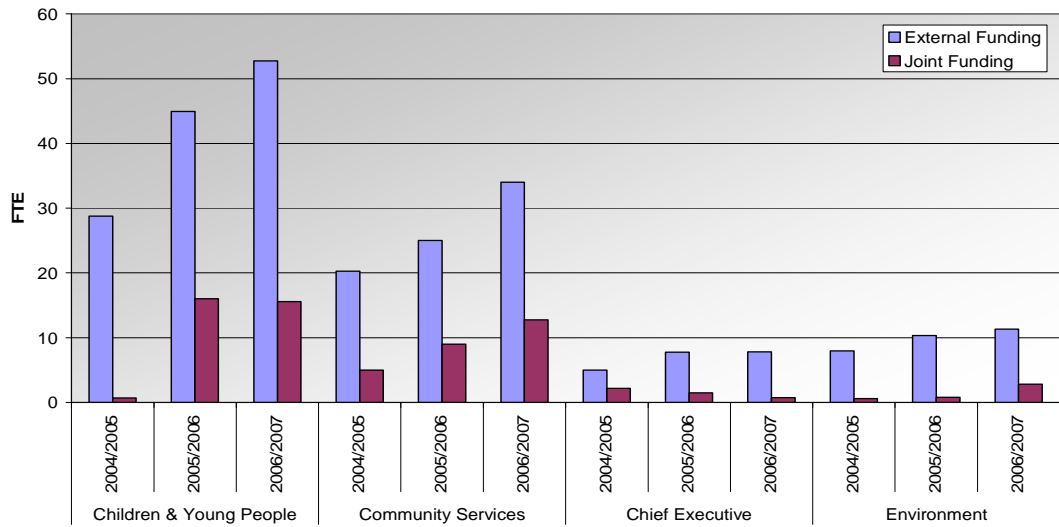
56% of the workforce is full time, and 44% is part time. This percentage of part time staff has increased by 2% from 2005/06. The split across all local authorities is 60% full time and 40% part time. Part time work is more common in the public sector. The split in large private sector organisations is 73% full time and 27% part time.

(2) External funding and joint funding of posts

WBC demonstrates its commitment to partnership working by establishing a number of posts that are externally funded or joint funded. This trend has increased over the last two years. There were 90 (fte) externally funded posts in 2005/06 and 105.94 (fte) in 2006/07. There were 37 (fte) jointly funded posts in 2005/06 and 31.91 (fte) in 2006/07. The majority of posts, which are externally or jointly funded, are in the Children & Young People Directorate.

The breakdown of externally and jointly funded posts by directorate for 2005/06 and 2006/07 is shown below.

Chart 1 FTE of External and Joint funded posts by Directorate over the last 3 Years



(3) Length of service

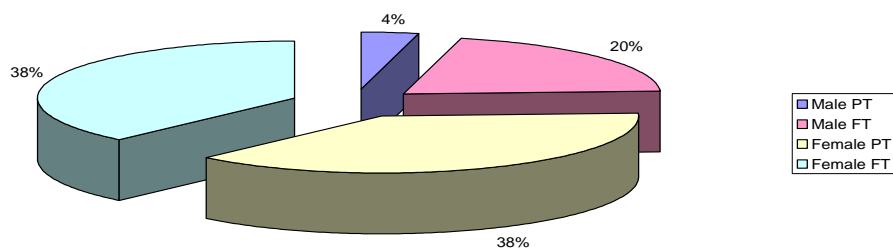
The average length of local government service in 2005/06 was 6.7 years. In 2006/07 this was 7.41 years.

4. Diversity Profile

4.1 Gender

75% of the workforce in 2006/07 were female (76% in 2005/06). The percentage of the workforce who are female is higher than the average for all local authorities (66%) and the average for large private sector organisations (52%). The gender and work pattern of workforce is shown below..

