

<b>Title of Report:</b>	<b>Annual Employment Report 08/09 and Results of the Employee Attitude Survey 2009</b>	<b>Item 5</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:**

To receive and consider the Annual Employment Report for 2008/09 and to note the results and proposed plans to address issues raised in the Employee Attitude Survey 2009.

**Recommended Action:**

To consider whether the proposed plans to address issues raised within the Employee Attitude Survey 2009 are adequate and to suggest, where appropriate, if further action is required.

<b>Resource Management Select Committee Chairman</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Jeff Brooks – Tel (01635) 47391
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## **Supporting Information**

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### **1. Introduction**

- 1.1 The combined item to receive and consider the Annual Employment Report for 2008/09 and to note the results and proposed plans to address issues raised in the Employee Attitude Survey 2009 have been on the Select Committee work programme pending the availability of the results of the survey.
- 1.2 Both these reports are attached for discussion and the Head of Human Resources will be in attendance at the meeting to present the reports and answer any questions.

### **2. Recommendation**

- 2.1 The Select Committee is asked to consider whether the proposed plans to address issues raised within the Employee Attitude Survey 2009 are adequate and to suggest, where appropriate, if further action is required.

### **Appendices**

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Appendix A – Annual Employment Report 2008/09

Appendix B – Results of Employee Attitude Survey 2009

<b>Title of Report:</b>	<b>Annual Employment Report 2008/09</b>	<b>Appendix A</b>
<b>Appendix:</b>	<b>Quarter Four 2008/09 Establishment Report</b>	
<b>Report to be considered by:</b>	Executive	
<b>Date of Meeting:</b>	28 May 2009	
<b>Forward Plan Ref:</b>	EX1726 and EX1843	

**Purpose of Report:**

- 1) To report on the Council's workforce trends for the year ended 31<sup>st</sup> March 2009.
- 2) To report on changes to the WBC Establishment in Quarter 4 2008/09.

**Recommended Action:**

- 1) To note the Annual Employment Report 2008/09.
- 2) To note the Quarter 4 2008/09 Establishment Report.

**Reason for decision to be taken:**

To update Members.

**Other options considered:**

None

**Key background documentation:**

- HR Resourcelink Database
- EMS
- Quarters 1, 2, 3 and 4 2008/09 Establishment Reports
- HR Benchmark 2008 - Workforce Performance Indicators
- CIPD "Recruitment, Retention and Turnover 2007"
- Local Workforce Census 2001
- Local Government Workforce Survey 2008 - England

The proposals will also help achieve the following Council Plan Theme:

**CPT14 - Effective People**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:

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<b>Name &amp; Telephone No.:</b>	Councillor Anthony Stansfeld - Tel (01488) 658238
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<b>Date Portfolio Member agreed report:</b>	18 May 2009

Contact Officer Details	
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**Implications**

**Policy:** None.

**Financial:** There are no financial implications.

**Personnel:** These are covered in the report.

**Legal/Procurement:** None.

**Property:** None.

**Risk Management:** None.

**Equalities Impact Assessment:** N/a.

<b>Is this item subject to call-in?</b>	Yes: <input checked="" 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 Overview and Scrutiny Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

## Executive Summary

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### 1. Introduction

- 1.1 The Annual Employment Report presents a snapshot of the workforce employed by West Berkshire Council on the 31<sup>st</sup> March 2009. It also examines how the workforce has changed over the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009.
- 1.2 The number of established posts (excluding school-based posts) across the Council expressed as a full-time equivalent (FTE) has increased from 1724.36 FTE at 31 March 2008 to 1743.17 FTE at 31 March 2009. The number of externally and jointly funded posts has increased to 169.39 FTE reflecting the Council's success in attracting external funding and promoting partnership working. The breakdown by directorate of these figures is reported to the Executive on a quarterly basis and can be seen at Appendix A of this report.
- 1.3 Overall the workforce employed represents the community which it serves, both in terms of ethnicity and disability. However, the Council does employ more women than men compared to the local authority average, and the female workforce is of a higher percentage than the demographics of the local community.
- 1.4 The top 5% of earners are mainly of white ethnic origin, without a disability and over the age of 45. In terms of gender, it is split evenly between men and women.
- 1.5 There have been 277 new starters with the Council over the period, and 243 leavers.
- 1.6 When compared to last year, the Council headcount has increased from 1798 to 1824.
- 1.7 68 women have taken maternity leave and 3 men have taken paternity leave during the period. Of the women returning from maternity leave, 57.14% have chosen to reduce their hours.
- 1.8 A report will go to Management Board outlining activities which will be undertaken to reduce sickness absence during 2009/10 in light of the increase from 9.72 days (2007/08) to 9.95 days (2008/09).

### 2. Proposals

- 2.1 The report does not include any proposals and is for information only.

### 3. Conclusion

- 3.1 The report shows the changes that have occurred in the workforce for the last financial year. Overall, it shows that the Council is in line with other local authority averages or where different, still reflects the community which it serves.
- 3.2 The analysis of the workforce trends shows that West Berkshire Council is fairly typical of the local government averages across a range of benchmark indicators. The response to the challenges of ensuring the workforce is delivering services in an effective and efficient way is set out in a separate document, 'The Workforce Strategy'.

## Executive Report

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### 4. Introduction

- 4.1 The Annual Employment Report reviews the structure of the workforce employed by West Berkshire Council over the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009.
- 4.2 For the Corporate workforce the data has been populated from the HR Resourcelink database, and for schools information has been taken from EMS. Wherever possible the figures are contrasted to the previous year's report for the period 1<sup>st</sup> April 2007 to 31<sup>st</sup> March 2008 to show any significant changes.
- 4.3 Where appropriate, the report highlights comparisons with other local authorities and the schools only sector. The figures used are part of the DLA Piper "HR Benchmark - Workforce Performance Indicators Local Government Report - 2008". This survey covers the period 1<sup>st</sup> January 2008 to 31<sup>st</sup> December 2008. Whilst it does not cover exactly the same time period, it is useful to compare the data.
- 4.4 The report also compares workforce data with the Local Workforce Census 2001, to demonstrate how the workforce of West Berkshire Council reflects the local community. This Census is carried out every ten years and although data from 2001 may now seem somewhat out of date the information remains valuable.
- 4.5 The report is broken down into nine areas:
- Headline Establishment and type of employment;
  - Diversity profile of workforce;
  - Starters and Leavers;
  - Family Friendly;
  - Absence;
  - Grievance and Disciplinary;
  - Training and Development; and,
  - Schools based staff.

### 5. Headline Establishment and Type of Employment

- 5.1 This section describes the establishment of West Berkshire Council (excluding school based posts) during the period. It looks at how the headcount is broken down into the type of employment (including full and part-time), how the posts are funded and the vacancy rate.
- 5.2 Establishment figures are reported on a quarterly basis and demonstrate the change occurring over the different periods. The Quarterly Establishment Report for Quarter 4 2008/09 can be seen in Appendix A.
- 5.3 The establishment headcount for West Berkshire Council at 31<sup>st</sup> March 2009 was 1824, an increase of 67 from the 1798 figure reported on 31<sup>st</sup> March 2008.
- 5.4 This represents a full-time equivalent (FTE) of 1743.17 FTE on 31<sup>st</sup> March 2009, an increase of 18.81 FTE from the 1724.36 FTE reported on 31<sup>st</sup> March 2008.

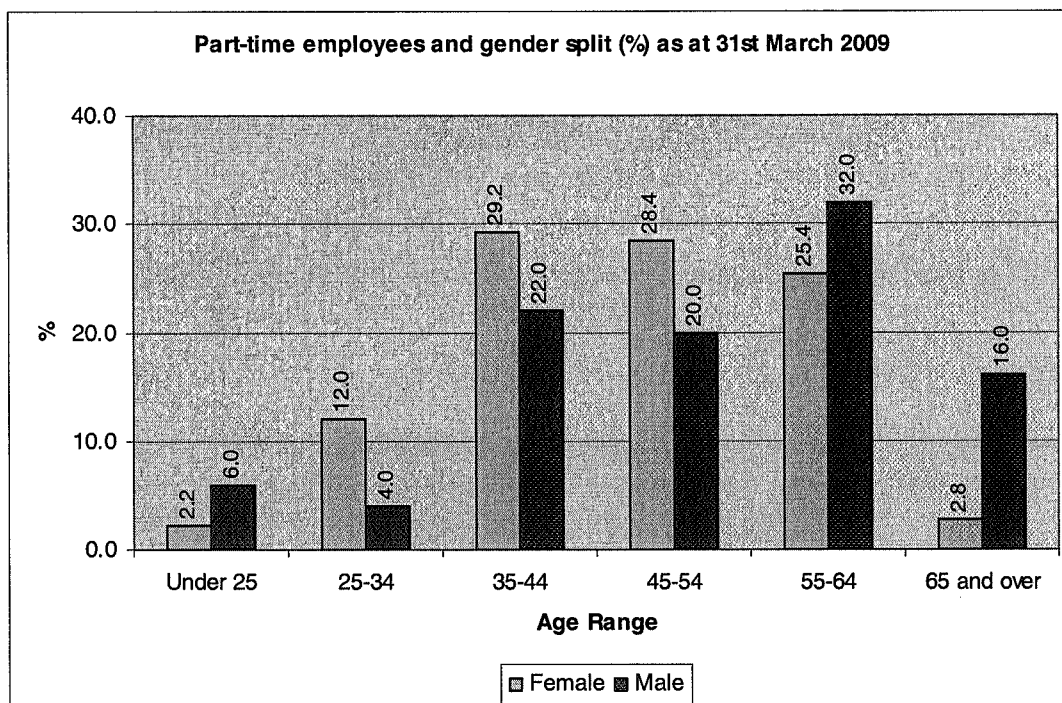
5.5 Part/Full Time Working

	06/07	07/08	08/09	Local Authority Average
Full Time Workers	56%	60%	60%	59%
Part Time Workers	44%	40%	40%	41%

5.6 West Berkshire Council is comparable to the average for other local authorities, and typical of the public sector which has a number of roles that are suited to part-time working, and is more favourable towards flexible working arrangements. The figure has decreased when compared to 2006/07, but remains the same as 2007/08.

5.7 Of this split, around 49% of females work part-time compared to 11% of males, showing that there is still a typical gender pattern of more women working part-time compared to men.

5.8 The graph below shows that women are more likely to work part-time from the age 35 to 54. Men are more likely to work part-time in the lower age range, or when approaching retirement from age 55+.



5.9 Funding of Posts

5.10 WBC demonstrates its commitment to partnership working by establishing a number of posts that are externally funded or joint funded. The majority of these posts are in the Children and Young People directorate.

5.11 Posts established through external funding equals 125.05 FTE for this reported year, an increase of 3.27 FTE when compared to 2007/08.

5.12 With regards to jointly funded posts, the establishment reports an increase of 6.94 FTE to 44.34 FTE in 2008/09.

5.13 Further details can be seen in Appendix A, Quarterly Establishment Report for Quarter 4 2008/2009.

5.14 Vacancy Rate

5.15 Overall for West Berkshire Council there has been a decrease in the vacancy rate. In 2007/08 the vacancy rate was 14.70% and this has decreased by 4.59% to 10.11% in 2008/09.

**6. Diversity Profile of the Workforce.**

6.1 This section breaks down the workforce into the main diversity areas based on the employee's main post. It reports the stand-alone figures, but also contrasts where necessary in order to give an overarching picture of the people employed at West Berkshire Council.

6.2 The areas covered include:

- Gender;
- Ethnic Origin;
- Disability;
- Age;
- Top 5% earners; and,
- Employees who live in the West Berkshire Area.

6.3 Differences in figures from previous years, especially with regards to gender, ethnic origin, disability and age may be explained by changes in starters and leavers. This will be identified in section 7.

6.4 Gender

		06/07	07/08	08/09	West Berkshire Area	Local Authority Average
<b>West Berkshire Council</b>	<b>Male</b>	25.00%	23.80%	<b>24.23%</b>	49.63%	32.50%
	<b>Female</b>	75.00%	76.20%	<b>75.77%</b>	50.37%	67.50%



6.5 The table above shows that West Berkshire Council has a higher than average female workforce compared to other local authorities and the representative population in West Berkshire. As can be seen West Berkshire Council has typically had a higher percentage of women working compared to other local authorities or the local area.

	<b>Chief Executive</b>	<b>Children &amp; Young People</b>	<b>Community Services</b>	<b>Environment</b>
Male	34.48%	14.0%	13.58%	56.7%
Female	65.52%	85.9%	86.4%	43.3%

6.6 The table above shows that the directorates have noticeable gender differences with more women being employed in Children and Young People and Community Services. This may be due to the type of professions involved in each directorate and shows that gender differences persist. It may also explain why more women are employed in the Council than males as Children and Young People and Community Services account for 65.7% of the workforce.

6.7 Ethnic Origin

		<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>West Berkshire Area</b>	<b>Local Authority Average</b>
<b>West Berkshire Council</b>	<b>BME</b>	4.00%	3.08%	<b>2.85%</b>	2.63%	3.8%
	<b>White</b>	89.00%	86.18%	<b>83.17%</b>	97.37%	96.2%

6.8 The table above shows that whilst West Berkshire Council employs fewer Black and Minority Ethnic (BME) staff than the local authority average, the Council reflects the community which it serves. Due to the small numbers involved, the decrease in figures from the previous years is not statistically significant, especially given the local demographic figures.

6.9 Disability

		<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>West Berkshire Area</b>	<b>Local Authority Average</b>
<b>West Berkshire Council</b>	<b>Disabled</b>	3.00%	3.00%	<b>3.78%</b>	2.30%	3.10%
	<b>Non-disabled</b>	97.00%	97.00%	<b>96.22%</b>	97.70%	96.90%

6.10 The Census does not record how many people who are economically active have a disability. However, it does report that 2.3% of residents class themselves as long-

term disabled. In this respect the Council therefore reflects the local population which it serves.

6.11 The table above shows that the number of employees recording a disability has increased since 2007/08. The Council was awarded the 'Two Ticks Positive About Disability' status which is a recognition given by Jobcentre Plus to employers based in Great Britain who have agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.

6.12 Again, due to the small size of the figures, the difference in statistics between West Berkshire Council and the local authority average is not significant.

6.13 Age

	06/07	07/08	08/09	West Berkshire Area
<b>West Berkshire Council Average Age</b>	44.5	45	45	37.8

6.14 The table above shows that the age of the workforce has increased slightly over previous years and this is due to changes in legislation which permit people over 65 to request to continue working. This is represented by the fact that 1.9% of the Council workforce now falls into the 65+ age category, as compared to 1.2% in 2007/08.

6.15 Just over half of the total Local Authority workforce is aged between 35 and 54 (56.3%). The average age of West Berkshire Council employees is 45.

6.16 The average age of the workforce has remained reasonably constant for the last three years.

6.17 The Council has an older workforce than the community it serves. However, the difference is not large enough to cause concern.

6.18 Top 5% of Earners

6.19 The top 5% of earners are those WBC employees with the highest salaries; calculated by using full-time equivalent basic salaries.

6.20 The top 5% of earners within the Council are mainly of a white ethnic origin (56%), without a disability (93.5%) and over the age of 45 (71.54%).

6.21 When compared to previous years, this group has altered slightly. In 2007/08 80.7% of the top 5% of earners were over the age of 45, this is now 71.54%. 93.5% have not recorded themselves as having a disability; an increase from 87.25% in 2007/08.

6.22 Of the top 5% of earners, only 10.57% work part-time. This is very different to the general workforce of WBC and shows that towards the top of the grading structure employees are less likely to work part-time.

6.23 50.4% of the top 5% of earners are female compared to the local authority average of 46.6%.

	<b>Chief Executive</b>	<b>Children &amp; Young People</b>	<b>Community Services</b>	<b>Environment</b>
<b>Top 5% Male</b>	23.58%	11.38%	3.25%	11.38%
<b>Top 5% Female</b>	11.38%	26.83%	10.57%	1.63%

6.24 The table above shows that it can be seen that gender differences do persist in the directorates, especially at management level.

6.25 In 2007/08 there were no top 5% female workers in the Environment Directorate; this is now 1.63%.

6.26 Staff Who Live in the West Berkshire Area

6.27 75.66% of employees live in the West Berkshire Area (based on postcodes including RG7, RG8, RG14, RG17, RG18, RG19, RG20, RG30, RG31 and OX12). Of this only 27.52% live in the RG14 (Newbury) area.

6.28 Of the top 5% of earners, 45.53% live in the West Berkshire Area, with 12.19% living in RG14.

**7. Starters and Leavers**

7.1 This section reviews the change in the workforce over the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009. It examines the people entering the Council as well as those leaving.

7.2 The average length of local government service for a West Berkshire Council employee is 4.89 years. As can be seen in the table below, the average length of service has declined over the past few years.

	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>
<b>West Berkshire Council Average Length of Service</b>	7.41	6.7	<b>4.89</b>

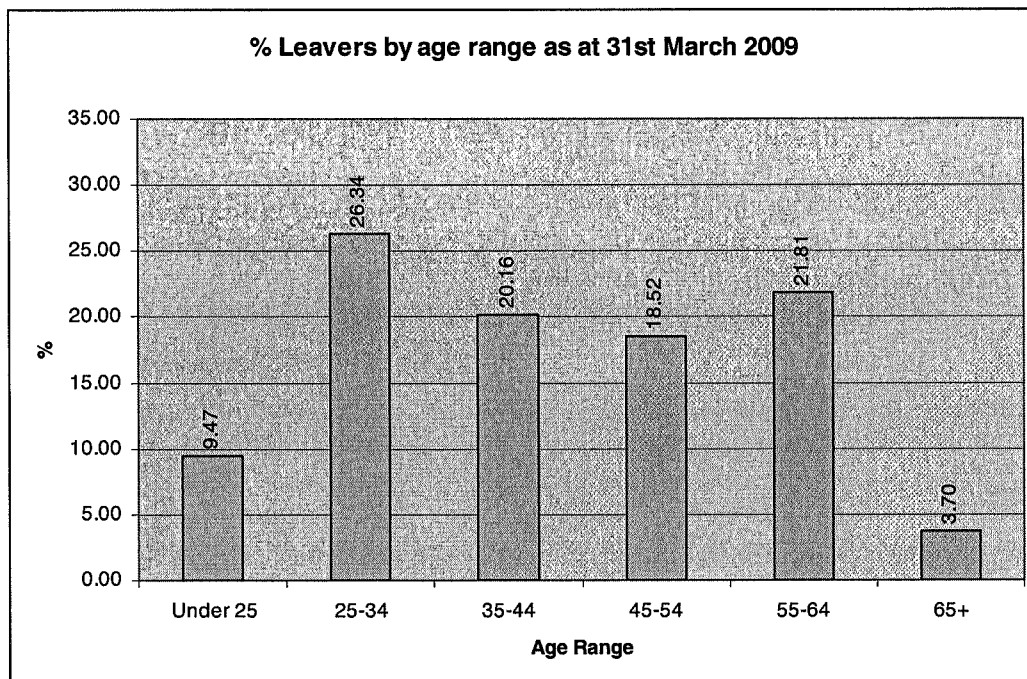
7.3 This decrease reflects the national change in workforce as people are staying with companies for less time, although the current recession may reverse this trend.