Chart 2 Gender and hours breakdown as at 31st March 2007



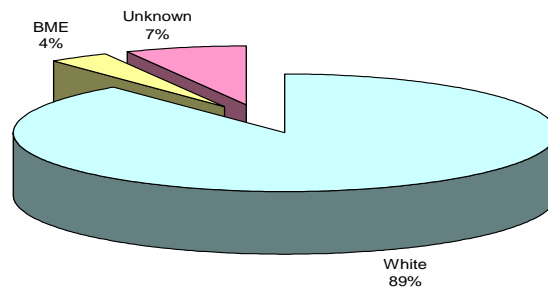
The gender profile shows that at Head of Service level the percentage of female managers totals 28% and at Chief Executive/Corporate Director level the percentage of female managers totals 50%.

4.2 Ethnicity

The percentage of black and minority ethnic (BME) employees in WBC in 2005/06 was 2.91%. This has increased to 4% in 2006/07. The ethnicity split for WBC workforce is

shown in Chart 3 below.

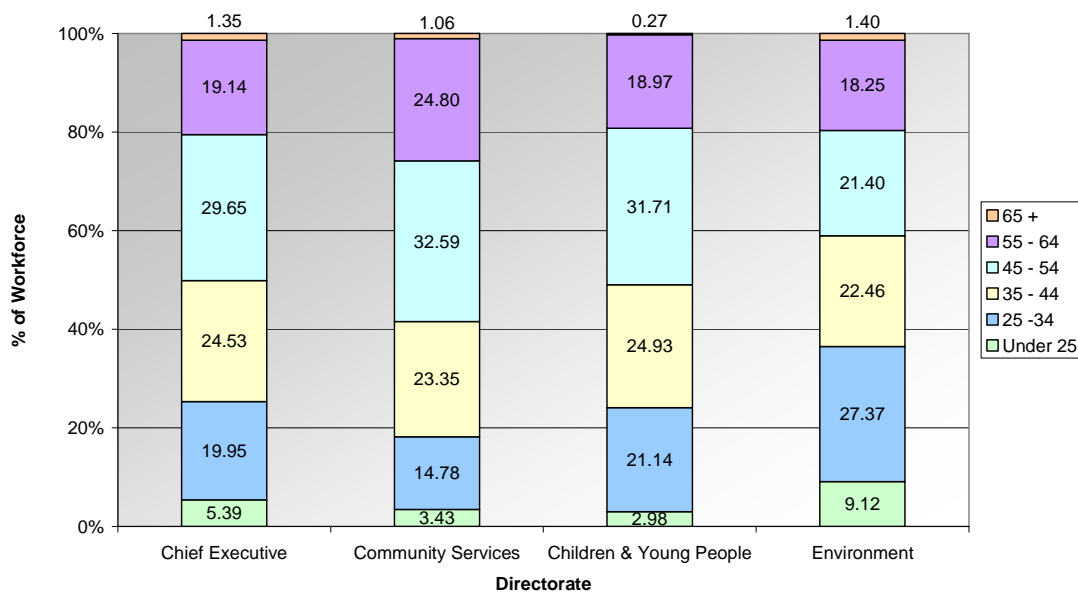
Chart 3 Ethnicity Split for WBC Workforce as at 31st March 2007



4.3 Age

The average age of a WBC employee is 44.5 which is a slight increase from 44 years in 2004/05. The public sector has an older workforce than the private sector. 62% of the total local authority workforce nationally is over 40 compared with 41% in the private sector. Across the Council the largest age group is the "45-54" at 28.84%, this compares to an average of 28.9% for Local Authorities. The smallest age group is the Under 25 which across the Council stands at 5.23% which is lower than the average in Local Authorities at 7.2%.

Chart 4 Age Profile by Directorate as at 31st March 2007



4.4 Disability

The percentage of the workforce in WBC in 2006/07 who consider themselves to have a disability is 3.02% (1.92% in 2005/06). This is a self reported definition given by staff on the Equal Opportunities Monitoring form. The definition used for this comes under the Disability Discrimination Act (1995) which states that 'a person has a disability if he has a physical or mental impairment which has a substantial and long-term adverse

effect on his ability to carry out normal day-to-day activities'. This figure is higher than the average for Local Authorities which is 2.9% and much higher than the private sector average which is 1.2%.

5. Turnover of staff

5.1 Turnover has decreased by 2.62% from 14.16% to 11.54% in 2006/07.

5.2 The average length of service in WBC in 2006/07 was 8.06 years

6. Absence rates

6.1 The number of days lost due to sickness has increased over the last year from 8.12 days to 9.02 days. The average for Local Authorities and large private sector organisations is 10.4 days.

6.2 The most common reason for absence in 2005/06 was 'infections' (16%). This was replaced by "stress, depression, anxiety related" (23%) in 2006/07. For all reasons see chart below. The number of long term absences has declined from 14% to 11%.

Chart 5 % Reasons for Absence over 2006 / 2007

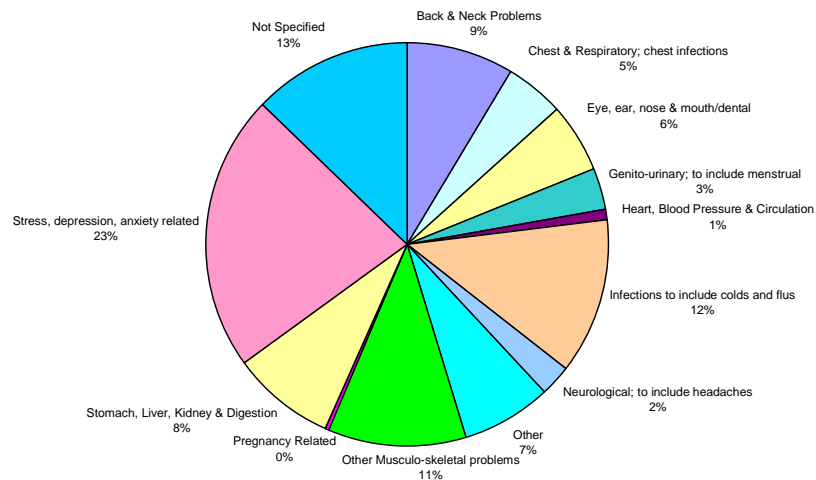
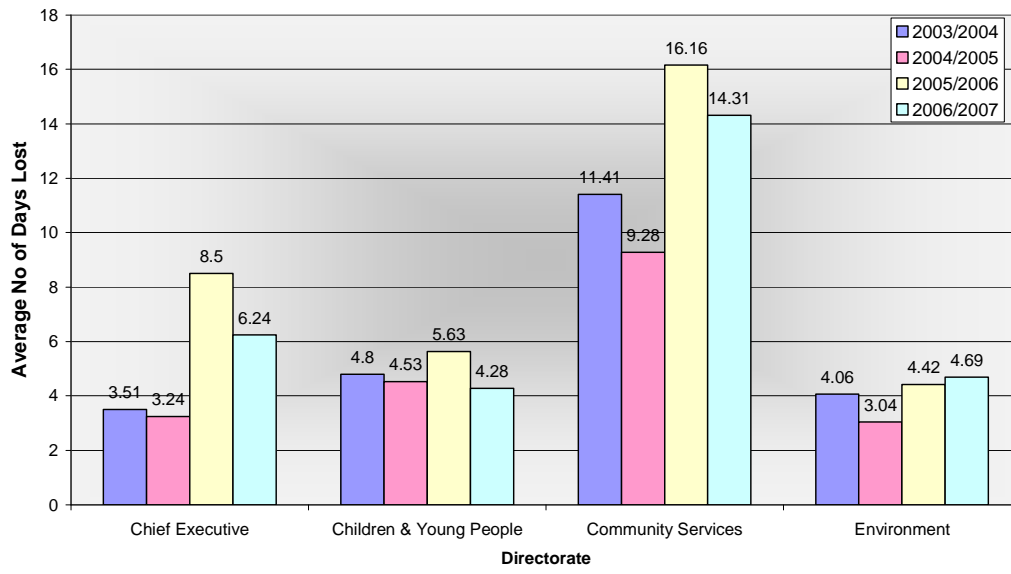


Chart 6 Average Working Days lost due to Sickness by Directorate over the last 4 years