7.4 New Starters & Leavers

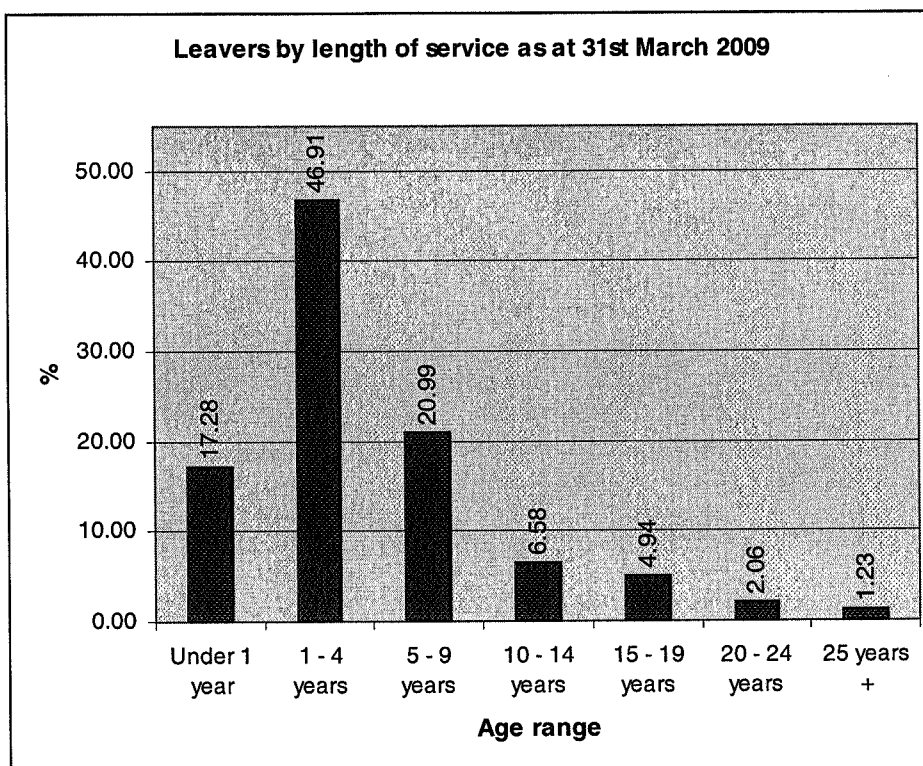
7.5 In 2008/09 there were 277 new starters to the Council and 243 leavers.

7.6 Out of this, 74.07% of leavers were female, compared to 67.87% of new starters. This will have resulted in the slight decrease of the percentage of women working at West Berkshire Council compared to previous years (see 6.4).

- 7.7 3.6% of new starters were of a BME origin, but 6.17% of leavers were of a BME origin. Again this will explain the slight decrease in the percentage of BME employees working at WBC compared to previous years (see 6.7).
- 7.8 2.53% of new starters classed themselves as having a disability. 2.47% of leavers have had a disability (see 6.10).
- 7.9 The average age of a new starter was 38. The average age of a leaver was 43 years old (see 6.14).
- 7.10 Turnover
- 7.11 Turnover has decreased by 1.63% from 12.04% in 2007/08 to 10.41% in 2008/09.
- 7.12 As the graph below demonstrates, the highest turnover was for those aged 25-34. The main reason for this group leaving was voluntary resignation. For those aged 54-64, 37.7% left due to retirement or ill health. For those aged 65+, as expected 66.7% left for retirement reasons.



- 7.13 The average length of service for a leaver is 5 years, slightly longer than the 4 years reported in 2007/08. General workforce trends suggest that the length of service is gradually decreasing. CIPD figures (Source: Recruitment, Retention and Turnover 2007) show that on average around 75% of the workforce have less than 5 years service. Therefore it is typical to expect turnover in these categories as shown below. However, given the current recession and uncertain economic climate, employees may be remaining in their existing positions for longer at the moment.



7.14 Of the 243 leavers, 175 (72.02%) voluntarily resigned as opposed to leaving for some other reason, such as redundancy. This means the voluntary turnover rate is 9.55% which is slightly lower than the average for all local authorities. The current local authority average is 10.1%.

7.15 The stability index is 89.06%; this is compared to the average local authority stability index of 85.8%. The stability index indicates the proportion of staff that have been with an organisation for 12 months or more, and therefore the higher the index, the more it demonstrates that people remain within the organisation. Again this demonstrates that West Berkshire Council is higher than average at retaining staff.

## 8. Family Friendly

8.1 Family friendly policies include maternity and paternity leave, the option to come back on part-time hours from such leave and the promotion of benefits such as childcare vouchers.

8.2 Over the timeframe of this report, 68 women have taken maternity leave. The average age of a woman on maternity leave is 32. The average length of maternity leave is 253 days.

8.3 Over the period 21 women have returned from leave. 42.86% of women have returned to the same hours as before they went on leave. 57.14% have reduced their hours demonstrating the flexibility of the Council in supporting women to return to work from maternity leave.

8.4 With regards to paternity leave, 3 men have formally taken paternity leave. The most common length of leave is 12 days.

8.5 Over the period, 1 employee has taken adoption leave.

8.6 One main benefit West Berkshire Council offers its staff is childcare vouchers. This allows employees to buy childcare vouchers through their gross salary and therefore benefit on tax and NI savings. 59 corporate employees and 78 school employees have taken up this benefit. Promotional work was carried out during 2008/2009 to promote this employee benefit.

**9. Absence**

	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>Local Authority Average</b>
<b>Working days lost per person per year (excluding absences over 50 calendar days)</b>	9.02 days	6.46 days	6.19 days	n/a
<b>Working days lost per person per year (including absences over 50 calendar days)</b>	10.37 days	9.72 days	9.95 days	9.3 days
<b>Total working days lost overall</b>	17,724	16,764	18,220	n/a

9.1 The average number of days lost (excluding absences over 50 calendar days) has decreased since 2007/08, but the number of days lost due including long term absence as increased slightly.

9.2 The Local Authority average has decreased from 11.4% in 2007/08 to 9.3 days in 2008/09.

9.3 The main causes of absence are:

- Stress, depression or anxiety related absence (20.43%);
- Infections to include colds and flu (15.85%);
- Other muscular-skeletal problems (15.27%);
- Stomach, liver, kidney and digestion (9.37%); and,
- Other (7.10%).

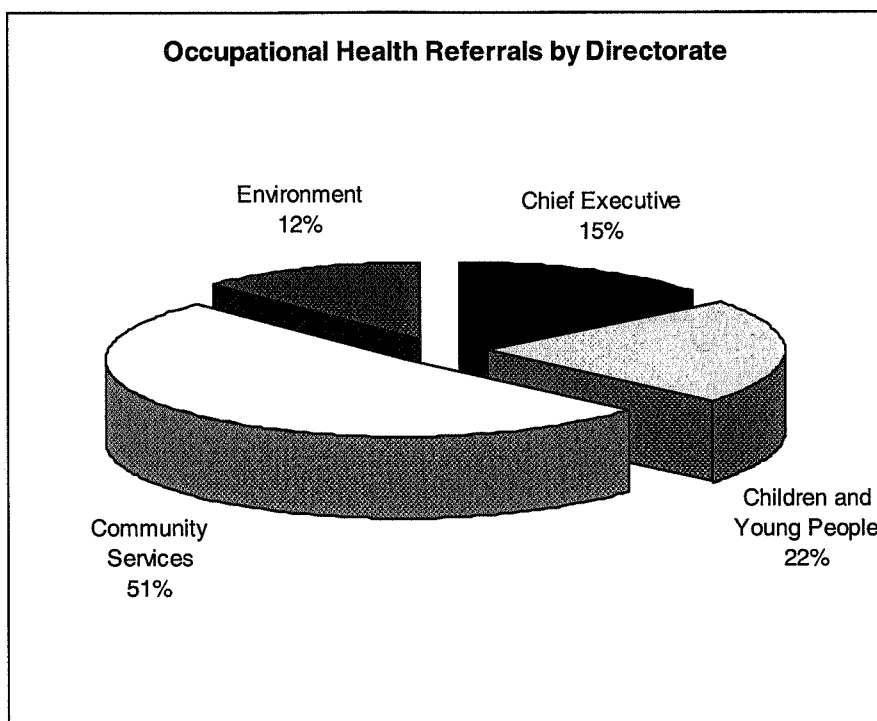
9.4 This is comparable to other local authorities where stress, depression or anxiety related absence equates to 18% of absence, followed by cold/flu and other infections for 13% of absence and other muscular-skeletal equating to 10% of absence.

- 9.5 It should be noted that reason for absence is recorded from the sickness certification forms and therefore it is possible that the reason for absence is not given. Stress related absence covers both home and work related reasons.
- 9.6 Further work will be undertaken by the HR team to investigate the reasons for absence and to make recommendations. A further report will come to Corporate Board and Management Board outlining activities which will be undertaken to reduce sickness absence during 2009/10.

## 10. Disciplinary and Grievance

	07/08	08/09	Local Authority Average
<b>Disciplinary/Capability</b>	53 cases resulting in 9 formal warnings or dismissals	49 cases resulting in 17 formal warnings or dismissals	n/a
<b>Cases per 1000 employees resulting in formal warning or dismissal</b>	5 cases	9 cases	11 cases
<b>Grievance</b>	7 cases	11 cases	n/a
<b>Grievance cases per 1000 employees</b>	4 cases	6 cases	6 cases

- 10.1 There has been one tribunal case which the Council successfully defeated.
- 10.2 West Berkshire Council has slightly fewer disciplinary or capability cases per 1000 employees compared to other local authorities, which could be a reflection of preventative measures, including HR workshops for managers, meaning more issues are dealt with at an informal level.
- 10.3 The number of grievance cases has increased since 2007/08, but is in line with the Local Authority average.
- 10.4 There have been 173 occupational health referrals in 2008/09, compared to 123 in 2006/2007. The 173 referrals were for 165 employees.
- 10.5 During 2008/09 HR have trained a large number of managers on the absence management policy which has included the appropriate use of occupational health. This may account for the increased number of referrals to occupational health.



10.6 As can be seen from the pie chart above, the majority of referrals have come from Community Services. This service typically has professions that may require more Occupational Health support.

10.7 When reviewing the directorate split of staff referrals it is important to take into account the total numbers of staff within each directorate to show the staff referral ratio.

- Chief Executive 1:14
- Children & Young People 1:14
- Community Services 1:8
- Environment 1:13

10.8 This shows that, as expected given the nature of the work, Community Services is the main source of Occupational Health referrals. The other directorates have a similar ratio of numbers of referrals per head.

## 11. Training and Development

### 11.1 Introduction

11.2 The provision of training and development within West Berkshire Council is multi-layered. Services can take advantage of training offered through corporate programmes which is free at the point of delivery, e.g. ICT training. Some courses on the programmes are charged at cost or less than cost price, e.g. Social Care courses provided to non-social care staff.

11.3 Services also have a training provision built into their annual budget which allows them to pay for staff development activities outside the corporate programmes.



This might include professional qualification training, attendance at seminars, or away-day events.

- 11.4 The Social Care and Corporate Training Programme is delivered using government grants for social care training and the corporate training budget funded by the Council. The programme engages internal and external trainers to deliver a high quality programme.
- 11.5 Various internal teams offer training to staff across the Council including Social Care Training, IT Training, School and Governor Support, Civil Contingencies Team and Human Resources.
- 11.6 Below are details of what each of the designated training teams do, and what training they have delivered this year:

## 12. Social Care Training

- 12.1 The Social Care Training team provides a comprehensive learning and development programme for all Social Care employees at West Berkshire Council with courses funded by Adult Social Care, Children's Services, Family Placement Team, Local Safeguarding Children's Board and the Domestic Violence Forum. It also provides the same training opportunities to local Social Care organisations in the private, voluntary and independent sector. The training programme can be found at [www.westberks.gov.uk/socialcaretraining](http://www.westberks.gov.uk/socialcaretraining).
- 12.2 In 2008/09 the team trained approximately 2900 internal staff over 418 Social Care courses. These courses are also open to the private, voluntary and independent sector to whom charges are made at cost.
- 12.3 On average, 91% of people evaluated the training as being excellent or good.
- 12.4 Social Care Training had approximately £348,000 to spend on training for internal staff and also people from the private, voluntary and independent sector. They also had approximately £248,000 to spend on the salaries of the staff in the team. All this money was spent.

## 13. Corporate Training

- 13.1 The Policy and Strategy team within Human Resources holds the Corporate Training budget. It uses this to fund a programme of mandatory training such as Health and Safety and Equalities and Diversity, core training such as Recruitment and Selection, and Finance: Managing Budgets, which managers are expected to attend if relevant to their job role, and also several skills based optional training courses such as Minute Taking and Time Management. The team commissions Social Care Training to deliver the majority of these courses on their behalf as part of the 'Social Care and Corporate Training' Programme.
- 13.2 The HR Policy and Strategy team currently administers the following training directly; Corporate Induction, Management Induction, Project Management, and Institute of Leadership and Management (ILM) programmes.
- 13.3 In 2008/09 approximately 1700 internal staff were trained over 153 corporate training courses organised by Social Care Training. Some of these courses are also open to the private, voluntary and independent sector.

- 13.4 In the same period, 280 staff attended Corporate Induction over 21 courses, and 49 managers attended Management Induction over 4 courses. 33 staff completed the Project Management PRINCE2 Foundation training, and 27 staff attended the 2 Day Key Players PM training. 26 managers began ILM programmes in 2008/09 at Level 2, 3 and 5.
- 13.5 The Policy and Strategy team had a budget of £149,540 to spend on training and this was fully spent in 2008/09. Approximately £28,000 has also been spent on salaries to administer this training.
- 13.6 On average, 85% of people evaluated the training as being excellent or good.

#### 14. IT Training

- 14.1 The IT Training team provide training and ICT Help Desk support in Microsoft Windows XP, Word, Excel and PowerPoint (2003); plus Internet Explorer, Outlook 2003, Outlook Web Access, Goss iCM and Oce PRISMASatellite. Training is available free of charge to WBC staff and members. School staff are also eligible for training (charges apply). The latest training calendar can be viewed at [www.westberks.gov.uk/ittraining](http://www.westberks.gov.uk/ittraining).
- 14.2 In 2008/09 758 people were trained over 257 courses, with an average evaluation score of 4.69 (on a scale on 1 to 5 where 4= good and 5 =excellent).
- 14.3 IT Training do not have a specified budget to deliver training. However, approximately £60,000 was spent on the salaries of two full time trainers.

#### 15. School and Governor Support

- 15.1 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 the training programme
  - Providing information on Professional Development for school staff
- 15.2 This includes the organisation of an annual Headteacher Conference and regular Administrator Briefings.
- 15.3 In 2008/09 1781 people were trained over 114 courses, with an average 'good' evaluation score (4.5). The School Support Team do not have a specific budget to deliver training, and fund the programme through charges to schools.

#### 16. Civil Contingencies

- 16.1 The Civil Contingencies Team provides a number of training courses for staff, Members and other agencies. This training covers general emergency response processes and specific service, team or multi-agency response and recovery to specific hazards within West Berkshire and the surrounding area. The aim of the training is to ensure that the response the Council and other agencies provide is the best that it can be to support the community(ies) affected.

16.2 In 2008/09 194 people were trained over 9 courses, with average evaluation scores of 'satisfactory' or 'good'. The Civil Contingencies team had a budget of £4,000 in 2008/09, which has all been spent.

17. Human Resources

17.1 The Human Resources Service delivers a series of two hour workshops for managers on a range of HR procedures using its own staff. These provided free to services.

17.2 In 2008/9 376 managers attended 40 workshops. The average satisfaction score was 4.4 (on a scale on 1 to 5 where 4= good and 5 =excellent).

18. **School based staff**

18.1 Headcount and FTE

18.2 There are 4123 people working in West Berkshire schools. 1780 are teachers and 2343 are non-teaching and support staff.

18.3 The FTE of the school workforce is 3223.78.

18.4 Part/Full Time Working

	<b>West Berkshire Schools</b>	<b>West Berkshire Council</b>	<b>Schools Only Average</b>
Full Time Workers	<b>40%</b>	60%	44%
Part Time Workers	<b>60%</b>	40%	56%

18.5 The table above shows that the ratio of full-time to part-time staff in schools is the opposite of that within the Council. However, the ratio is as expected when compared to the Schools Only Average.

18.6 66% of females work part-time compared to 25% of males, showing that there is still a typical gender pattern of more women working part-time compared to men.

19. **Diversity Profile of the Schools Workforce**

19.1 This section breaks down the school workforce into the main diversity areas based on the employee's main post. It reports the stand-alone figures, but also contrasts where necessary in order to give an overarching picture of the people employed in schools.

19.2 The areas covered include:

- Gender;
- Ethnic Origin;
- Disability; and,
- Age.

19.3 Gender

	<b>West Berkshire Schools</b>	<b>West Berkshire Council</b>	<b>West Berkshire Area</b>	<b>Schools Only Average</b>
<b>Male</b>	<b>14.82%</b>	24.23%	49.63%	16.6%
<b>Female</b>	<b>85.18%</b>	75.77%	50.37%	83.4%

19.4 The table shows that when compared to West Berkshire Council and the West Berkshire area, the school workforce has a higher than average female workforce. However, the percentage split is in line with the Schools Only average.

19.5 The government have noted the national trend towards a high proportion of female working in schools (especially primary schools) which is reflected in West Berkshire.

19.6 Ethnic Origin

	<b>West Berkshire Schools</b>	<b>West Berkshire Council</b>	<b>West Berkshire Area</b>	<b>Schools Only Average</b>
<b>BME</b>	<b>2.05%</b>	2.85%	2.63%	3.1%
<b>White</b>	<b>88.35%</b>	83.17%	97.37%	96.9%

19.7 The table above shows that whilst both schools and West Berkshire Council employ slightly fewer BME staff than the Schools Only average, the Council reflects the community which it serves.

19.8 Disability

	<b>West Berkshire Schools</b>	<b>West Berkshire Council</b>	<b>West Berkshire Area</b>	<b>Schools Only Average</b>
<b>Disabled</b>	<b>0.58%</b>	3.78%	2.30%	1.2%
<b>Non-disabled</b>	<b>n/a</b>	96.22%	97.70%	98.8%

19.9 As can be seen from the table above, there are less disabled employees working in schools than in the rest of the Council.

19.10 The West Berkshire school workforce figure for disability is lower than the Schools Only average.

19.11 0.58% of school based employees record themselves as having a disability.

19.12 Age

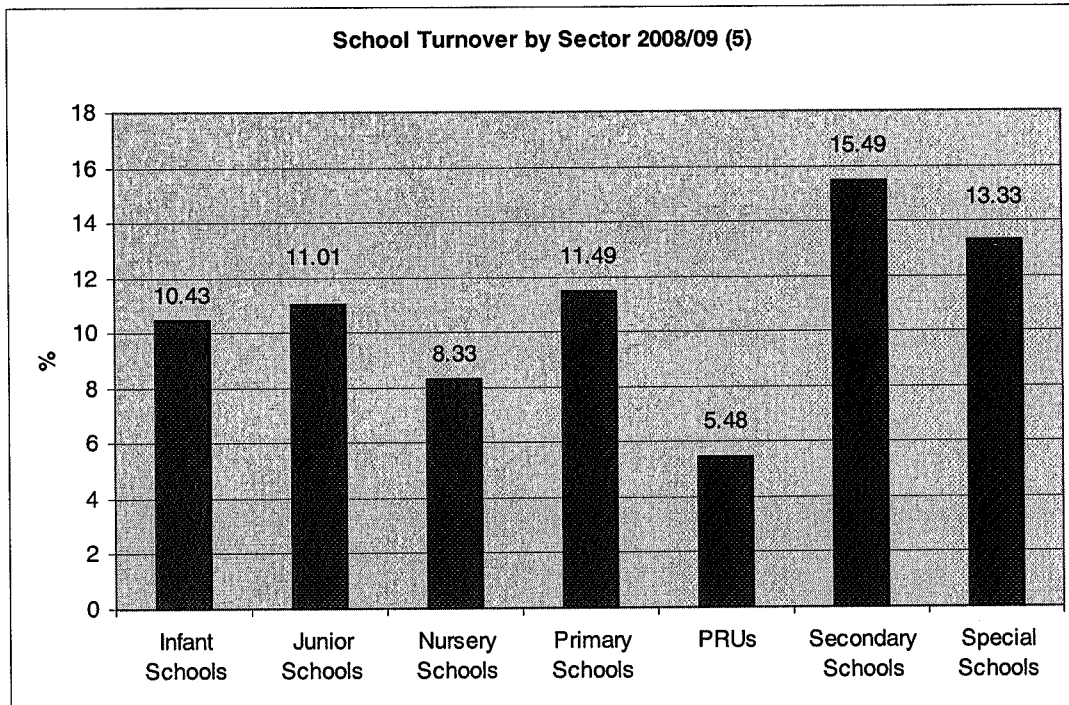
	West Berkshire Schools	West Berkshire Council	West Berkshire Area
<b>Average Age</b>	43	45	37.8

19.13 As can be seen above, the average age of the school workforce is a little lower than that of the Council.

19.14 Turnover

19.15 Turnover in schools has decreased by 1.54% from 14.57% in 2007/08 to 13.03% in 2008/09.

19.16 The graph below shows how turnover differs between the different areas of the school sector.



20. **Absence (Schools)**

Reported working Days lost per person per year in Schools	08/09
Teachers	3347 days
Non-teaching staff	5477 days
Total working days lost overall	8824 days

- 20.1 The average number of reported working days lost per person for schools is 2.14 days. The Schools Only average is 6.8 days.
- 20.2 Further work will be undertaken by the HR team to ensure that absence is being reported and recorded accurately by schools.
- 20.3 An overview of school issues can be found on the HR Intranet (to be provided to HR in May 2009).