7. Training and Development

- 7.1 The provision of training and development for WBC employees is multi layered. The Social Care Training and Development Team commissioned *** courses and trained *** social care employees in Community Services and CYP directorates (as well as the health, voluntary and private sectors). The training arm in ICT services trained 1150 employees. The Customer Services Team has an in-house training provision for customer helpdesk training, which has led to 7 employees undertaking NVQ. The Education Service provided 2296 training sessions for governors and people in schools. In addition each Head of Service will source some service specific and professional training externally using his/her training budget. Training has also been provided by Health & Safety, Public Protection and the contact centre. In addition to the above there is a corporate training provision which is delivered by the HR service.
- 7.2 The budget for corporate training in 2006/07 was £118,000 a reduction on the previous year when the total budget was £133,480. This amount reflected an additional sum to complete the fast track Management Development Programme and launch the new ILM Leadership and Management Development Programme. The Corporate Training budget was used to organise a calendar of training courses which use external and internal training providers. There were over 125 courses attended by approx 1117 employees in 2006/2007.
Details of the training courses provided across WBC are shown at Appendix A.

8. Management and Member Development

- 8.1 Member development is led by the Policy and Performance Service with input from HR. In 2006/07 the Member Development Group consisting of elected members and officers continued to deliver the objectives set in the three year strategy for member development. *** sessions of member development were held in 2006/07.
- 8.2 During 2006/07 a management development programme accredited by the Institute of Leadership and Management (ILM) was launched in September 2006. This Programme is available to a wide group of managers at first and middle management level. Feedback on this programme so far has been very good a formal evaluation will take place as each session completes. Additional Management development activities have also been launch to underpin the above, this includes Finance for non Financial Managers, West Berkshire Council's Project Management Methodology and workshops on managing the grievance and Disciplinary process.

9. School based staff

- 9.1 This is the second time figures from Schools have been used in the WBC Annual Employment Report. These figures will be used as an ongoing baseline and comparison purposes in future reports. Below is some information about the Schools workforce.
- 9.2 4825 people are employed in schools. This figure has increased from 4089 in 2005/06. There are 2049 Teachers, in West Berkshire Schools which equates to an FTE of 1463.47. There are 2776 Non Teachers in the West Berkshire Schools which equates to 1283.68 FTE.

9.3 633 supply teachers were working for WBC at 31/03/0 The average days lost due to sickness absence per person in schools was ** in 2006/07, ** from ** in 2005/06. 0.52% of school based employees consider themselves to have a disability.

9.4 An overview of employment issues within Schools is given at Appendix B

Appendices

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Appendix A – Details of Training and Development Courses 2006/07

Appendix B – Overview of Employment Issues in Schools 2006/07

Consultation Responses

Local Stakeholders: *

Officers Consulted: *

Trade Union: *

Appendix A Corporate Learning and Development Calendar 06/07

The Corporate Learning and Development Calendar 06/07 offered a range of courses from Induction courses to Business Skills and Personal Effectiveness. The table below details the range of learning events and number of attendees:

Event	No. of Events	No of Delegates
Attendance Management	3	16
Assertiveness	3	33
Challenging Behaviour	2	15
Corporate Induction	19	191
Employee Wellbeing	5	50
Employee Wellbeing – the role of the Manager	2	10
EPM for Employees	8	51
EPM for Managers	4	34
Finance for Non Financial Managers	12	147
Fire Awareness	17	220
Fire Warden	3	56
Grievance & Disciplinary Workshops	11	67
Job Evaluation	2	7
H&S for Managers	1	3
Manual Handling	1	9
Minute Taking	3	9
People Management	1	4
Presentation Skills	2	11
Project Management	2	19
Recruitment and Selection	1	13
Risk Assessment	2	5
Risk Management	2	21
Safety Matters	1	5
Time Management	3	18
Train the trainer	2	9
Valuing Difference	7	52
Valuing Difference (Managers)	3	19
Writing Effectively	3	23
Total	125	1117

The percentage take up of Corporate Training in 2006/07 was **66.2%**. Overall, **87.1%** of delegates rated the training overall as good or excellent.

As in previous years, regular Senior Management Seminars have been held every quarter for all Third tier Managers and above. Corporate Management Team Meetings for all Heads of Service and Corporate Directors were held in conjunction with the Seminars. Topics covered in these seminars include the Councils Medium Term Financial Strategy, Council Plan and priorities, workforce planning and lIP.

Leadership & Management Development

The Corporate Calendar provided a number of Management Development opportunities, as detailed above, and work is underway to design and deliver a full Management Induction in 2007. The council also adopted

the National Occupational Standards as a competency framework for it's Managers in 2006, both the ILM Leadership & Management Development Programme and the new Managers Induction have been mapped across to these standards.

Member Development

The Member Development Group is committed to developing Members in order to enable them to achieve the Council's aims and objectives. The Group is responsible for overseeing the roll out and development of all training opportunities, such as ICT.

The Group will ensure that learning and development Modules are effective in building political capacity across the Member Group and the organisation as a whole, and as part of this commitment, we have funded a Member Mentoring Programme designed and delivered through the IDeA. Currently three Conservative Members are participating with a bigger push on this following elections in May 2007.

The following ? Member Development Sessions were held in 2006/07:

School and Governor Support

The Advice, Information and Training team are part of the Education Service. The School Support Team is responsible for managing and co-ordinating all aspects of Continuing Professional Development (CPD) for school staff, including;

- Publication of the annual training programme for school staff
- Administering of the training programme
- Providing information on Professional Development for school staff

These training events were funded through either Standards Fund or from individual school budgets to cover the costs of speakers, venues, materials etc.

Learning Event		No. of Sessions	No. of attendees
Curriculum		38	539
	Foundation Stage Training	1	48
Leadership and Management			
	Finance	5	66
	Leadership Training	17	256
	Headteacher Conference	1	68
	Headteacher Development Day	1	31
	Primary Headteachers' Forum	5	205
	Primary Deputy Headteachers Forum	3	90
	Continuing Professional Development Conference	1	58
Health and Safety		13	116
Safeguarding			
	Level 1 Awareness Training	3	37
	Designated Persons Training	3	42
Briefings			
	Admin Briefings	3	207

Behaviour Management			
	Lunchtime Management	2	15
In-house training			
	Safeguarding Level 1 Awareness Training	14	295
Newly Qualified Teachers		18	338
Teaching Assistants		8	128
Other courses			
	Your Right to Know (Freedom of Information and Data Protection)	2	31
	Corporate Training	9	24
	Personal Development	3	21

Key achievements in 06/07

Central training

- 140 courses were offered to schools from April 2006 – March 2007 and 1,644 individuals attended (representing 100% of West Berkshire schools) compared to 141 courses and 2,207 attendees in the previous year.
- Participants were asked to complete an evaluation form after the course. The areas analysed were *Objectives met*, *Quality of Training* and *Quality of Course Materials*, scored from 5 (Excellent) to 1 (Poor). The average satisfaction rating was 4.4.

In-house training: 14 in-house sessions were arranged.

- Section 175 of the Education Act 2002 requires those who work in direct contact with children to have a basic awareness training on Child Protection. Approximately 3,000 people are employed in West Berkshire schools and of these 295 staff attended one of 14 in-house sessions arranged for 14 schools in 2006 – 07.
- In addition to the above, 3 *Safeguarding for the Designated Persons* sessions also took place. 42 teachers attended, 31 schools were represented. 4 of the delegates were from two independent schools in West Berkshire. The day included a 'Train the Trainers' session and those who attended were given an 'Introduction to Safeguarding Level 1' training materials to be able to deliver a Level 1 session in their schools. Seven of the Designated Persons had delivered the 16 sessions to 229 staff.

Priorities/plans for 06/07

- Safeguarding
 - Continue to provide the Level 1 Awareness training for all staff
 - Promote the use of the e-learning package for those who require a Level 1 refresher training
 - Ensure all the Designated Persons are trained and provide a refresher course when necessary
- Reduce number of cancellations on all courses
- Increase take-up of courses
- Focus on Training Needs Analysis

Social Care Training and Development

The Social Care Training Team provide a comprehensive learning and development programme for both Social Care employees at West Berkshire Council and for Managers and employees working in the private, voluntary and independent sector.