## 21. Conclusion

- 21.1 The Annual Employment Report presents a snapshot of the workforce employed by West Berkshire Council on the 31<sup>st</sup> March 2009. It also examines how the workforce has changed over the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009.
- 21.2 The report shows the changes that have occurred in the workforce for the last financial year. Overall, it shows that the Council is in line with other local authority averages or where different, still reflects the community which it serves.
- 21.3 The analysis of the workforce trends shows that West Berkshire Council is fairly typical of the local government averages across a range of benchmark indicators. The response to the challenges of ensuring the workforce is delivering services in an effective and efficient way is set out in a separate document, 'The Workforce Strategy'.
- 21.4 A report will go to Corporate Board outlining activities which will be undertaken to reduce sickness absence during 2009/10 in light of the increase from 9.72 days (2007/08) to 9.95 days (2008/09).

## Appendices

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Appendix A: Quarter 4 2008/09 Establishment Report

## Consultees

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**Local Stakeholders:** Corporate Board 28<sup>th</sup> April 2009  
 Management Board 14<sup>th</sup> May 2009  
 Executive 28<sup>th</sup> May 2009

**Officers Consulted:** As above

**Trade Union:** n/a

<b>Title of Report:</b>	<b>Results of Employee Attitude Survey 2009</b>	<b>Appendix B</b>
<b>Report to be considered by:</b>	Management Board	
<b>Date of Meeting:</b>	19 November 2009	
<b>Forward Plan Ref:</b>		

**Purpose of Report:** To report the results of the 2009 Employee Attitude Survey

**Recommended Action:** To note the results and the proposed plans to address issues raised

**Reason for decision to be taken:** The views of employees are important and should be drawn to the attention of elected members.

**Other options considered:** n/a

**Key background documentation:** Results of 2007 and 2009 Employee Attitude Surveys

The proposals will also help achieve the following Council Plan Theme(s):

- CPT12 - Including Everyone
- CPT14 - Effective People
- CPT16 - Excellent Performance Management

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:  
allowing Heads of Service to focus on improvements in areas which are deemed important by employees

Portfolio Member Details	
<b>Name &amp; Telephone No.:</b>	Councillor Anthony Stansfeld - Tel (01488) 658238
<b>E-mail Address:</b>	astansfeld@westberks.gov.uk
<b>Date Portfolio Member agreed report:</b>	12 <sup>th</sup> November 2009

Contact Officer Details	
<b>Name:</b>	Robert O'Reilly
<b>Job Title:</b>	Head of Human Resources
<b>Tel. No.:</b>	01635 519358
<b>E-mail Address:</b>	roreilly@westberks.gov.uk

**Implications**

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<b>Policy:</b>	none
<b>Financial:</b>	none
<b>Personnel:</b>	Service level action plans will focus on people management issues
<b>Legal/Procurement:</b>	none
<b>Property:</b>	none
<b>Risk Management:</b>	none
<b>Equalities Impact Assessment:</b>	The survey accounted for staff without access to a PC. No other EIA implications were identified.



## Executive Summary

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### 1. Introduction

- 1.1 The first confidential employee attitude survey ('Have Your Say') was conducted in June 2007 by ORC International. The results were generally positive. However, there were a number of issues at corporate and service level which required action. Action plans were put in place at corporate and service level and monitored by the Effective People Group (EPG). Outcomes were reported to the Executive and it was decided to run the survey every two years.
- 1.2 The next survey ('Have Your Say 2009') was run by ORC International in June 2009. The percentage of employees who took part in the survey rose from 61% in 2007 to 69% in 2009 (well above the 48% average for local government).
- 1.3 The results in 2009 are extremely positive and reflect very well on the Council as a place to work. The results can be analysed in two ways. The first is to compare the results against the average for over 60 other local authorities (see list at Appendix A). This is called the local government benchmark analysis. The second is to compare the 2009 results with the results achieved in 2007. This is called the trend analysis.
- 1.4 West Berkshire Council (WBC) scores significantly higher than the local government benchmark in 35 out of 50 standard questions. WBC scores the same as the benchmark (that is within five percentage points higher or lower) on 14 out of 50 standard questions. There is only one question where WBC scores lower than the benchmark ("Where I work we have the resources to do the job effectively").
- 1.5 WBC scores significantly higher than its own 2007 survey on 24 out of 69 questions (including locally determined questions that have been repeated in both surveys). WBC scores the same as 2007 on 44 out of 69 questions. There is only one question where WBC scores lower than 2007 ("My skills were reviewed when my job changed").
- 1.6 The Effective People Group has discussed the corporate issues arising from the survey. Heads of Service have discussed the results and have informed their staff of the results for their service area.
- 1.7 A presentation of the corporate results of Have Your Say 2009 is attached at Appendix B. Appendices C and D contain analysis of some key questions on management and employee engagement.

### 2. Proposals

- 2.1 Individual services should produce an action plan to address areas where the results for particular questions are below the 2007 score, or the WBC average, or the local government benchmark. Where necessary, HR Contacts will work with Heads of Service to develop action plans in consultation with staff. Good practice from service areas with above average scores should be shared.

### 3. Conclusion

- 3.1 The corporate results are excellent and should be publicised and celebrated.

## Executive Report

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### 1. Introduction

- 1.1 The results of the Employee Attitude Survey 2009 are very positive. The first confidential employee attitude survey was conducted in June 2007 by ORC International. The results in 2007 were generally positive. However, there were a number of issues at corporate and service level which required action. Action plans were put in place and monitored by the Effective People Group (EPG). Outcomes were reported to the Executive in January 2008.
- 1.2 The Executive agreed to run the survey again after a two year gap. The EPG discussed this matter and formed a sub-group to organise and publicise the 2009 survey. The second survey was run by ORC International in June 2009. The percentage of employees who took part in the survey rose from 61% in 2007 to 69% in 2009 (well above the 48% average for local government). 1,346 employees completed the survey. The highest response rate was in the Chief Executive's Directorate (79%) and the lowest was in Community Services (56%).
- 1.3 One noteworthy result is that the percentage of employees who believe action will be taken as a result of the survey has risen from 39% in 2007 to 50% in 2009. This is a vindication of the hard work at corporate and service level to formulate and implement action plans based on the 2007 results.
- 1.4 The results in 2009 are extremely positive and reflect very well on the Council as a place to work. A positive result is the combined score for employees responding with "agree" or "strongly agree" to the statements in the survey,
- 1.5 The results can be analysed in two ways. The first is to compare the results against the average for over 60 other local authorities (see list at Appendix A). This is called the local government 'benchmark' analysis. The second is to compare the 2009 results with the results achieved in 2007. This is called the 'trend' analysis.
- 1.6 Looking first at the benchmark analysis, West Berkshire Council (WBC) scores significantly higher (that is five or more percentage points higher) in 35 out of 50 standard questions. WBC scores the same as the benchmark (that is within five percentage points higher or lower) on 14 out of 50 standard questions. There is only one question out of a possible 50 where WBC scores lower than the benchmark; "Where I work we have the resources to do the job effectively".
- 1.7 Looking next at the trend analysis, WBC scores significantly higher than 2007 on 24 out of 69 questions (including locally determined questions that have been repeated in both surveys). WBC scores the same as 2007 on 44 out of 69 questions. There is only one question where WBC scores lower than 2007; "My skills were reviewed when my job changed".
- 1.8 Every Head of Service has been sent an analysis of the results for their service showing the benchmark and trend analysis. For Heads of Service the most keenly anticipated results will be to compare scores from 2007 to 2009 which gives a very clear indication of progress (or regression) against the questions in the survey.

1.9 Standout questions from the survey compared to the local government benchmark are as follows:

<b>Question</b>	<b>West Berkshire average positive score 2009</b>	<b>% higher than local government benchmark</b>
I would tell people that this is a good place to work	75%	17%
There are sufficient opportunities for me to receive training to improve my skills in my current job	74%	16%
Senior Management are open and honest in their communications with staff	49%	16%
Senior management provide effective leadership	49%	14%
I feel my job security is good	61%	13%
Morale is good where I work	54%	13%
The training I receive is appropriate and relevant to my job	78%	13%

1.10 Standout questions from the survey compared to the 2007 results are as follows:

<b>Question</b>	<b>West Berkshire average positive score 2009</b>	<b>% improvement on WBC 2007 score</b>
I am satisfied with my physical working conditions (toilets, rest room, etc)  <i>(Note: 2009 survey used "impressed" rather than "satisfied" used in 2007 survey which may have increased positive score)</i>	53%	31%
My induction gave me the information and tools I needed to do my job effectively	63%	15%
Where I work there are enough staff to get the job done	38%	11%
I believe that action will be taken on problems identified in this survey	50%	11%
My manager ensured I was inducted into my current job	77%	10%

1.11 The corporate and service level results were discussed by Heads of Service at CMT on 8<sup>th</sup> September 2009, and again on 29<sup>th</sup> October. Links between the survey results and work needed for re-accreditation for IIP in March 2010 were included in this discussion. CMT also considered the responses to questions about line managers and senior managers which demonstrated a wide variation between services (see Appendix C).

## 2. Employee Engagement

2.1 The term employee engagement is used in HR theory to describe the extent to which an employee feels a sense of attachment to the organisation he or she works for, believes in its goals and supports its values<sup>1</sup>. It can be seen as a combination of commitment to the organisation and its values plus a willingness to help out colleagues (organisational citizenship). It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer: it cannot be 'required' as part of the employment contract<sup>2</sup>.

2.2 Employee engagement has been shown to have a significant impact on the extent of "discretionary behaviour" by employees. Discretionary behaviour occurs when an employee does more for a customer (internal or external) than is demanded by the job description. This is sometimes called "going the extra mile". Organisations with higher than average levels of employee engagement have higher than average levels of productivity and customer satisfaction<sup>3</sup>.

2.3 The questions in the ORC Employee Attitude Survey which can be used to measure employee engagement are as follows:

- I am proud to work for this organisation;
- I would tell people that this is a good place to work; and,
- Considering everything, I am satisfied to be working for this organisation.

2.4 The average positive score for these three questions gives the employee engagement score. The three questions are perceptual and to get beneath the reasons for such perceptions a manager would need to look at the results for the more specific questions in the survey. If the employee engagement score was low a manager would not be able to formulate an action plan without looking at the more specific questions in the survey (for example "I have enough information to do my job well" or "the training I receive is appropriate and relevant to my job"). Employee engagement can be used a shorthand to see where further analysis is most needed.

2.5 At corporate level the employee engagement score in 2007 was 69%. The score in 2009 is 76%, a 7% increase over two years. This means that the Council Plan target to increase the employee engagement score by at least 5% between the 2007 and 2009 surveys has been successfully achieved. The local government benchmark for employee engagement is 63%, which means that employees at

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<sup>1</sup> Barclays Commercial website

<sup>2</sup> CIPD website

<sup>3</sup> Corporate Leadership Council (2004), International Survey Research (2005) and others

West Berkshire Council are 13% more likely to engage in discretionary behaviour to help internal and external customers than the average local government employee.

- 2.6 The employee engagement scores for each service are shown below. It should be noted that the two services with the lowest scores were undergoing a restructure when the survey was undertaken. The detailed results are shown in Appendix D.

HR	90%
Benefits and Exchequer	85%
Community Care and Wellbeing	81%
Highways and Transport	80%
Children and Youth Services	80%
Cultural Services	79%
Customer Services	77%
Older People's Services	77%
Education Services	76%
ICT	76%
Housing and Performance	75%
Policy and Communication	75%
Planning and Trading Standards	74%
Children's Commissioning and Quality	73%
Countryside and Environment	65%
Finance	65%
Property	58%
Legal and Electoral	44%

- 2.7 Scores are not reported for services with below ten replies. Services with teams with more than ten replies can look at employee engagement at team level using the 'Highlights Tool' (see below).

- 2.8 The employee engagement scores give a strong indication of which services need to spend the most time discussing the results with staff and developing an action plan. For the higher scoring services the need for an action plan is likely to be minimal.

### 3. The Highlights Tool

- 3.1 One of the advantages of using ORC International is the provision of the "Highlights Tool" which allows managers to analyse the results for their service question by question. The Highlights Tool allows managers to see if answers differ by demographic group (e.g. part time and full time) and build this into their action planning. Each question can be compared to the WBC average; to another service; to the local government benchmark; or to the 2007 result. For larger services the Highlights Tool allows the manager to make comparisons between different teams.

- 3.2 The Highlights Tool has been provided to all Heads of Service, and HR Contacts are working with Heads of Service to help them analyse the results. One important area of discussion between HR Contacts and Heads of Service is to examine the questions related to stress at work as defined by the Health and Safety Executive (HSE). Where an issue with work related stress is identified the Head of Service will be encouraged to identify the reasons and to formulate an action plan.

- 3.3 The Highlights Tool will not answer all questions. In many instances it will pose a question that needs more attention, such as a discussion at a team meeting.

#### **4. The Local Questions**

- 4.1 The EPG sub group of 'champions' for the employee attitude survey asked their directorates to consider what local question should be asked. These questions cannot be benchmarked but where the same questions were asked in 2007 progress can be tracked.
- 4.2 Some local questions showed a high proportion of 'neutral' responses which may indicate a need for better dissemination of information (49% were neutral on the question, "I believe the Council is responding well to the challenges of the economic downturn").
- 4.3 Some questions show a majority of staff are positive but may still require further analysis at service level (for example, to undertake further work with the 18% of employees who responded negatively to the statement "I would feel confident of support if I reported an issue of concern to management (this is often called 'whistle-blowing')").
- 4.4 Some statements had a negative response but actually tell a positive story. Only 21% of employees responded positively to the statement "I have changed the way I travel to work in response to the Green Travel Plan for staff". However this means that 282 employees have changed the way they travel to work as a result of the Green Travel plan which can be seen as a successful result.
- 4.5 The results for questions on the Timelord Programme and the use of Outlook calendars also tell a positive story considering where the Council is in terms of programme implementation. The negative scores (28% and 21%) are lower than expected. A further positive local score is that 72% of employees are now aware of the Staff Suggestion Scheme compared to 44% in 2007.

#### **5. Publicity and action planning**

- 5.1 The corporate results were publicised to employees through a Reporter article in October and a summary presentation of the results is available on the intranet at <http://www.westberks.gov.uk/haveyoursay> .
- 5.2 Heads of Service have been communicating the service/team results to employees in their area during September and October 2009. They had a discussion at Corporate Management Team on 29<sup>th</sup> October and those which have had problem areas identified by the EAS will develop an action plan, supported by the HR Contact for the service. Good practice from areas with above average results will be shared. Guidance notes have been produced by HR to support the process.
- 5.3 Service level action plans (where needed) will be monitored by the Effective People Group. It will be necessary to have an update on actions plans by the end of 2009 to present to the assessor for Investors in People (IIP) in the spring of 2010.
- 5.4 A report will be brought back to Management Board in spring 2010 to update on the actions taken to address issues identified in the 2009 EAS.

## 6. Conclusion

- 6.1 The corporate results are very positive across all headings. They results will allow WBC to answer queries from assessors and regulators with confidence on a range of issues such as “Equality and Diversity”, “Work-life Balance”, Senior Management” or “Learning and Development”.
- 6.2 The results show a Council where people feel that resources are scarce but that they are well led and well informed.
- 6.3 The responses show that employees are aware of the Council’s long term goals and know how their work contributes to team and service objectives (the so called “golden thread”).
- 6.4 Senior managers and elected members often tell new employees that West Berkshire Council is a great place to work. The results of “Have Your Say 2009” show that the employees generally agree.

## Appendices

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- Appendix A – Local government organisations in the ORC benchmarking group  
Appendix B – Presentation of corporate EAS results 2009  
Appendix C – Analysis of scores for questions relating to ‘management’  
Appendix D – Analysis of scores for ‘employee engagement’ questions

## Consultees

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- Local Stakeholders:** n/a  
**Officers Consulted:** Heads of Service, Effective People Group  
**Trade Union:** Rosemary Culmer, Eddie Hunter

**APPENDIX A:****List of councils in the benchmarking group used by ORC International.****Organisation**

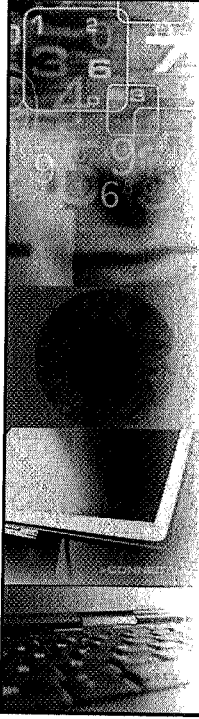
Basildon District Council  
 Bath and North East Somerset Council  
 Bolton Council  
 Borough of Telford & Wrekin  
 Bradford Metropolitan District Council  
 Brentwood Council  
 Buckinghamshire County Council  
 Calderdale Council  
 Chelmsford Borough Council  
 Cheshire Fire Authority  
 City of York Council  
 Cornwall Council  
 Doncaster MBC  
 East Riding of Yorkshire Council  
 Eden District Council  
 Essex County Council  
 Gloucestershire CC  
 Herefordshire Council  
 Hertfordshire County Council  
 Hyndbyrn Borough Council  
 Kent County Council  
 Kirklees Council  
 Lancashire County Council  
 LB Brent  
 LB of Hammersmith & Fulham  
 LB of Hillingdon  
 LB of Hounslow  
 LB of Islington  
 LB of Richmond Upon Thames  
 LB of Sutton  
 Leicestershire County Council  
 LGA  
 Lincolnshire County Council  
 Liverpool City Council  
 London Borough of Harrow  
 London Borough of Newham  
 Luton Borough Council  
 Milton Keynes Council  
 Natural England  
 Newark & Sherwood District Council  
 North Tyneside MBC  
 Norwich City Council  
 Nottinghamshire County Council  
 Oxfordshire County Council  
 Plymouth City Council  
 Redcar and Cleveland Council  
 Rotherham MBC  
 Royal Borough of Kensington and Chelsea  
 Royal Borough of Kingston  
 Sandwell MBC  
 Somerset County Council  
 South Gloucestershire Council  
 South West RDA



**APPENDIX A:**

**List of councils in the benchmarking group used by ORC International.**

Southend-on-Sea Borough Council  
Sussex Enterprise  
Telford and Wrekin Council  
Tenant Services Authority  
Thurrock Council  
Trafford MBC  
Vale of Glamorgan  
Warwickshire County Council  
West Berkshire Council  
Wiltshire County Council  
Wirral Council





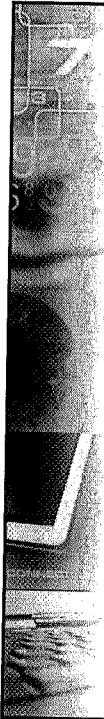
integrating  
research<sup>and</sup>  
technology

## West Berkshire Council “Have Your Say” 2009

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### Overall Results

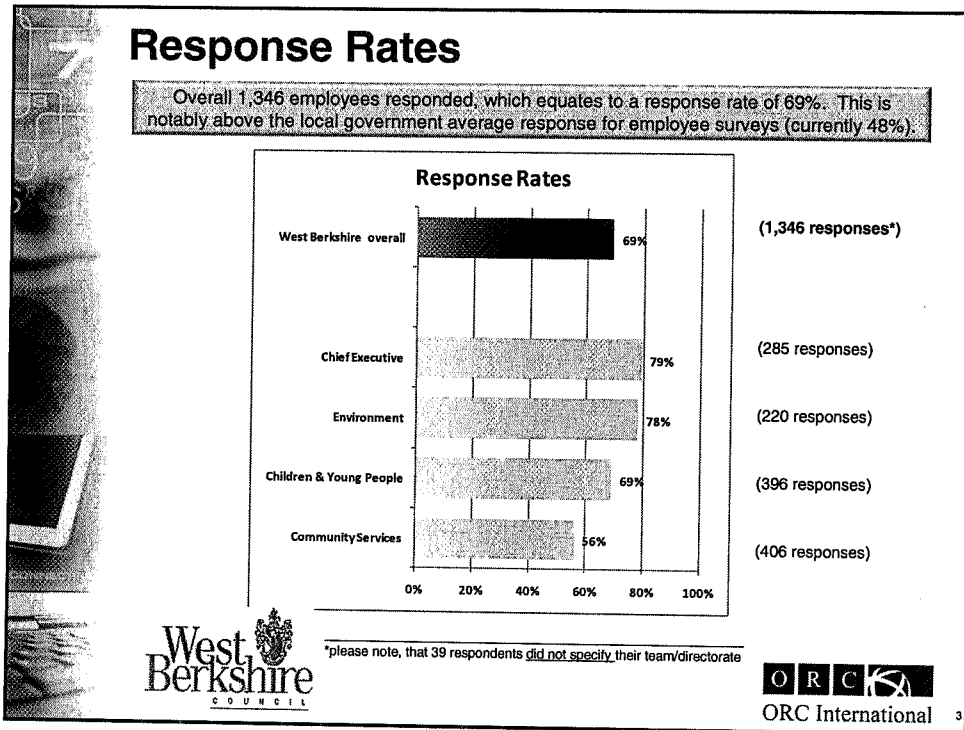





## Introduction

- This presentation provides West Berkshire Council with a summary of the results of the Staff Survey which took place in June 2009.
- This presentation contains:
  - Response rates
  - How the results are presented
  - External benchmarking (comparison to the local government average)
  - Trend comparison (comparison with WBC scores in 2007)
  - Full results: section by section
  - Comments summary



## 7 How the results are presented

Throughout this presentation, the results are shown as follows\*;



- Positive score = 'strongly agree' + 'agree' responses
- Neutral score = 'neither agree nor disagree' responses
- Negative score = 'disagree' + 'strongly disagree' responses

\*Where a negative response to the question is a good thing for the Council, this scoring is reversed (e.g. in response to the local question 'I need training and support to use the Outlook Calendar on my computer').