The Social Care Training and Development team commissioned *** courses and trained **** people. Funding was provided for a further *** people to attend courses. Details are available on the intranet or via Sarah Knapp.

Adult and Community Learning Team

The continuing mission of the ACL team is to assist adult and family learners, particularly those experiencing barriers to learning or who are under-represented in learning, to achieve their potential through adult and community learning (ACL). The five key principles underpinning West Berkshire Council's adult and community learning provision are:

- improving quality and effectiveness and ensuring value for money
- increasing participation and responding to local priorities and learners' needs
- extending provision and promoting learning
- working in partnership
- raising employability skills and promoting learning organisations.

There are two aspects to ACL workforce development. Firstly there is a performance management framework for West Berkshire Council employees. Secondly, there is a training programme for all ACL staff including contracted providers and partner organisations supported through the Council's grant from the Thames Valley Learning and Skills Council to develop knowledge and skills to support our quality framework.

The training programme for 2006-2007 focused on activities to prepare staff for the ALI inspection in January 2007 and continuing improvement through embedding processes for recognising and recording learners' progress and achievement and procedures for Observation of Teaching and Learning.

Learning Event	Date	No. attended
Preparing for Inspection	11 th May 2006	19
Tutor Networking Event	7 th July 2006	33
Peer Support Event	19 th April 2006	17
Project Managers' Training	26 th September 2006	10
Continuing Professional Development	7 th October 2006	13
Continuing Professional Development	9 th October 2006	10
Observation of Teaching and Learning – day 1	14 th November 2006	16
Observation of Teaching and Learning – day 2	8 th December 2006	13
Policy and Practice in Adult and Community Learning	13 th January 2007	42

IT Training

The IT Training team provide courses in Microsoft Windows XP, Word, Excel and PowerPoint (2002); plus Internet Explorer, Outlook Web Access and Goss iCM. These courses are available free of charge to 1500+ members of WBC staff. School staff and Members are also eligible for training (charges apply). A total of 1150 were trained during 2006/07. Evaluation shows that 97% of trainees consider their training as being rated either Good or Excellent.

Courses	Number of Courses	Number of Delegates
One to One customised training	6	6
Windows XP	1	2
Internet Explorer	3	7
Excel – Introduction (Part 1)	12	34
Excel – Introduction (Part 2)	7	29
Excel – Intermediate	8	24
Excel – Advanced	2	5
Excel – Charts	4	10
Excel – Lists and Databases	6	21
Excel – PivotTables	1	5
Outlook Web Access – Introduction	43	797
Outlook – Diary	2	2
Outlook – Email	3	9
Powerpoint (Part 1)	5	18
Powerpoint (Part 2)	4	11
Project 2003	6	36
Publishing for the Web	18	78
Word – Introduction	6	12
Word - Intermediate (Part 1)	4	8
Word - Intermediate (Part 2)	4	6
Word – Advanced	2	5
Word – Graphics	2	4
Word - Letters & Memos	2	3
Word - Long Documents	2	4
Word - Mail Merging	4	7
Word - Newsletters	2	4
Word - On-Line Forms	1	3
TOTAL	160	1150

Learning and Development opportunities in the Contact Centre

Training Given	No of Delegates
NVQ	7
Benefits	21
Challenging Customers	6
Jaws it Training	1
Switchboard Training	25
Challenging Customers	4
Concessionary Fares	17
Customer service & telephone Skills	8

Freedom Of Information	14
Investors in people	32
Community Care	5
Customer care, Communication and Conflict management	31
Streetcare & Planning	2

Other learning activity

Following the Upgrade of the new website and intranet, a series of training sessions were run by Phil Rumens from our ICT team.

Further training sessions on Agresso, West Berkshire Council's Procurement System were also run throughout the year with a total of 80 people being trained on the full Procurement and Accounting system and a further 38 training on the Procurement system only .