## How the results are compared with others

There are two main ways to compare the results of the 2009 survey;

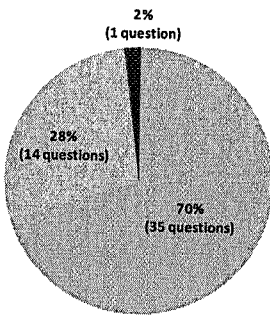
- BENCHMARK
  - Compares WBC scores with the average for 60 other local government organisations surveyed by ORC International using 50 of the same questions
- TREND
  - Compares WBC scores for 2009 against its own scores for the same questions in 2007



## Benchmark headlines

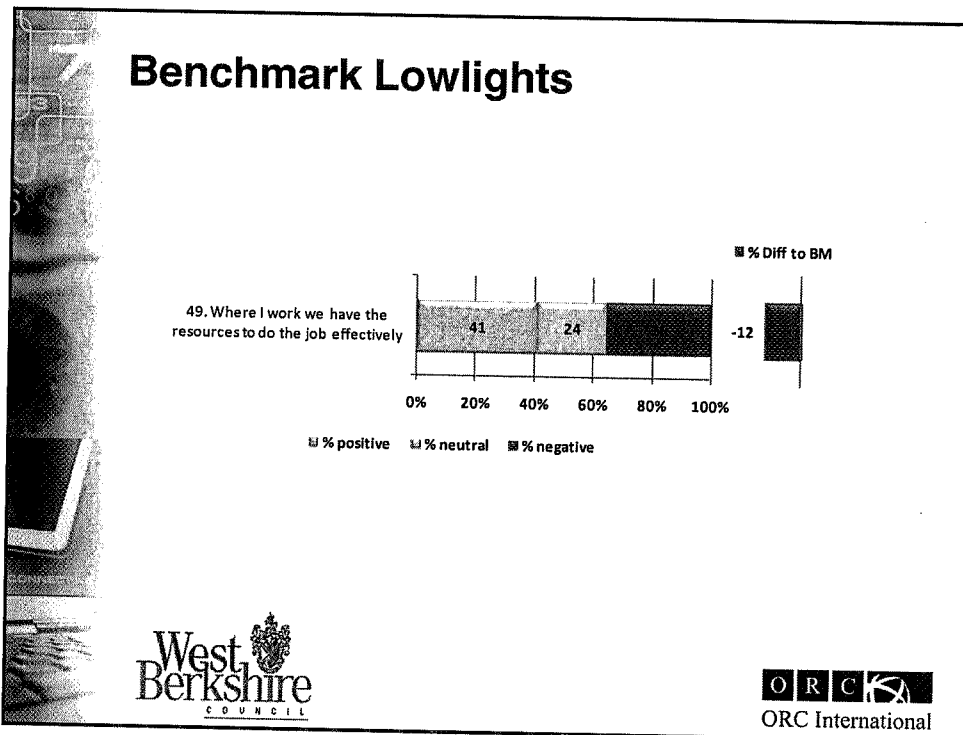
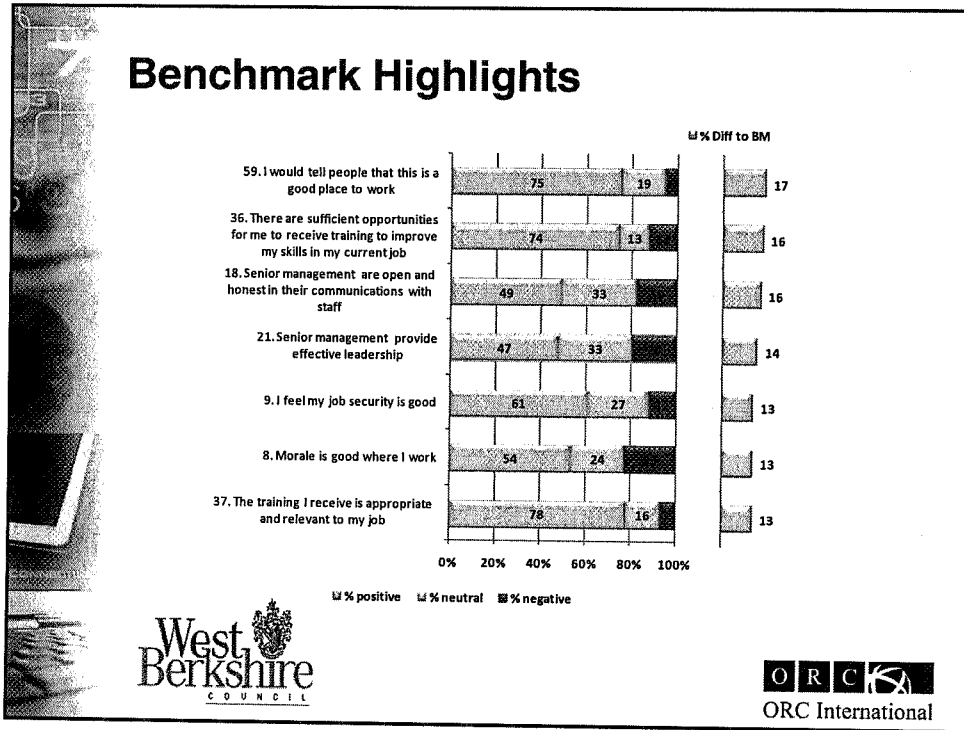
Comparing West Berkshire Council's results to external benchmark norms helps to add perspective and gives a wider context when interpreting the findings.

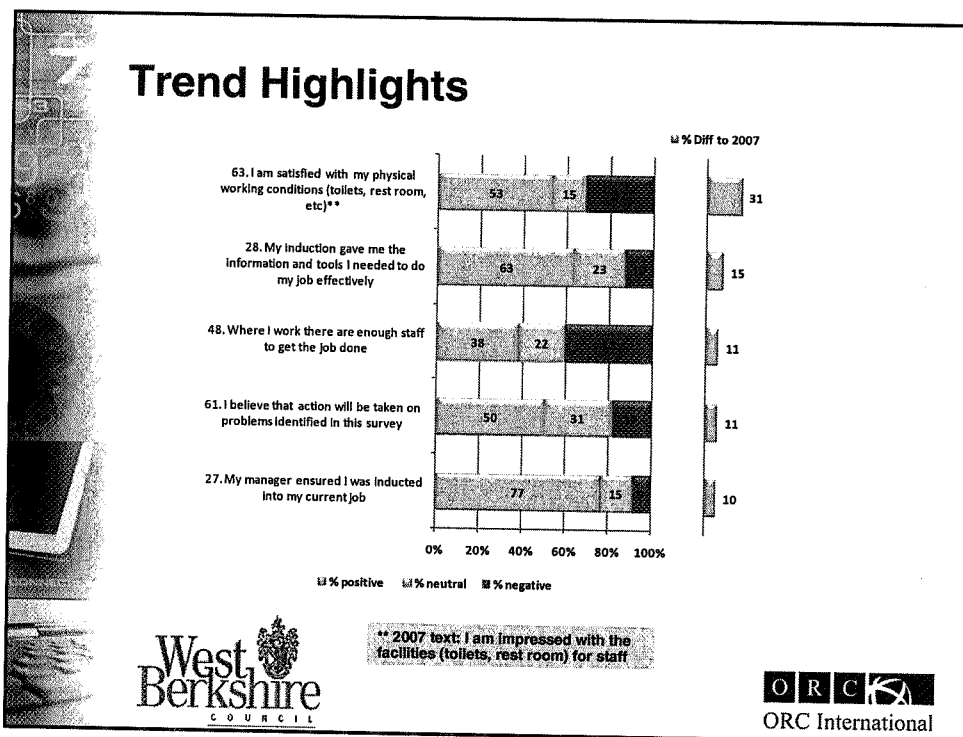
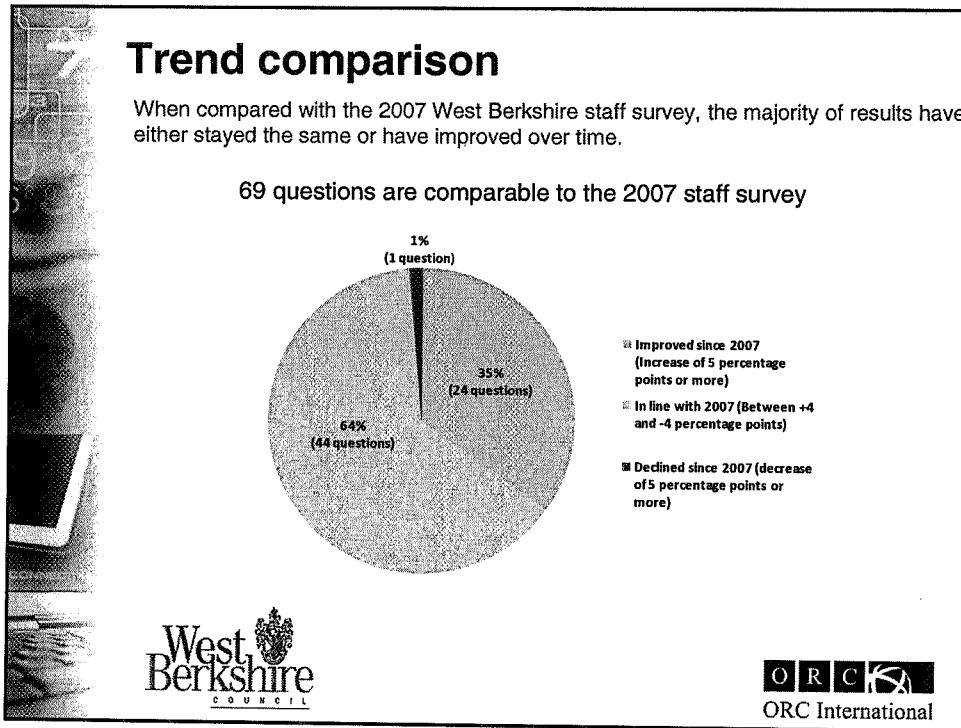
50 questions are comparable to the average for the benchmark group in the Local Government sector

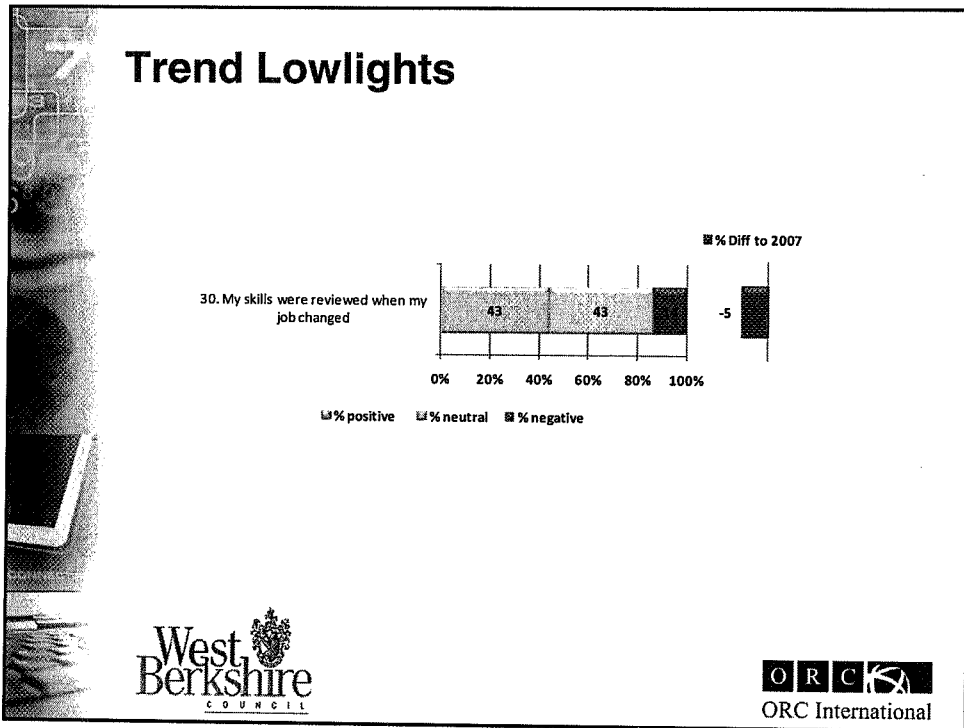


Category	Percentage	Number of Questions
Above (5 percentage points or above)	28%	14
In line (Between +4 and -4 percentage points)	70%	35
Below (5 percentage points or below)	2%	1






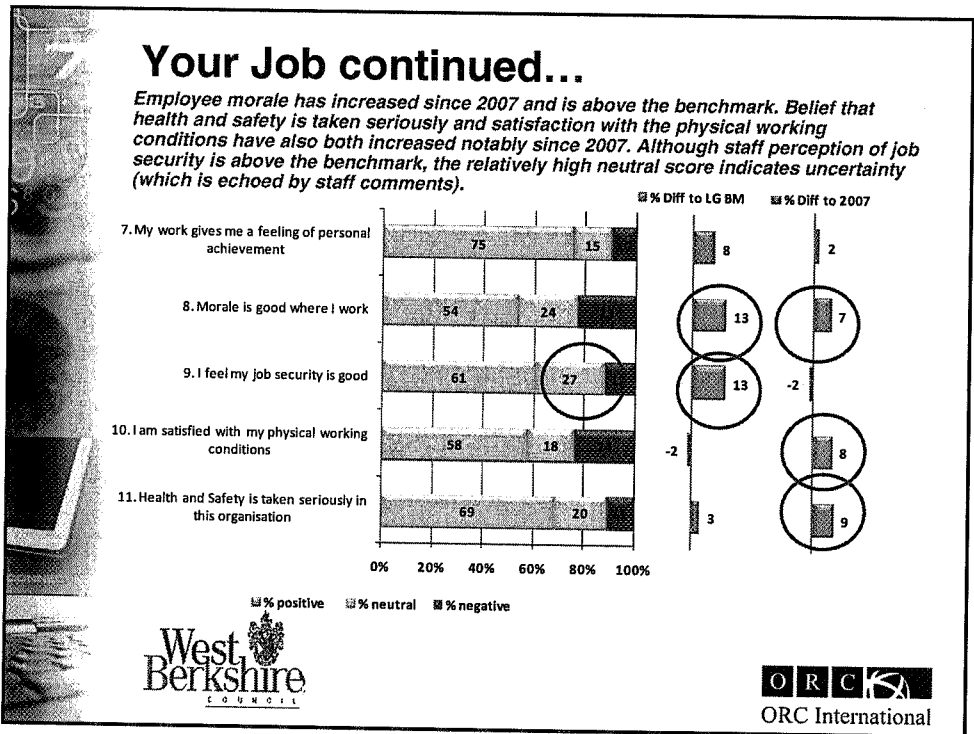
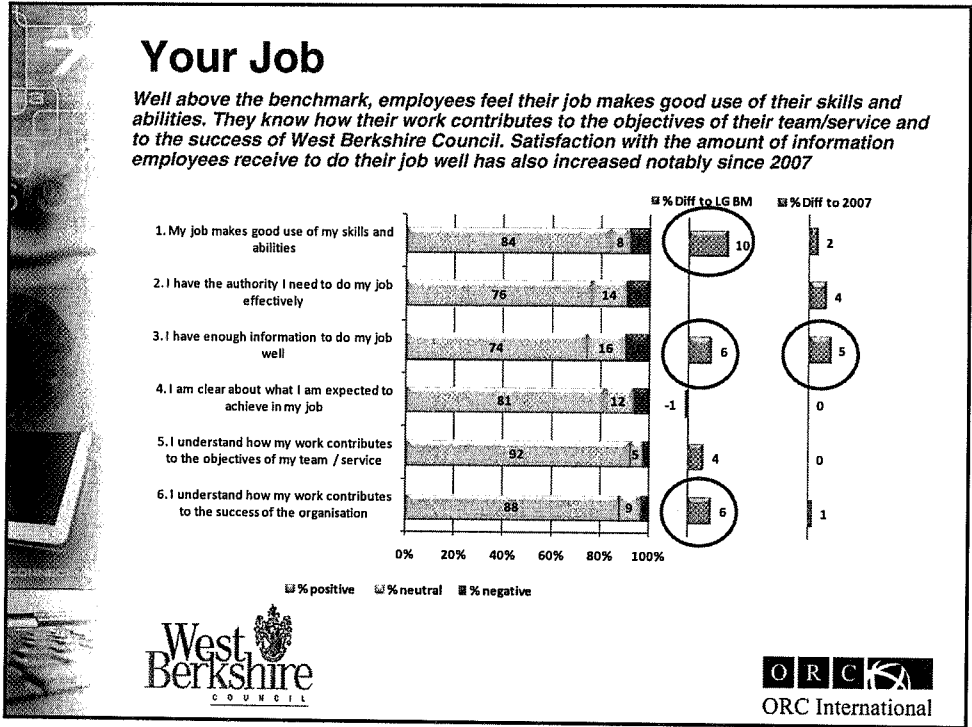