Public Protection provided Emergency Operations training as detailed below:

Course	Number of Attendees
Animal Diseases and Emergencies	18
LALO training	11
Training for Elected Members	17
Directors and HoS Seminar	14
Intro to Crisis Management	8
EOC Training	10
Rest Centre Training	18

The Safety Team increased the range of training sessions made available through 06/07, with the focus, (based on risk to persons), continuing to be schools.

27 training sessions were run for School staff, with a total of 220 attendees (included Head teachers, Bursars, Governors, Teaching and non-teaching staff, Admin, Caretakers, etc).

Of note were new sessions for Site Managers and Caretakers, tailored to specific H&S issues they face. (included 4 Caretakers from Shaw House, Newbury Library, and the Waterside Centre).

2 evening training sessions were run specifically for School Governors, with 18 attending.

4 short Fire Precaution sessions were run at School Link Groups, presenting to approx 26 Secondary and Primary Heads, etc.

Corporate training sessions were also run as detailed above.

Topic	Sessions	Attendees	% attended	Satisfaction
School Safety Management	1	3	100	Average of: 5
General H&S in Schools	2	18	96	4.5
Risk Assessment	1	2	100	5
COSHH Management	3	20	100	5
Manual Handling	2	6	100	4
Working at Height	2	12	100	4.5
Responsible Person (Fire).	4	22	90	N/A
Fire Awareness	2	20	96	N/A
Fire Risk Assessment	6	94	118	4.5
Caretaker Safety	2	10	100	4.5
Lone Working	2	13	120	4.5
Total	27	220		

Additional training sessions were held for HR staff on the following;

- Employment Law
- TUPE update
- Resource link
- HR in Schools
- Job evaluation

Overview of Employment Issues in Schools 2006/07 The Workforce Development team

Recruitment and retention of newly qualified teachers

To ensure that the authority remains attractive to prospective new teachers we take a proactive approach to attract new people. The LA has a presence at selected university recruitment fairs and runs generic advertising in relevant publications. The newly qualified teacher information pack is refreshed and updated annually and made available to all prospective candidates.

Candidates who express interest in joining West Berkshire schools complete a registration form and this information is captured in a database and circulated direct to Head Teachers.

Promoting safe and effective recruitment practice

To encourage safe and effective recruitment practice I presented to Head Teachers and Schools Governors at a series of local safeguarding seminars. Recruitment and selection training was updated and delivered to Heads and Governors. A team of LA personnel will deliver Safer Recruitment workshops over the next few months.

Supporting school staff training and development

The number of support staff in schools is increasing. Many Teaching Assistants have taken on new responsibilities and provide a high level of support to teachers across a range of areas. To ensure Teaching Assistants are equipped with the skills they need to meet these new challenges training and development has a high priority.

To stimulate interest and awareness of the developmental opportunities available I have delivered a series of information briefings for schools. These multi disciplinary sessions provide information on training routes, career pathways and funding sources.

The updated and revised TA induction programme now includes level 1 child protection training as a standard module.

External funding was secured via the Learning and Skills Council Secured to deliver NVQ2 & 3 training in West Berkshire schools. Over one hundred fifty (150) West Berks Teaching Assistants successfully completed level 2 NVQs and twenty four (24) completed NVQ3s.

It is recognised that classroom based staff who are confident and competent in their own literacy and numeracy skills are well placed to positively influence improved pupil attainment. Working closely with Newbury College and trainers from Thames Valley University many of these recent NVQ achievements have also led to attainment of level 2 literacy and numeracy qualifications.

West Berkshire now has 50 Teaching Assistants with HLTA status and a further 20 candidates are due to embark on HLTA training within the next few months.

In order to formally recognise the achievements of those Teaching Assistants who have successfully achieved job relevant qualifications a celebration event is planned for Spring 2007.

Revised Performance Management arrangements

In order to ensure that Performance Management (PM) becomes fully embedded as an entitlement for all teachers and head teachers new revised PM arrangements have been put in place. In order to ensure that schools fully understand the implications of the new regulations a team of local authority personnel have been trained by the TDA to deliver PM training locally. The team has delivered PM workshops for Head Teachers, school staff and Governors in Spring 2007 and will shortly follow this up with additional skills training workshops.