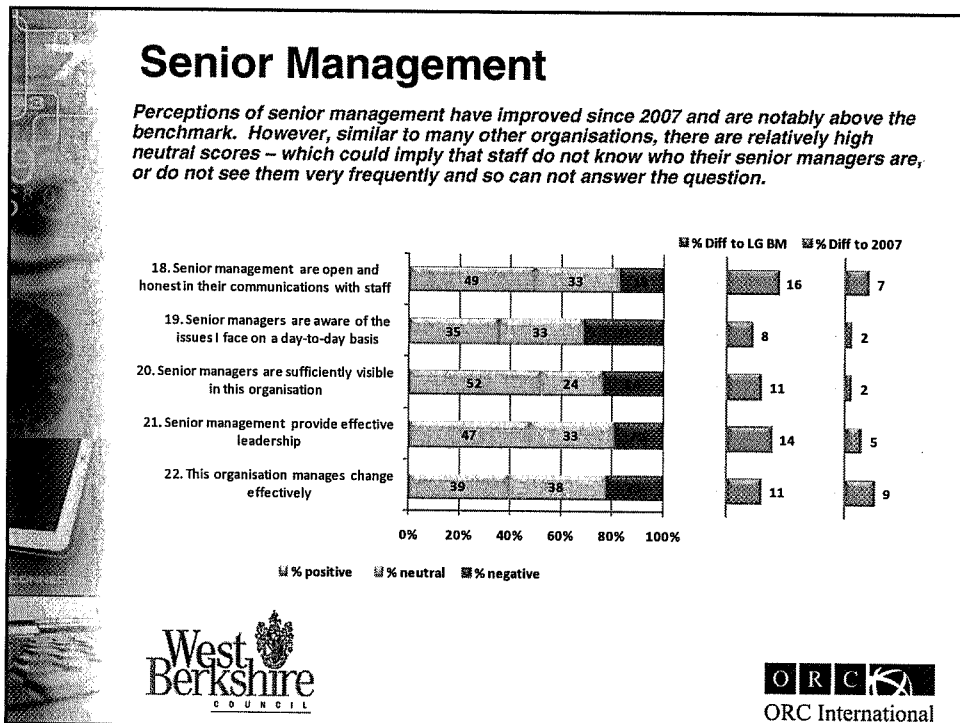
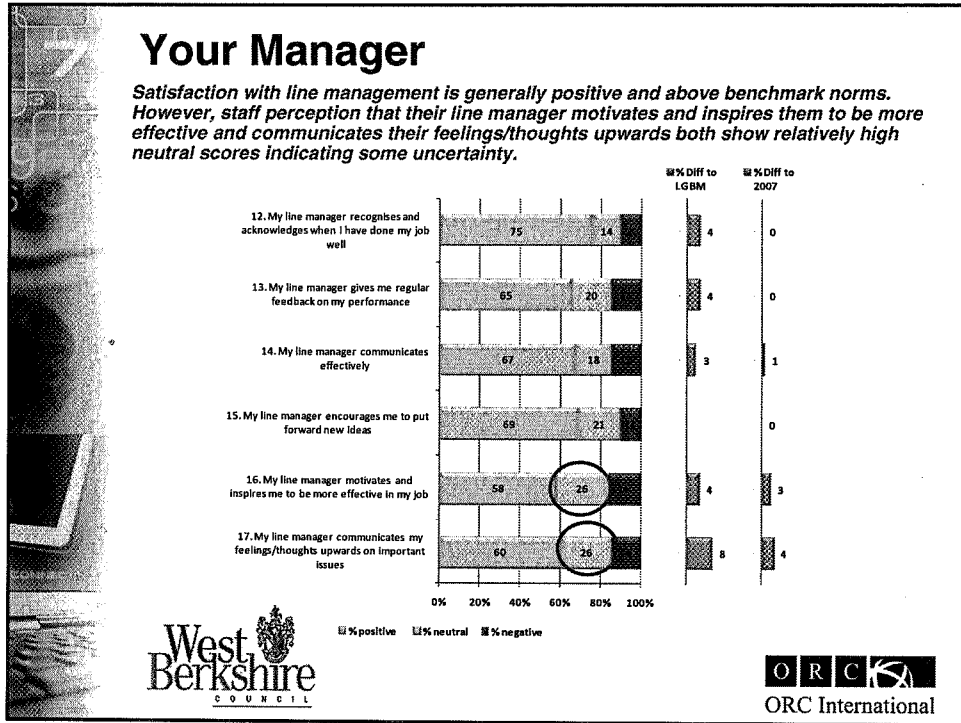


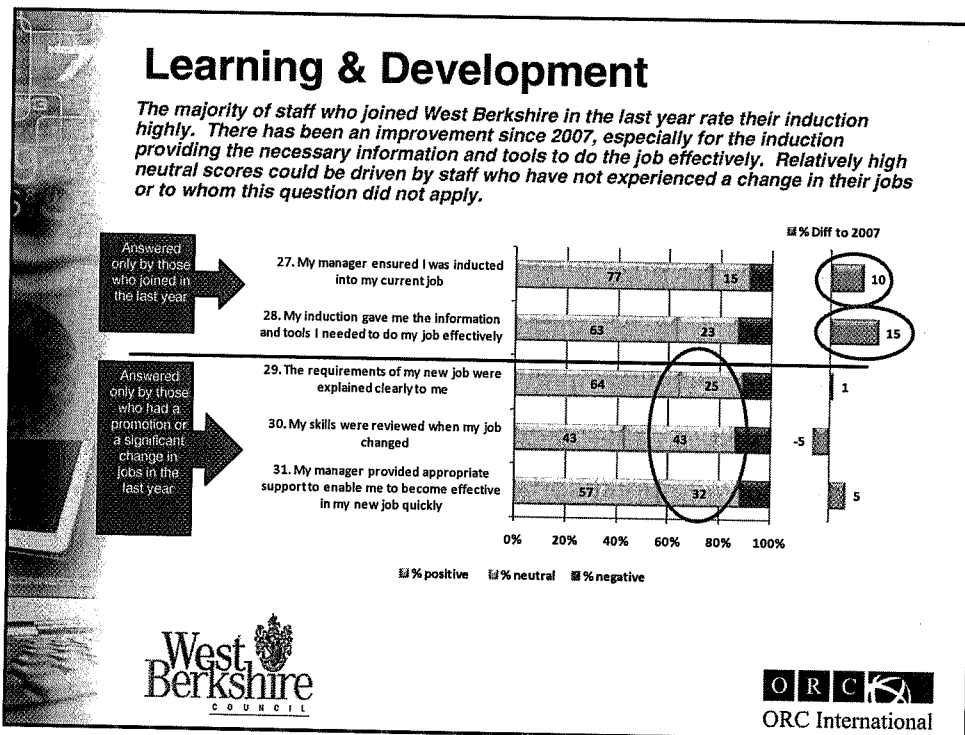
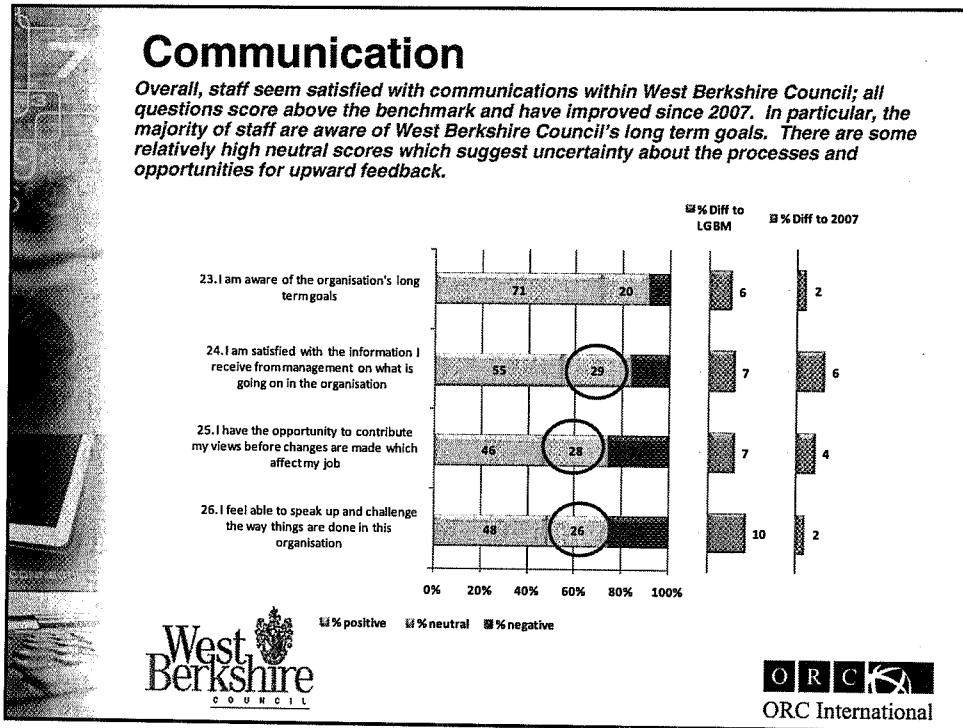
### 7 FULL SURVEY: ALL QUESTIONS

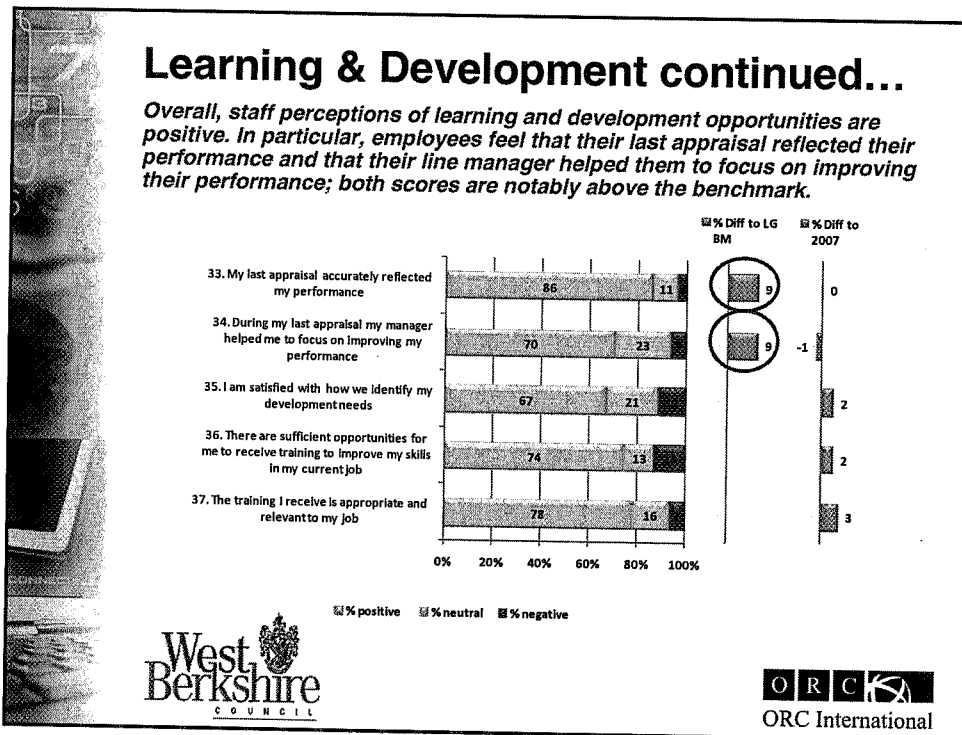
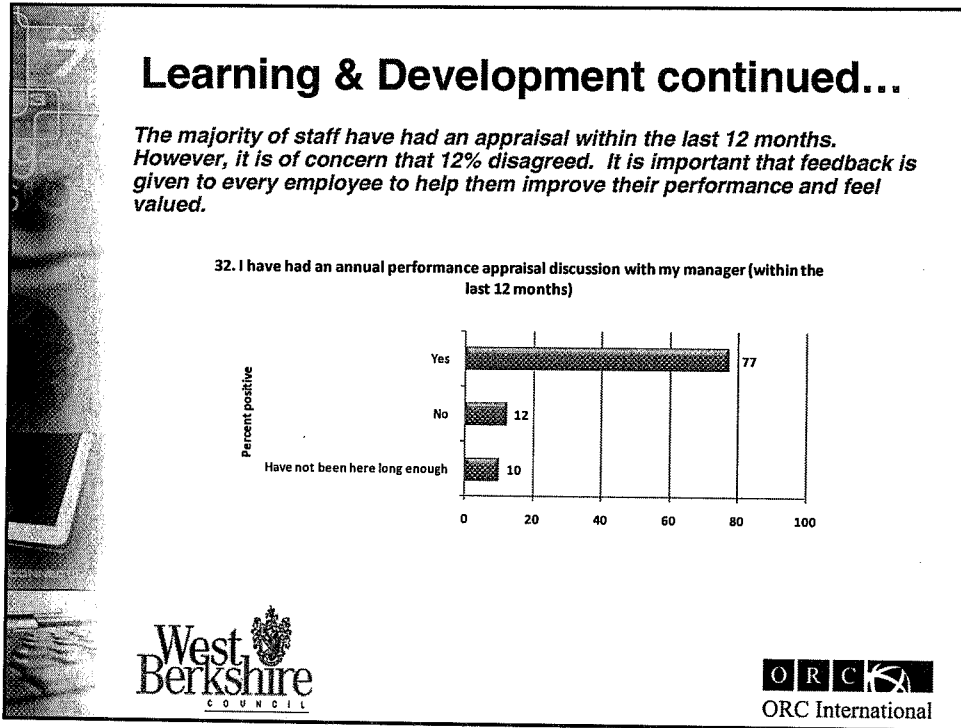


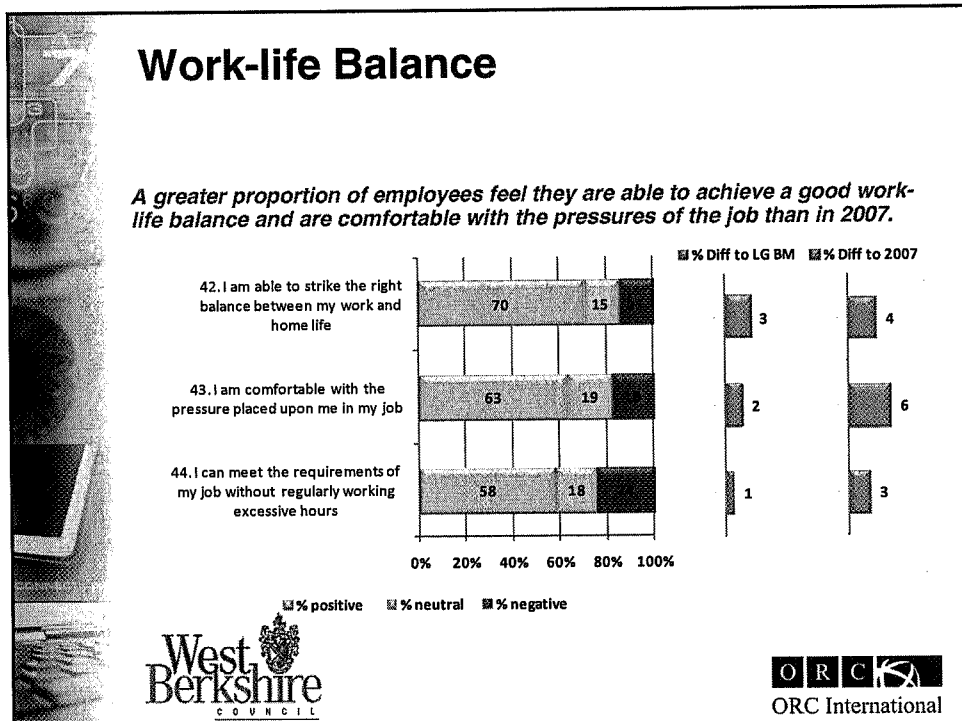
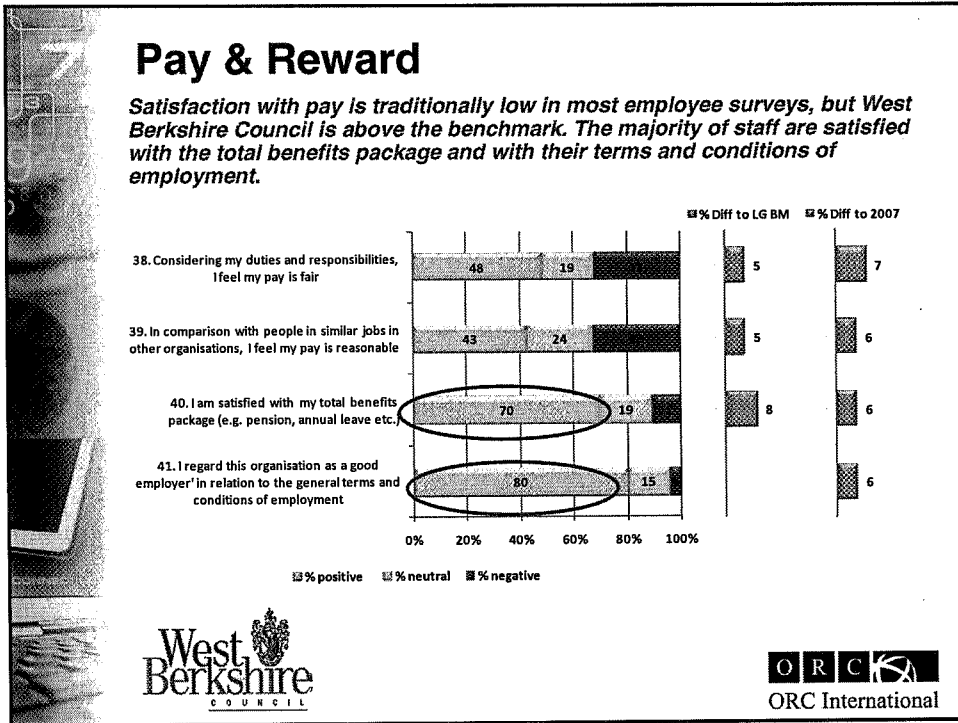


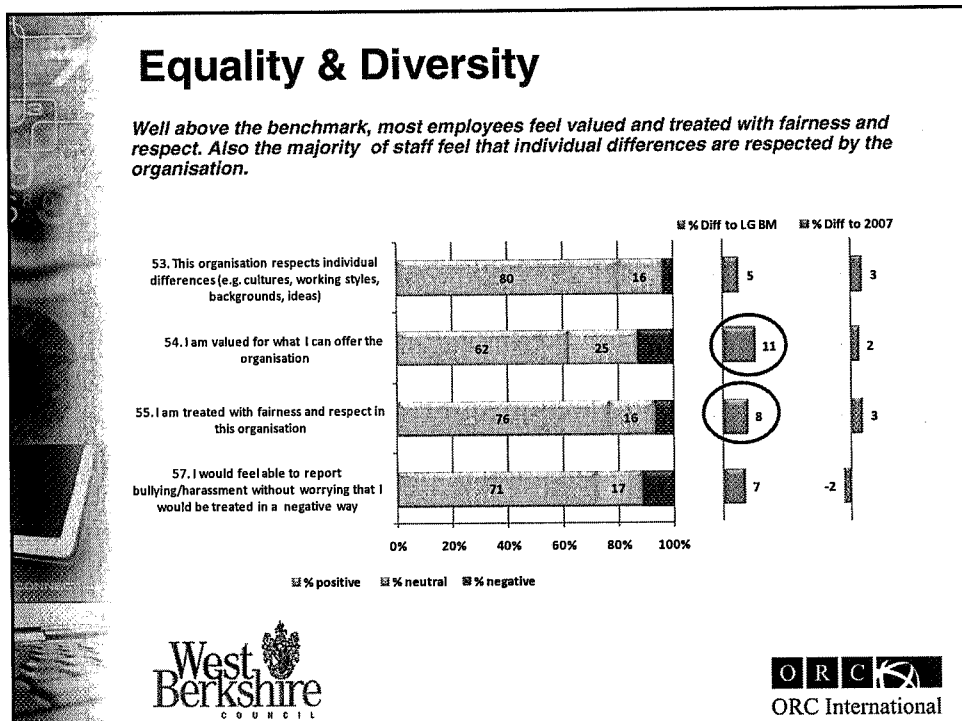
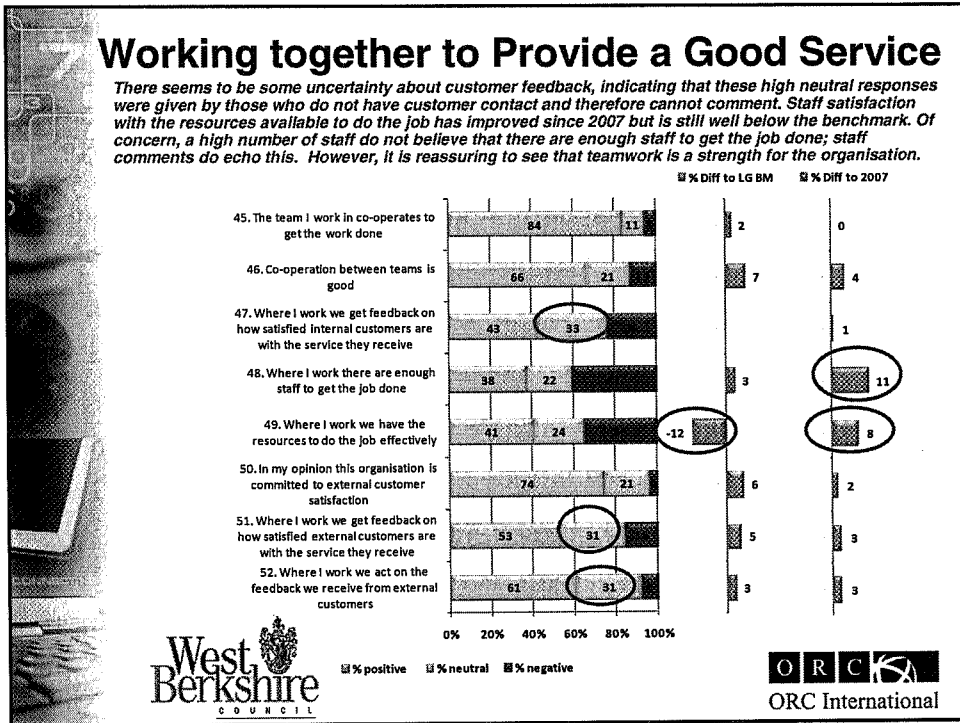


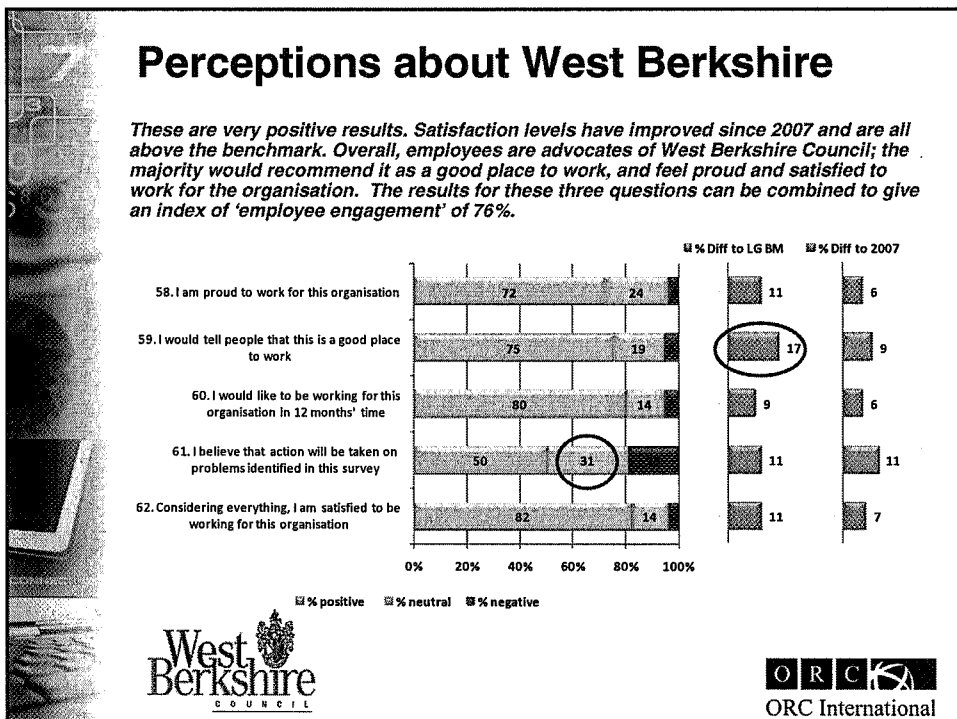
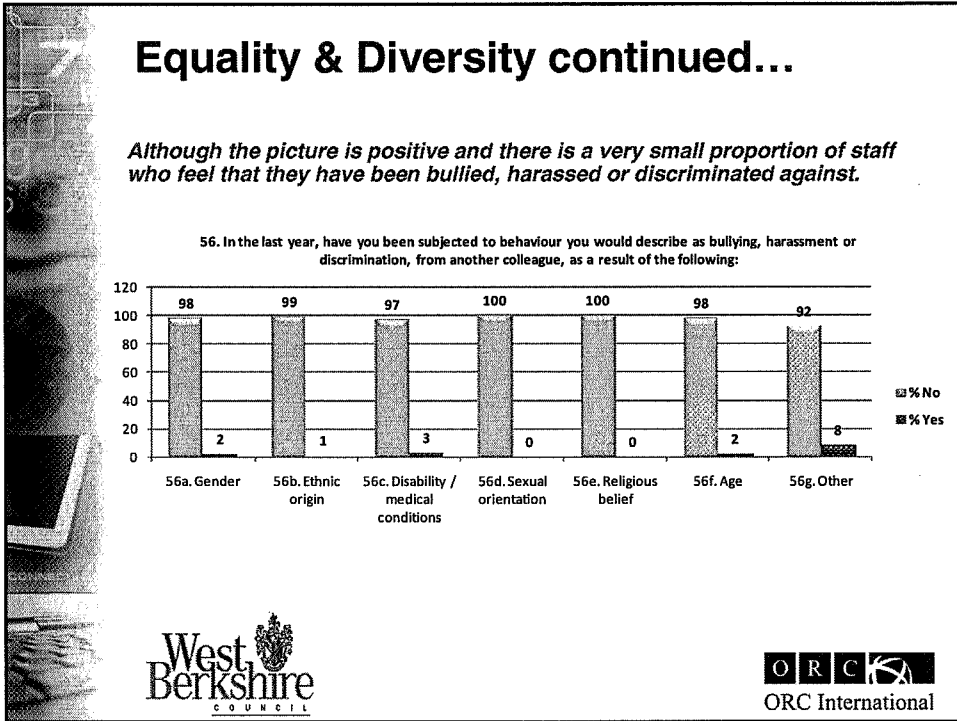


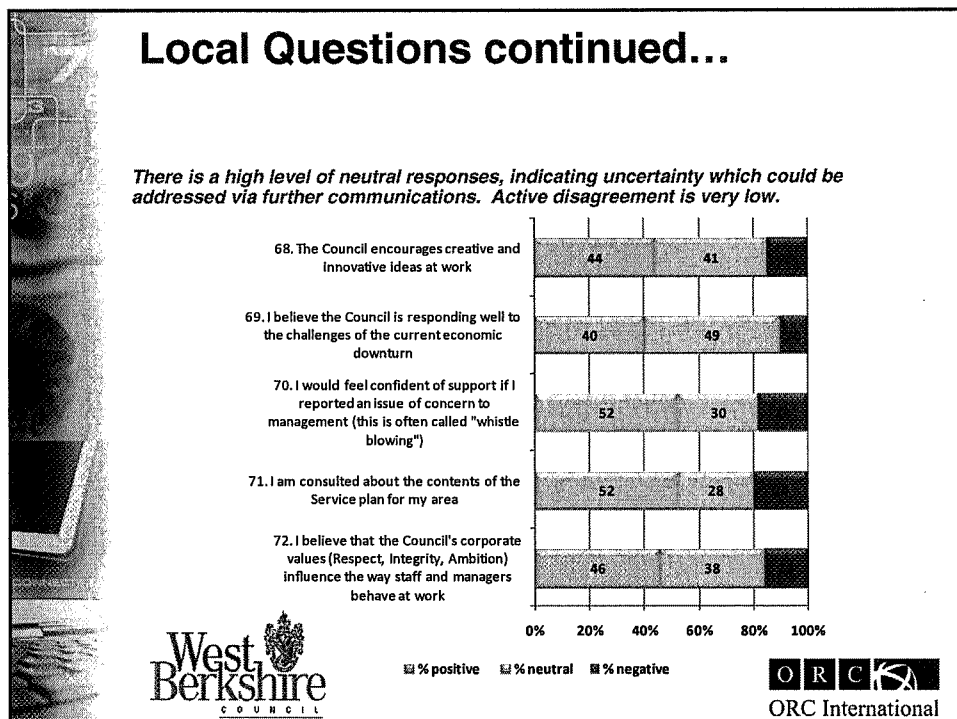
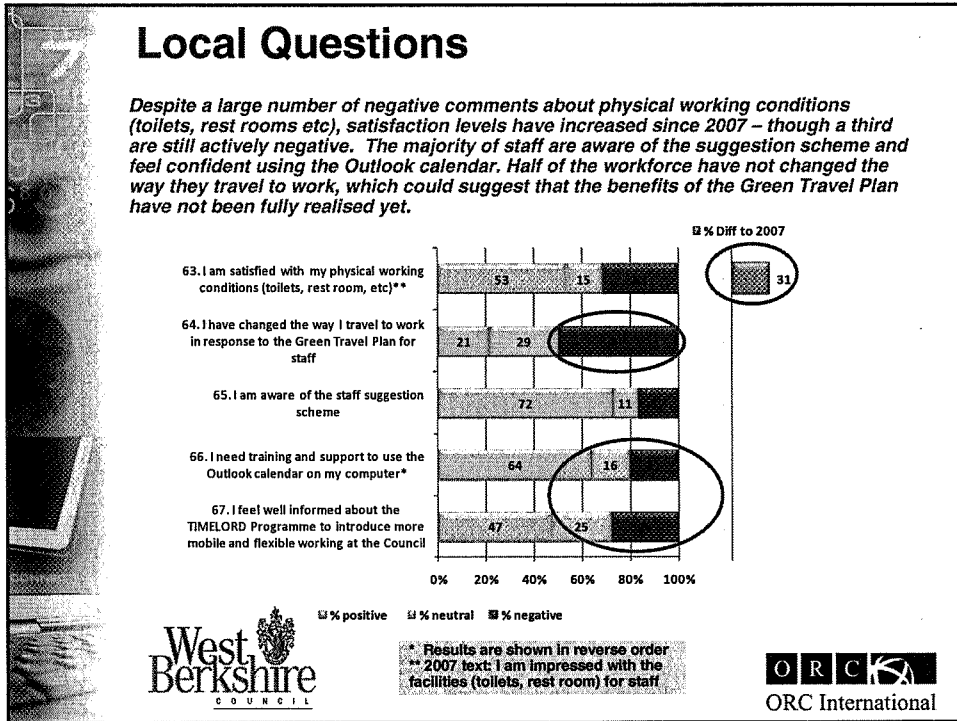














## SUMMARY



<p><b>KEY SUCCESSES</b></p> <ul style="list-style-type: none"> <li>☒ Work – role clarity; well-equipped; uses skills/abilities</li> <li>☒ Satisfaction with senior management</li> <li>☒ Communications; kept informed</li> <li>☒ Learning and development; induction and appraisal</li> <li>☒ Pay and reward, esp. benefits</li> <li>☒ Teamwork/supportive colleagues</li> <li>☒ Equality and diversity</li> <li>☒ Employee engagement</li> </ul>	<p><b>AREAS FOR ACTION</b></p> <ul style="list-style-type: none"> <li>☒ Resources/staff to get the job done</li> <li>☒ Customer feedback processes</li> <li>☒ Physical working conditions</li> <li>☒ Skills review when job changes</li> </ul>
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## Open Comments Question Summary

If you could change one thing to improve your working life in West Berkshire Council, what would it be?

<b>Work Environment/Facilities:</b> 189 comments
<b>Staffing/Resources:</b> 84 comments
<b>Management:</b> 75 comments
<b>Flexibility/Hours/Homeworking:</b> 61 comments
<b>Pay/Benefits:</b> 61 comments
<b>IT/Systems/Technology:</b> 56 comments
<b>Communication:</b> 43 comments
<b>Training/Career Development:</b> 31 comments



Appendix C – MB report 191109

Employee Attitude Survey 2009 – Questions on ‘Your Manager’ and ‘Senior Management’

	HR	Ch & Y	Ch C&Q	Cust Ser	P&C	H&T	Edu	CC&W B	Cult Ser	B&E	H&P	Finance	ICT	P&TS	Propert y	OPS	C&E	Legal
Q12	90	87	85	75	79	77	75	82	82	68	74	75	69	74	67	69	69	31
Q13	86	80	77	70	70	63	65	76	67	53	66	63	52	48	58	60	53	40
Q14	83	84	73	77	62	65	68	73	74	64	63	67	56	58	50	63	54	56
Q15	83	82	81	70	74	68	68	73	77	61	74	67	65	63	63	56	61	44
Q16	76	74	77	59	62	54	62	57	66	49	56	53	50	51	38	51	46	25
Q17	69	75	77	64	67	59	60	63	68	51	61	46	49	52	57	56	47	27
Your manager	81	80	78	69	69	64	66	71	72	58	66	62	57	58	55	59	55	37
Q18	77	65	56	50	59	54	52	37	47	53	41	47	56	50	50	37	31	0
Q19	33	49	50	50	37	33	31	33	26	40	26	28	31	26	39	33	29	22
Q20	73	68	62	75	59	57	48	46	36	66	47	57	59	51	52	34	45	6
Q21	77	63	69	53	54	51	48	39	36	50	48	43	56	54	43	34	31	6
Q22	76	53	46	55	43	38	39	32	24	53	40	35	35	27	30	35	27	12
Senior management	67	60	57	57	50	47	43	37	34	52	40	42	47	42	43	35	33	9
Total management	75	72	69	64	61	57	57	57	56	55	55	53	53	51	50	49	46	25
<b>RANK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>

See overleaf for question text

Appendix C – MB report 191109

Employee Attitude Survey 2009 – Questions on ‘Your Manager’ and ‘Senior Management’

**Your Manager**

**Senior Management**

12. My line manager recognises and acknowledges when I have done my job well

18. Senior management are open and honest in their communications with staff

13. My line manager gives me regular feedback on my performance

19. Senior managers are aware of the issues I face on a day-to-day basis

14. My line manager communicates effectively

20. Senior managers are sufficiently visible in this organisation

15. My line manager encourages me to put forward new ideas

21. Senior management provide effective leadership

16. My line manager motivates and inspires me to be more effective in my job

22. This organisation manages change effectively

17. My line manager communicates my feelings/thoughts upwards on important issues

## Appendix D – MB report 191109

## Employee Attitude Survey 2009 – Employee Engagement Questions

<b>Service</b>	<b>Q58</b>	<b>Q59</b>	<b>Q62</b>	<b>average</b>
HR	87	87	97	90
Benefits & Exchequer	75	88	91	85
Community Care and Well-Being	79	80	85	81
Highways and Transport	70	81	90	80
Children and Youth	80	75	84	80
Cultural Services	76	77	85	79
Older People	75	75	81	77
Customer Services	67	79	84	77
ICT	73	77	79	76
Education	72	74	82	76
Policy and Communication	73	73	80	75
Housing and Performance	77	71	76	75
Planning and Trading Standards	61	79	81	74
Children's Commissioning and Quality	65	77	77	73
Finance	63	63	69	65
Countryside and Environment	51	64	80	65
Property	50	50	73	58
Legal	39	44	50	44
Local Government Benchmark	61	58	71	63

**Questions**

58. "I am proud to work for this organisation"

59. "I would tell people that this is a good place to work"

62. "Considering everything, I am satisfied to be working for this organisation"

<b>Title of Report:</b>	<b>Establishment Report Quarter 2 2009/10</b>	<b>Item 6</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:** To receive a report on the changes to the Council's Establishment over the second quarter of 2009/10.

**Recommended Action:** To note the report.

<b>Resource Management Select Committee Chairman</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Jeff Brooks – Tel (01635) 47391
<b>E-mail Address:</b>	jeff.brooks@westberkslibdems.org.uk
<b>Contact Officer Details</b>	
<b>Name:</b>	Stephen Chard
<b>Job Title:</b>	Policy Officer (Scrutiny Support)
<b>Tel. No.:</b>	01635 519462
<b>E-mail Address:</b>	schard@westberks.gov.uk

## **Supporting Information**

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### **1. Introduction**

- 1.1 This report sets out the 2009/10 Quarter 2 Establishment Report which has been received by Management Board. The report and appendices are attached at Appendix A and show establishment trends over the past 4 quarters; trends in funding for established posts; and overtime, casual workers and agency spend by Directorate.
- 1.2 The Head of Human Resources will attend the Select Committee to provide further information and answer any questions.

### **Appendices**

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Appendix A – Establishment Report – Quarter 2 2009/10

<b>Title of Report:</b>	<b>Establishment Report Quarter Two 2009/10</b>	<b>Appendix A</b>
<b>Report to be considered by:</b>	Executive	
<b>Date of Meeting:</b>	14 January 2010	
<b>Forward Plan Ref:</b>	EX1802	

**Purpose of Report:** To report on changes to the Council's Establishment over the second quarter of 2009/10.

**Recommended Action:** To note the report.

**Reason for decision to be taken:** This report is for information only and forms part of the Council's Corporate Governance arrangements.

**Other options considered:** Not applicable.

**Key background documentation:** HR Resourcelink Database  
Q3 Establishment Report 2008/09  
Q4 Establishment Report 2008/09  
Q1 Establishment Report 2009/10  
Agresso data  
Payroll data

The proposals will also help achieve the following Council Plan Theme:

**CPT13 - Value for Money**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:  
monitoring the Council's Establishment.

<b>Portfolio Member Details</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Anthony Stansfeld - Tel (01488) 658238
<b>E-mail Address:</b>	astansfeld@westberks.gov.uk
<b>Date Portfolio Member agreed report:</b>	2 <sup>nd</sup> November 2009

<b>Contact Officer Details</b>	
<b>Name:</b>	Robert O'Reilly
<b>Job Title:</b>	Head of Human Resources
<b>Tel. No.:</b>	01635 519358
<b>E-mail Address:</b>	roreilly@westberks.gov.uk

**Implications**

- Policy:** There are no direct policy implications associated with this report.
- Financial:** Increases in the Establishment can only be approved if the budget is in place and if agreement is obtained through the Establishment Control Procedure and the Budget Monitoring Panel.
- Personnel:** These are integral to the report.
- Legal/Procurement:** There are no implications
- Property:** There are no implications
- Risk Management:** There are no implications
- Equalities Impact Assessment:** There are no implications

<b>Is this item subject to call-in?</b>	Yes: <input checked="" 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 Overview and Scrutiny Commission or associated Task Groups within preceding six months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>

## Executive Summary

### 1. Introduction

1.1 During quarter two 09/10 the total WBC Establishment decreased by 3.92 FTE.

### 2. WBC Funded & DSG Grant Establishment

2.1 WBC funded post FTE decreased by 13.75 FTE during quarter two.

2.2 The total change in WBC funded (including DSG) Establishment over the past year can be seen in the table below.

WBC Funded (including DSG) Establishment						
Q2 FTE 2008/2009	Q3 FTE 2008/2009	Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/2010	Total difference over the year	% difference over year
1568.07	1584.55	1573.78	1571.73	1557.98	-10.09	-0.64

### 3. External and Joint Funded Establishment

3.1 Externally funded post FTE increased by 4.83 FTE during quarter two.

3.2 Joint funded post FTE increased by 5.0. FTE during quarter two.

3.3 The total FTE which is externally and jointly funded now totals 195.20 FTE, compared to 185.37 at the end of quarter one. The changes are summarised in the table below.

Joint and External Funding Establishment						
Q2 FTE 2008/2009	Q3 FTE 2008/2009	Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/2010	Total difference over the year	% difference over year
175.52	173.80	169.39	185.37	195.20	19.68	11.21

### 4. Proposal

4.1 None – for information only

### 5. Conclusions

5.1 The total Establishment has decreased over the quarter.

5.2 The total Establishment at the end of quarter two 2009/10 is 1753.18 FTE, a decrease of 3.92 FTE when compared to the total of 1757.10 FTE at the end of quarter one 2009/10.

5.3 The amount of vacant FTE has decreased by 2.49 FTE this quarter. The overall amount of vacant FTE has decreased to 167.35 FTE compared to 169.84 FTE reported at the end of quarter one 2009/10. The overall vacancy rate was 9.55%.

5.4 The rolling annual turnover rate (which includes quarter two) was 9.61%. For comparison the rate at quarter two 2008/09 was 11.02%.

5.5 The Budget Monitoring Panel deleted 3.0 FTE from the Establishment during quarter two.



## Executive Report

### 1. Introduction

- 1.1 The data used to complete this report is taken from the HR/Payroll system Resourcelink and previous quarterly Establishment reports.

### 2. Headlines

- 2.1 Since last reporting at the end of quarter one, the overall Establishment has decreased from 1757.10 FTE to 1753.18 FTE, a reduction of 3.92 FTE.

- 2.2 The quarterly changes are made up as follows:

Chief Executive	+ 0.16 FTE
Children and Young People	+ 3.42 FTE
Community Services	- 6.04 FTE
Environment	- 1.46 FTE

- 2.3 Over the year (Q2 2008/09 to Q2 2009/10) the overall Establishment has increased by 9.59 FTE. This increase is joint and externally funded. WBC funded FTE has decreased over the same period.

	Total Establishment FTE				
	Q2 2008/09 FTE	Q3 2008/09 FTE	Q4 2008/09 FTE	Q1 2009/10 FTE	Q2 2009/10 FTE
<b>WBC funded</b>	1568.07	1584.55	1573.78	1571.73	1557.98
<b>Joint funded</b>	47.56	46.16	44.34	44.34	49.34
<b>Externally funded</b>	127.96	127.64	125.05	141.03	145.86
<b>Total</b>	<b>1743.59</b>	<b>1758.35</b>	<b>1743.17</b>	<b>1757.10</b>	<b>1753.18</b>

- 2.4 A summary of total WBC Establishment FTE by service is shown at appendix one.

### 3. WBC (and DSG) Funded Establishment

- 3.1 There has been a decrease of 13.75 FTE of WBC funded (including DSG) FTE (1557.98 FTE compared to 1571.73 FTE at the end of quarter one 2009/10).

- 3.2 The table below shows how the Establishment has changed by service area compared to quarters three and four 2008/09 and quarter one 2009/10. A summary of funding by directorate can be seen later in this report and in appendix two.

	WBC (including DSG) Funded Establishment			
	Q3 2008/09 FTE	Q4 2008/09 FTE	Q1 2009/10 FTE	Q2 2009/10 FTE
<b>CEO &amp; Support</b>	2.61	2.42	2.42	2.42
<b>Benefits &amp; Exchequer</b>	77.07	77.07	77.07	77.07
<b>Finance</b>	62.00	62.00	62.00	62.50
<b>Human Resources</b>	28.61	28.31	29.32	28.32
<b>ICT</b>	53.22	53.61	53.76	55.76
<b>Legal &amp; Electoral Services</b>	29.78	28.78	28.78	26.43

	<b>WBC (including DSG) Funded Establishment</b>			
	<b>Q3 2008/09 FTE</b>	<b>Q4 2008/09 FTE</b>	<b>Q1 2009/10 FTE</b>	<b>Q2 2009/10 FTE</b>
<b>Policy &amp; Communication</b>	49.72	49.33	48.75	48.75
<b>Property</b>	33.00	33.00	31.59	28.59
<b>Special Projects</b>	4.00	4.00	4.00	4.00
<b>Total Chief Executive</b>	<b>340.02</b>	<b>338.53</b>	<b>337.71</b>	<b>333.85</b>
<b>Children's Services</b>	190.52	188.05	178.77	137.54
<b>Children's Commissioning &amp; Quality</b>	19.53	19.53	19.53	61.84
<b>Customer Services</b>	45.10	41.61	41.61	40.63
<b>Education Services</b>	139.53	135.45	149.03	148.75
<b>Director &amp; Support</b>	2.00	2.00	2.00	2.00
<b>Total Children and Young People</b>	<b>396.68</b>	<b>386.63</b>	<b>390.94</b>	<b>390.76</b>
<b>Community Care and Well-being</b>	111.12	108.93	102.94	100.78
<b>Cultural Services</b>	85.90	87.36	85.55	82.58
<b>Housing and Performance</b>	55.65	54.24	62.14	60.64
<b>Older Peoples Services</b>	319.39	315.39	311.30	307.91
<b>System Transformation</b>	2.00	2.00	2.00	2.00
<b>Director &amp; Support</b>	2.00	2.00	2.00	2.00
<b>Total Community Services</b>	<b>576.06</b>	<b>569.93</b>	<b>565.93</b>	<b>555.90</b>
<b>Countryside &amp; Environment</b>	74.35	74.18	74.04	74.04
<b>Highways &amp; Transport</b>	104.36	112.88	114.50	114.50
<b>Planning &amp; Trading Standards</b>	91.08	89.62	86.62	86.93
<b>Director Support</b>	2.00	2.00	2.00	2.00
<b>Total Environment</b>	<b>271.79</b>	<b>278.68</b>	<b>277.15</b>	<b>277.47</b>
<b>GRAND TOTALS</b>	<b>1584.55</b>	<b>1573.78</b>	<b>1571.73</b>	<b>1557.98</b>

- 3.3 There have been various small changes to WBC funded post FTE across many services this quarter.
- 3.4 Although it would appear from the table above that the Establishment of Children and Youth Services has significantly decreased, the FTE has been transferred to Children's Commissioning and Quality. The Youth Service transferred between the services – a transfer of 46.12 FTE.
- 3.5 This quarter there have been restructures in both Legal and Electoral, and Property. The Legal Services restructure decreased the WBC funded Establishment by 2.35 FTE. The Property restructure changed several posts to joint funded, rather than WBC funded.
- 3.6 The ICT Establishment has increased by 2.0 FTE. These two full-time posts are to support the increased demands on the ICT service as a result of the Timelord programme.
- 3.7 In Community Care and Well-Being and Older People's Services WBC funded FTE has decreased as vacant post hours have been deleted from the Establishment.
- 3.8 The change in WBC funded (including DSG) Establishment by directorate over the past year can be seen in the table below.

	WBC Funded (including DSG) Establishment						
	Q2 FTE 2008/2009	Q3 FTE 2008/2009	Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/2010	Total difference over the year	% difference over year
<b>Chief Executive</b>	337.99	340.02	338.53	337.71	333.85	-4.14	-1.22
<b>Children and Young People</b>	393.23	396.68	386.63	390.94	390.76	-2.47	-0.63
<b>Community Services</b>	576.63	576.06	569.93	565.93	555.90	-20.73	-3.60
<b>Environment</b>	260.22	271.79	278.68	277.15	277.47	17.25	6.63
<b>Total</b>	<b>1568.07</b>	<b>1584.55</b>	<b>1573.78</b>	<b>1571.73</b>	<b>1557.98</b>	<b>-10.09</b>	<b>-0.64</b>

- 3.9 The amount of WBC funded FTE in the Chief Executive’s directorate has decreased by 4.14 FTE or 1.22% over the year. This quarter the decrease is due to previously WBC funded posts in Property becoming joint funded following the service’s restructure.
- 3.10 The WBC funded Establishment of Children and Youth Services has remained stable over the year, showing a slight decrease of 2.47 FTE or 0.63%.
- 3.11 The largest FTE decrease is within the Community Services directorate, where the WBC funded Establishment has decreased over the year by 20.73 FTE or 3.60%. 10.03 FTE of this was in quarter two 2009/10.
- 3.12 When compared to quarter two 2008/09, the only increase of WBC funded FTE has been in the Environment directorate (17.25 FTE or 6.63%). This is largely due to the implementation of Decriminalised Parking Enforcement, and the formalisation of casual working arrangements.
- 3.13 The WBC funded Establishment has decreased by 10.09 FTE or 0.64% when compared to quarter two 2008/09.
- 3.14 During the quarter there were several new WBC funded posts added to the Establishment (6.20 FTE). However, due to post deletions and FTE decreases over the quarter, the WBC funded Establishment decreased by 13.75 FTE.

DSG Funded posts

- 3.15 Since quarter 3 2008/09 this report has included information about posts which are wholly funded via the Dedicated Schools Grant (DSG). This money is paid into the Revenue fund and as such is within the WBC funded Establishment.
- 3.16 At the end of quarter two 2009/10 DSG funding accounts for 22.98 FTE on the Establishment. In quarter one 2009/10 the amount of DSG funded FTE was 22.28.
- 3.17 The figure above does not include posts which are only partially funded via the DSG.

#### 4. Externally Funded and Joint Funded Establishment

- 4.1 Externally funded FTE has increased to 145.86 FTE over the quarter; an increase of 4.83 FTE when compared to 141.03 FTE at the end of quarter one.
- 4.2 Joint funded FTE has increased to 49.34 FTE over the quarter; an increase of 5.0 FTE when compared to 44.34 FTE at the end of quarter one.
- 4.3 The table below shows how the joint and externally funded posts on the Establishment have changed by service area compared to quarters three and four 2008/09 and quarter one 2009/10. A summary of funding by directorate can be seen later in this report and in appendix two.

	Joint Funded Establishment				External Funded Establishment			
	Q3 FTE 2008/09	Q4 FTE 2008/09	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2008/09	Q4 FTE 2008/09	Q1 FTE 2009/10	Q2 FTE 2009/10
<b>CEO &amp; Support</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Benefits &amp; Exchequer</b>	0.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00
<b>Finance</b>	1.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00
<b>Human Resources</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>ICT</b>	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00
<b>Legal &amp; Electoral Services</b>	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
<b>Policy &amp; Communication</b>	0.76	0.76	0.76	0.76	3.81	3.81	3.81	3.81
<b>Property</b>	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00
<b>Special Projects</b>	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
<b>Total Chief Executive</b>	<b>3.76</b>	<b>3.76</b>	<b>3.76</b>	<b>7.76</b>	<b>8.81</b>	<b>8.81</b>	<b>9.81</b>	<b>9.81</b>
<b>Children's Services</b>	10.85	9.85	9.85	7.85	19.56	19.07	20.07	18.12
<b>Children's Commissioning &amp; Quality</b>	2.77	2.77	2.77	4.77	6.41	6.41	6.41	8.24
<b>Customer Services</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Education Services</b>	5.10	4.10	4.10	5.10	57.07	58.88	66.86	69.58
<b>Director &amp; Support</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Children and Young People</b>	<b>18.72</b>	<b>16.72</b>	<b>16.72</b>	<b>17.72</b>	<b>83.04</b>	<b>84.36</b>	<b>93.34</b>	<b>95.94</b>

	Joint Funded Establishment				External Funded Establishment			
	Q3 FTE 2008/09	Q4 FTE 2008/09	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2008/09	Q4 FTE 2008/09	Q1 FTE 2009/10	Q2 FTE 2009/10
Community Care and Well-being	14.11	13.30	13.30	13.30	1.93	0.32	0.32	0.32
Cultural Services	0.76	1.76	1.76	1.76	1.41	1.41	1.41	1.41
Housing and Performance	4.00	4.00	4.00	4.00	5.00	4.00	7.00	10.00
Older Peoples Services	2.00	2.00	2.00	2.00	11.92	11.61	12.61	13.61
System Transformation	0.00	0.00	0.00	0.00	1.00	1.00	4.00	4.00
Director & Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Community Services</b>	<b>20.87</b>	<b>21.05</b>	<b>21.05</b>	<b>21.05</b>	<b>21.26</b>	<b>18.35</b>	<b>25.35</b>	<b>29.35</b>
Countryside & Environment	1.81	1.81	1.81	1.81	3.80	2.80	1.80	1.80
Highways & Transport	0.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00
Planning & Trading Standards	1.00	1.00	1.00	1.00	8.73	8.73	8.73	6.96
Director Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Environment</b>	<b>2.81</b>	<b>2.81</b>	<b>2.81</b>	<b>2.81</b>	<b>14.53</b>	<b>13.53</b>	<b>12.53</b>	<b>10.76</b>
<b>GRAND TOTALS</b>	<b>46.16</b>	<b>44.34</b>	<b>44.34</b>	<b>49.34</b>	<b>127.64</b>	<b>125.04</b>	<b>141.03</b>	<b>145.86</b>

4.4 The change in joint and externally funded Establishment by directorate over the past year can be seen in the table below.

	Joint and External Funding Establishment						
	Q2 FTE 2008/2009	Q3 FTE 2008/2009	Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/10	Total difference over the year	% difference over year
Chief Executive	12.57	12.57	12.57	13.57	17.57	5.00	39.78
Children and Young People	103.68	101.76	101.08	110.06	113.66	9.98	9.63
Community Services	40.93	42.13	39.40	46.40	50.40	9.47	23.14
Environment	18.34	17.34	16.34	15.34	13.57	-4.77	-26.01
<b>Total</b>	<b>175.52</b>	<b>173.80</b>	<b>169.39</b>	<b>185.37</b>	<b>195.20</b>	<b>19.68</b>	<b>11.21</b>

4.5 The table above demonstrates that the Establishment increase over the year is largely due to joint and external funding, an increase of 19.68 FTE or 11.21% when compared to quarter two 2008/09.

4.6 It should be noted that whilst it appears that the Chief Executive directorate has had a large percentage increase (39.78%) in joint and externally funded Establishment over the year, due to the small numbers involved it has only increased by 5.0 FTE.

This is largely due to the newly established posts in Property (following the restructure) being joint funded (WBC Revenue and Capital).

- 4.7 When compared to quarter two 2008/09, the joint and externally funded Establishment of Children and Young People directorate has increased by 9.98 FTE or 9.63%. This is mainly due to new external funding for the Local Authority to take responsibility for children's centres.
- 4.8 The joint and externally funded Establishment of Community Services has increased by 9.47 FTE or 23.14% over the year. During the period several posts have been added to the Establishment of Housing and Performance to respond to the additional demand for services in the economic downturn. Several posts have also been TUPEd into Older People's Services.
- 4.9 It should be noted that whilst it appears that Environment has had a large percentage decrease (-26.01%) in joint and externally funded Establishment, due to the small numbers involved it has only decreased by 4.77 FTE.
- 4.10 Over the year, three directorates show a percentage increase in joint and externally funded FTE and one shows a decrease. The joint and externally funded Establishment has increased by 11.21% when compared to quarter two 2008/09.
- 4.11 During quarter two 2009/10 several new posts were added to the Establishment. 6.81 FTE is externally funded FTE and 4.0 FTE is joint funded.

## 5. Restructures

5.1 During quarter two 2009/10 there were two service restructures:

(1) Property Services:

- (a) Increase in Establishment of 1.0 FTE. However, 1.0 FTE will be deleted in quarter three 2009/10 finalising the restructure. This means that there will ultimately be no net increase or decrease of the service's Establishment as a result of the restructure.

(2) Legal and Electoral:

- (a) Decrease in Establishment of 2.35 FTE.

## 6. Directorate Commentaries

6.1 Chief Executive.

- (1) The Chief Executive's directorate Establishment has increased by 0.16 FTE over the quarter.
- (2) Rolling annual turnover in the directorate: 7.58%.
- (3) Vacancy rate in the directorate: 10.14%.
- (4) Key points are as follows:
- (a) HR: The fixed term post of Human Resources Officer to support Timelord was temporarily removed from the Establishment. The post

will be re-established in 2010 (for three months) to support the next phase of the Timelord programme.

- (b) Finance: One new full-time post was created in the school's team to support schools with meeting the Financial Management Standards; the post is externally funded. Three other posts decreased in FTE to enable the creation of a Debt Recovery Assistant in Community Services.
- (c) ICT: Two new posts were established to support increased requirements and the demands of the Timelord programme.
- (d) Legal and Electoral: The service was restructured this quarter resulting in several posts being deleted and created. The restructure decreased the overall service FTE.
- (e) Property: The service was restructured this quarter resulting in several posts being deleted and created. Once completed in quarter three 2009/10, the restructure will have no net impact on the Establishment FTE.
- (f) There were no Establishment changes in Policy and Communication, Special Projects, Benefits and Exchequer or CEO and Support.

## 6.2 Children & Young People.

- (1) The Establishment of the Directorate has increased by 3.42 FTE over the last quarter. This increase is largely due to the establishment of new externally funded posts.
- (2) Rolling annual turnover in the directorate: 10.05%.
- (3) Vacancy rate in the directorate: 9.49%.
- (4) Key points are as follows:
  - (a) Children and Youth Services: The main change in the service this quarter was the transfer of Youth Services to Children's Commissioning and Quality (46.12 FTE).
  - (b) Children's Commissioning and Quality: As previously mentioned, the Youth Service transferred to the service this quarter. Several other posts were decreased and one new 0.4 FTE post established.
  - (c) Customer Services: Two posts were reduced in FTE this quarter, reducing the Establishment by 0.98 FTE. This reduction will contribute to the service meeting its savings targets.
  - (d) Education Services: The service's Establishment increased by 3.45 FTE this quarter. All of the newly established posts are externally funded, primarily by Sure Start. One post was transferred into Education from Children and Youth Services. A 0.68 FTE Teaching Assistant post was deleted and another post reduced in FTE to bring established hours in line with that of the postholder's contract.

- (e) There were no Establishment changes in Director and Support.

### 6.3 Community Services.

- (1) The Establishment of the Directorate has decreased by 6.04 FTE over the last quarter. The majority of the deleted FTE was WBC Revenue funded, with the exception of one Capital post.
- (2) Rolling annual turnover in the directorate: 10.37%.
- (3) Vacancy rate in the directorate: 8.45%.
- (4) Key points are as follows:
  - (a) Community Care and Well-Being: The Establishment of the service decreased by 2.16 FTE this quarter. Several posts were reduced in FTE deleting vacant FTE from the Establishment. One full-time post was deleted as a fixed term contract came to an end. Two other posts were slightly increased in FTE to enable effective recruitment.
  - (b) Cultural Services: Two support officer posts were transferred to Children and Youth Services (and then to Children's Commissioning and Quality) associated with the transfer of Youth Services. One 0.19 FTE post was deleted as project work was concluded, a full-time post was deleted to contribute towards the service meeting its savings target and a 0.32 FTE post was deleted by the Budget Monitoring Panel as part of its review of long term vacant posts.
  - (c) Older People's Services: The Establishment of the service decreased by 2.40 FTE this quarter. Various posts were deleted as they were no longer required and one worker TUPEd to another organisation. Three driver posts were increased in hours to formalise the casual hours being worked by the employees in addition to their contracted hours.
  - (d) Housing and Performance: Three new posts were established this quarter, two on a one year fixed term basis and one using 0.5 FTE transferred from Finance. One full-time post was deleted by the Budget Monitoring Panel as part of their review of long term vacant posts.
  - (e) There were no Establishment changes in Director and Support or System Transformation.

### 6.4 Environment.

- (1) The Establishment of the Directorate has decreased by 1.46 FTE over the last quarter. The decrease is partly WBC funded and partly externally funded.
- (2) Rolling annual turnover in the directorate: 9.42%.
- (3) Vacancy rate in the directorate: 11.22%.



(4) Key points are as follows:

- (a) Planning and Trading Standards: An internal reorganisation of FTE resulted in one post being reduced in FTE to create a new post of more FTE, but with no budgetary implications. One 0.77 FTE fixed term post expired and one full-time post was deleted as part of the Budget Monitoring Panel's review of long term vacant posts.
- (b) There were no Establishment changes in Countryside and Environment, Director and Support or Highways and Transport.

## 7. Conclusions

7.1 The total Establishment has decreased over the quarter.

7.2 The total Establishment at the end of quarter two 2009/10 is 1753.18 FTE, a decrease of 3.92 FTE when compared to the total of 1757.10 FTE at the end of quarter one 2008/09.

7.3 The amount of vacant FTE has decreased by 2.49 FTE this quarter. The overall amount of vacant FTE has decreased to 167.35 FTE compared to 169.84 FTE reported at the end of quarter one 2009/10. The overall vacancy rate was 9.55%.

7.4 The rolling annual turnover rate (which includes quarter two) was 9.61%. For comparison the rate at quarter two 2008/09 was 11.02%.

7.5 The Budget Monitoring Panel deleted 3.0 FTE from the Establishment during quarter two.

7.6 Over quarter two 2009/10 there has been a decrease of WBC funded FTE by 13.75 FTE.

**Appendices**

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Appendix 1	Establishment trends Q3 2008/09 to Q2 2009/10 (figures for comparison over the past 4 quarters)
Appendix 2	Trends in funding for established posts Q3 2008/09 to Q2 2009/10
Appendix 3	Overtime, Casual Workers; and Agency Spend by Directorate
Appendix 4	Glossary and Definitions

**Consultees**

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<b>Local Stakeholders:</b>	Corporate Board 13 <sup>th</sup> October 2009
	Corporate Board 27 <sup>th</sup> October 2009
	Management Board 19 <sup>th</sup> November 2009
	Executive 14 <sup>th</sup> January 2010
<b>Officers Consulted:</b>	As above
<b>Trade Union:</b>	Not consulted

**Establishment Trends Q3 2008/09 to Q2 2009/10**

The quarter two table below shows Establishment data for West Berkshire Council. This includes Establishment FTE, Occupied FTE, Vacancy details, Headcount and Turnover for the current quarter.

Quarter 2 2009/10

**Permanent and Fixed Term Establishment as at 30 September 2009**

	Current WBC Establishment FTE	Current WBC Occupied FTE	Vacant FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %	Vacancy Rate by Directorate
CEO & Support	2.42	2.42	0.00	3	0.00	
Benefits & Exchequer	79.07	74.60	4.47	85	3.55	
Finance	64.50	57.49	7.01	62	11.02	
Human Resources	28.32	27.32	1.01	31	12.70	
ICT	58.76	51.65	7.11	55	3.74	
Legal & Electoral Services	27.43	20.18	7.25	27	19.67	
Policy & Communication	53.32	47.54	5.78	53	7.62	
Property	32.59	29.00	3.59	32	3.13	
Special Projects	5.00	5.61	-0.61	6	0.00	
<b>Total Chief Executive</b>	<b>351.42</b>	<b>315.80</b>	<b>35.62</b>	<b>354</b>	<b>7.58</b>	<b>10.14</b>
Children and Youth Services	163.52	147.69	15.83	172	11.03	
Childrens Commissioning & Quality	74.84	65.95	8.90	97	16.00	
Customer Services	40.63	40.62	0.01	47	10.31	
Education Services	223.43	199.31	24.12	253	7.68	
Director & Support	2.00	3.00	-1.00	3	0.00	
<b>Total Children and Young People</b>	<b>504.42</b>	<b>456.57</b>	<b>47.86</b>	<b>572</b>	<b>10.05</b>	<b>9.49</b>
Community Care and Well-being	114.40	97.61	16.79	107	12.39	
Cultural Services	85.74	81.44	4.30	125	12.90	
Housing and Performance	74.64	67.65	6.99	76	10.07	
Older Peoples Services	323.53	301.39	22.14	382	9.15	
System Transformation	6.00	5.00	1.00	5	0.00	
Director & Support	2.00	2.00	0.00	2	0.00	
<b>Total Community Services</b>	<b>606.30</b>	<b>555.09</b>	<b>51.21</b>	<b>697</b>	<b>10.37</b>	<b>8.45</b>
Countryside & Environment	77.65	69.04	8.60	78	8.97	
Highways & Transport	116.50	97.64	18.86	102	14.66	
Planning & Trading Standards	94.89	89.69	5.20	99	4.98	
Director Support	2.00	2.00	0.00	2	0.00	
<b>Total Environment</b>	<b>291.04</b>	<b>258.38</b>	<b>32.66</b>	<b>281</b>	<b>9.42</b>	<b>11.22</b>
<b>GRAND TOTALS</b>	<b>1753.18</b>	<b>1585.83</b>	<b>167.35</b>	<b>n/a #</b>	<b>9.61</b>	<b>9.55</b>

Quarter 1 2009/10

**Permanent and Fixed Term Establishment as at 30 June 2009**

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	9.76
Finance	64.00	61	14.29
Human Resources	29.32	31	16.67
ICT	56.76	53	5.83
Legal & Electoral Services	29.78	28	15.87
Policy & Communication	53.32	56	11.01
Property	31.59	33	9.68
Special Projects	5.00	5	0.00
<b>Total Chief Executive</b>	<b>351.26</b>	<b>355</b>	<b>11.11</b>
Children's Services	208.70	228	15.35
Childrens Commissioning & Quality	28.70	29	3.77
Customer Services	41.61	46	14.89
Education Services	219.99	246	10.97
Director & Support	2.00	2	0.00
<b>Total Children and Young People</b>	<b>501.00</b>	<b>551</b>	<b>12.73</b>
Community Care and Well-being	116.56	113	12.23
Cultural Services	88.72	127	19.53
Housing and Performance	73.14	76	11.68
Older Peoples Services	325.92	390	9.54
System Transformation	6.00	5	0.00
Director & Support	2.00	2	0.00
<b>Total Community Services</b>	<b>612.34</b>	<b>713</b>	<b>11.94</b>
Countryside & Environment	77.65	78	7.74
Highways & Transport	116.50	103	13.76
Planning & Trading Standards	96.35	100	7.07
Director Support	2.00	2	0.00
<b>Total Environment</b>	<b>292.50</b>	<b>283</b>	<b>9.52</b>
<b>GRAND TOTALS</b>	<b>1757.10</b>	<b>n/a #</b>	<b>11.83</b>

# The headcount per service should not be totalled to give a total headcount. Some employees may have several posts and this would give an inaccurate figure.

\*\*\* Represents turnover based on leavers from WBC in past rolling year and calculated through average headcount throughout the year.

Turnover relates to crude turnover only and only measures external leavers not internal movement

Quarter 4 2008/09

**Permanent and Fixed Term Establishment as at 31 March 2009**

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	9.52
Finance	63.00	61	12.90
Human Resources	28.31	31	12.50
ICT	56.61	52	3.88
Legal & Electoral Services	29.78	32	8.96
Policy & Communication	53.90	54	10.43
Property	33.00	32	17.91
Special Projects	5.00	5	0.00
<b>Total Chief Executive</b>	<b>351.10</b>	<b>355</b>	<b>10.25</b>
Children's Services	216.98	231	13.74
Childrens Commissioning & Quality	28.70	27	7.55
Customer Services	41.61	47	19.15
Education Services	198.42	226	7.69
Director & Support	2.00	2	0.00
<b>Total Children and Young People</b>	<b>487.71</b>	<b>533</b>	<b>11.15</b>
Community Care and Well-being	122.56	116	14.57
Cultural Services	90.53	128	13.43
Housing and Performance	62.24	63	10.77
Older Peoples Services	329.01	384	8.13
System Transformation	3.00	3	0.00
Director & Support	2.00	2	0.00
<b>Total Community Services</b>	<b>609.33</b>	<b>696</b>	<b>10.38</b>
Countryside & Environment	78.79	77	11.61
Highways & Transport	114.88	100	12.90
Planning & Trading Standards	99.35	102	4.74
Director Support	2.00	2	0.00
<b>Total Environment</b>	<b>295.02</b>	<b>281</b>	<b>9.22</b>
<b>GRAND TOTALS</b>	<b>1743.17</b>	<b>n/a#</b>	<b>10.41</b>

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Quarter 3 2008/09

**Permanent and Fixed Term Establishment as at 31 December 2008**

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.61	3	28.57
Benefits & Exchequer	79.07	85	10.78
Finance	63.00	63	12.50
Human Resources	28.61	33	5.80
ICT	56.22	54	3.81
Legal & Electoral Services	30.78	32	9.09
Policy & Communication	54.29	53	10.71
Property	33.00	31	21.21
Special Projects	5.00	5	22.22
<b>Total Chief Executive</b>	<b>352.58</b>	<b>359</b>	<b>10.70</b>
Children's Services	220.93	233	15.04
Childrens Commissioning & Quality	28.70	28	3.77
Customer Services	45.10	49	16.84
Education Services	201.71	221	8.71
Director & Support	2.00	2	15.38
<b>Total Children and Young People</b>	<b>498.44</b>	<b>533</b>	<b>11.98</b>
Community Care and Well-being	127.16	120	17.32
Cultural Services	88.07	126	14.13
Housing and Performance	64.65	64	15.94
Older Peoples Services	333.32	384	7.99
System Transformation	3.00	3	0.00
Director & Support	2.00	2	15.38
<b>Total Community Services</b>	<b>618.20</b>	<b>699</b>	<b>11.56</b>
Countryside & Environment	79.96	80	14.46
Highways & Transport	106.36	91	9.04
Planning & Trading Standards	100.81	102	7.55
Director Support	2.00	2	15.38
<b>Total Environment</b>	<b>289.13</b>	<b>275</b>	<b>10.21</b>
<b>GRAND TOTALS</b>	<b>1758.35</b>	<b>n/a#</b>	<b>11.33</b>

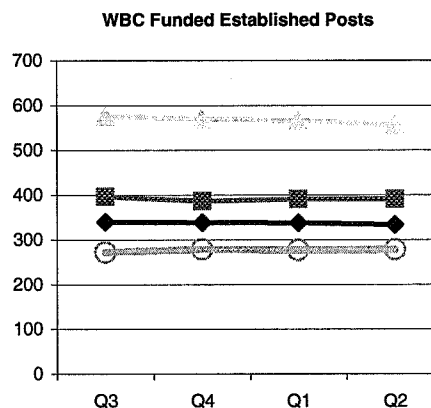
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**Trends in Funding for Established Posts Q3 2008/09 to Q2 2009/10**

The figures below show the position over the past four quarters for WBC, joint and external funded posts. All posts (permanent or fixed term) are included in this report.

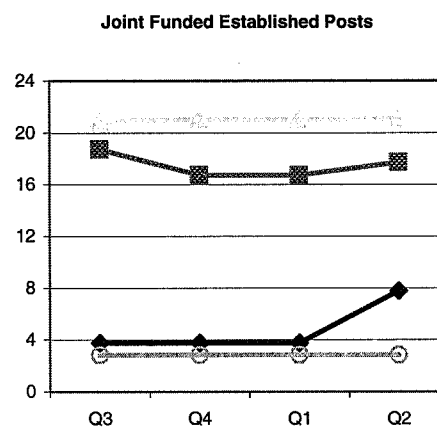
WBC funded post FTE has decreased by 13.75 FTE during quarter two.

	WBC Funded			
	Q3	Q4	Q1	Q2
<b>Chief Executive</b>	340.02	338.53	337.71	333.85
<b>Children and Young People</b>	396.68	386.63	390.94	390.76
<b>Community Services</b>	576.06	569.93	565.93	555.90
<b>Environment</b>	271.79	278.68	277.15	277.47
<b>Total</b>	1584.55	1573.78	1571.73	1557.98



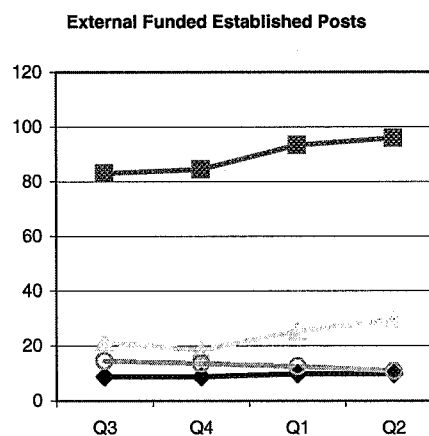
Joint funding for posts has increased by 5.0 FTE during quarter two.

	Joint Funding			
	Q3	Q4	Q1	Q2
<b>Chief Executive</b>	3.76	3.76	3.76	7.76
<b>Children and Young People</b>	18.72	16.72	16.72	17.72
<b>Community Services</b>	20.87	21.05	21.05	21.05
<b>Environment</b>	2.81	2.81	2.81	2.81
<b>Total</b>	46.16	44.34	44.34	49.34



Externally funded post FTE has increased by 4.83 FTE during quarter two.

	External Funding			
	Q3	Q4	Q1	Q2
<b>Chief Executive</b>	8.81	8.81	9.81	9.81
<b>Children and Young People</b>	83.03	84.36	93.34	95.94
<b>Community Services</b>	21.27	18.35	25.35	29.35
<b>Environment</b>	14.53	13.53	12.53	10.76
<b>Total</b>	127.64	125.05	141.03	145.86



KEY	
Chief Executive	diamond
Children and Young People	square
Community Services	triangle
Environment	circle

**Overtime, Casual Workers, and Agency:**

**Spend over Quarters 3 and 4 08/09 and Quarters 1 and 2 09/10 by Directorate**

**Overtime - flat and enhanced \* \$**

Directorate	Data	* Total £ Q3 08/09	* Total £ Q4 08/09	* Total £ Q1 09/10	* Total £ Q2 09/10
Chief Executive	Overtime - Flat	n/a	n/a	£8,443.72	£14,738.45
	Overtime - Enhanced	n/a	n/a	£20,775.96	£22,640.92
	<b>Total</b>	<b>£33,099.61</b>	<b>£26,181.38</b>	<b>£29,219.68</b>	<b>£37,379.37</b>
Children & Young People	Overtime - Flat	n/a	n/a	£10,013.15	£18,508.58
	Overtime - Enhanced	n/a	n/a	£3,561.43	£5,253.57
	<b>Total</b>	<b>£15,616.75</b>	<b>£31,730.36</b>	<b>£13,574.58</b>	<b>£23,762.15</b>
Community Services	Overtime - Flat	n/a	n/a	£62,547.17	£67,400.07
	Overtime - Enhanced	n/a	n/a	£64,803.17	£30,566.28
	<b>Total</b>	<b>£98,401.52</b>	<b>£117,701.63</b>	<b>£127,350.34</b>	<b>£97,966.35</b>
Environment	Overtime - Flat	n/a	n/a	£8,662.33	£6,330.65
	Overtime - Enhanced	n/a	n/a	£19,399.59	£10,677.26
	<b>Total</b>	<b>£23,002.35</b>	<b>£15,509.83</b>	<b>£28,061.92</b>	<b>£17,007.91</b>
<b>Total Sum of Overtime - Flat</b>		<b>n/a</b>	<b>n/a</b>	<b>£89,666.37</b>	<b>£106,977.75</b>
<b>Total Sum of Overtime - Enhanced</b>		<b>n/a</b>	<b>n/a</b>	<b>£108,540.15</b>	<b>£69,138.03</b>
<b>Total of Overtime</b>		<b>£170,120.23</b>	<b>£191,123.20</b>	<b>£198,206.52</b>	<b>£176,115.78</b>

\* Data from Payroll

\$ From quarter one 09/10 the breakdown of overtime payments is shown as 'overtime - flat' and 'overtime - enhanced'. This change has been made to enable clearer reporting.

**Casual Workers (not on the Establishment) \***

Directorate	* Total £ Q3 08/09	* Total £ Q4 08/09	* Total £ Q1 09/10	* Total £ Q2 09/10
Chief Executive	£9,796.54	£11,051.06	£11,689.11	£9,848.96
Children & Young People	£48,663.51	£62,806.79	£58,237.67	£57,631.97
Community Services	£111,748.88	£98,409.91	£79,612.87	£91,887.52
Environment	£51,662.08	£52,848.38	£50,049.44	£52,973.73
<b>Grand Total</b>	<b>£221,871.01</b>	<b>£225,116.14</b>	<b>£199,589.09</b>	<b>£212,342.18</b>

\* Data from Payroll

**Agency (WBC Revenue only) \*\***

Directorate	**Total £ Q3 08/09	**Total £ Q4 08/09	**Total £ Q1 09/10	**Total £ Q2 09/10
Chief Executive	£122,703	£137,395	£111,964	£116,988
Children & Young People	£216,702	£148,316	£108,641	£118,516
Community Services	£268,421	£213,226	£110,828	£170,954
Environment	£34,703	£30,793	£23,930	£10,202
<b>Grand Total</b>	<b>£642,529</b>	<b>£529,730</b>	<b>£355,363</b>	<b>£416,661</b>

\*\* = Data from Agresso supplied by Finance.

## **Glossary and Definitions used in the report**

Misinterpretation of Establishment data can often occur through an incorrect understanding of the definitions that are used. The attached Appendices include a number of terms and the definitions are shown below.

### Definitions

#### Grouped Posts:

Individual posts with the same criteria against them are sometimes grouped into one generic post with the full time equivalent (FTE) value reflecting the total number of hours from the individual posts. A Grouped Post will have one post number, but each employee allocated to the Grouped Post will retain their individual Employee numbers.

The following information must be the same for every employee within the Grouped Post:

- Job title;
- Grade;
- Reporting Line;
- The team the post is in;
- Location;
- Cost Centre;
- Funding source; and,
- Post status (i.e. Permanent or Temporary).

#### Establishment:

The number of posts (shown as full time equivalents (FTE)) that are supported by the approved staffing budget, agreed by the Council (through the Policy and Budget Framework) at the annual budget setting meeting. If the Executive subsequently change the staffing budget during the year then the Establishment would be expected to change. Changes in Establishment can also result from restructuring where two lower paid posts could be created from a single higher salaried post or vice versa. In this case the budget does not change but the Establishment will.

The Establishment includes both occupied and vacant posts. In some cases vacant posts within the Establishment may be covered by temporary or agency staff. These are not added to the Establishment.

The Establishment includes Permanent and Fixed Term positions whether they are full or part time.

Casual and Relief staff as well as those on variable hour contracts are not included within the Establishment figures and are reported separately.

The Establishment includes all Permanent, and Fixed Term positions irrespective of their funding source, as long as they are West Berkshire

Council employees. As a result, staff funded by external grants or jointly funded with Partner organisations will be included. At the same time no distinction is made between Revenue and Capital funded positions.

Occupied FTE:

This is the total Full Time Equivalent (FTE) posts within the Establishment that are occupied at the end of the reporting period. It does not include posts that are being covered by temporary or agency staff. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave.

Vacant FTE:

This relates to the total Full Time Equivalents that are vacant within the Establishment at the end of the reporting period. Adding the number of vacant and occupied posts together will show the total Establishment. Staff due to start employment will not move a post from 'vacant' to 'occupied', even where an offer of employment has been made.

Staff headcount:

The total number of staff in post as at the end of the reporting period. This is the same as occupied FTE except that the headcount counts people who are not full time equivalents. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave. Staff headcount is shown per service in this report. The headcount per service should not be totalled as this gives an inaccurate figure as some employees have several posts, sometimes in the same, and sometimes in different, services.

Annualised Turnover:

As quarterly turnover but annualised to show a forecasted annual figure if the level of leavers should be maintained for the rest of the rolling year.

Overtime - Flat:

Any time paid over standard contractual hours paid at flat hourly rate.

Overtime - Enhanced:

Any time paid over standard contractual hours paid at an enhanced hourly rate.

Casual:

Any hours paid for casual staff who do not have a contracted number of hours each period.



<b>Title of Report:</b>	<b>Community Services budget monitoring</b>	<b>Item 7</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:** To receive an update on work within the Directorate in respect of the budget overspend.

**Recommended Action:** To note the latest position and to suggest, where appropriate, areas for improvement in managing the Community Services Directorate budget.

**Key background documentation:** Minutes of Resource Management Select Committee: 24 November 2009.

<b>Resource Management Select Committee Chairman</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Jeff Brooks – Tel (01635) 47391
<b>E-mail Address:</b>	jeff.brooks@westberkslibdems.org.uk
<b>Contact Officer Details</b>	
<b>Name:</b>	Stephen Chard
<b>Job Title:</b>	Policy Officer (Scrutiny Support)
<b>Tel. No.:</b>	01635 519462
<b>E-mail Address:</b>	schard@westberks.gov.uk

## **Executive Report**

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### **1. Introduction**

- 1.1 It was resolved at the last meeting of the Select Committee that an update on budget work across the Directorate, with particular attention paid to demographics and work on budget projections, would return to this meeting when further discussion would be undertaken to continue to help inform the budget for 2010/11 and beyond. The Corporate Director (Community Services) will be in attendance for the item.
- 1.2 The month 7 position is provided as part of item 10 of the agenda and includes a comparison of the position between month 4 and month 7.

### **2. Information requested on 24 November 2009**

- 2.1 It was also resolved at the last meeting that a graph would be provided to illustrate the issue of more older people remaining in the system and a graph showing the pricing changes made as a result of discussions with major care home providers.
- 2.2 This will be provided separately to the agenda as part of information requested at the last meeting.

### **3. Recommendation**

- 3.1 The Select Committee is asked to consider the information provided and suggest, where appropriate, areas for improvement in managing the Community Services Directorate budget.

## **Appendices**

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There are no Appendices to this report.

<b>Title of Report:</b>	<b>Office Accommodation Strategy and Asset Management Plan</b>	<b>Item 8</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:** To receive an update on implementation of the Office Accommodation Strategy and to be made aware of plans to develop and implement the Asset Management Plan.

**Recommended Action:** To note the information provided and consider whether any further action is required.

**Key background documentation:** Office Accommodation Strategy 2006-2011 and Asset Management Plan received by Resource Management Select Committee on 22 September 2009.  
Minutes of the Resource Management Select Committee: 22 September 2009.

<b>Resource Management Select Committee Chairman</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Jeff Brooks – Tel (01635) 47391
<b>E-mail Address:</b>	jeff.brooks@westberkslibdems.org.uk
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## **Supporting Information**

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### **1. Introduction**

- 1.1 At the Resource Management Select Committee held on 22 September 2009 the current Office Accommodation Strategy and Asset Management Plan were discussed.
- 1.2 It was resolved at that meeting that the Office Accommodation Strategy would be refreshed and brought to the Select Committee for its input. The Chief Executive will be in attendance at the meeting to advise of progress and answer any questions.
- 1.3 It was also resolved that the Select Committee were in support of the provision of a consolidated asset register and attached at Appendix A is a report detailing the proposed timescales for development and implementation of the Asset Management Plan. The Head of Property will be in attendance to talk through the report and answer any questions.

### **2. Recommendation**

- 2.1 The Select Committee is asked to note the information provided and consider whether any further action is required.

## **Appendices**

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Appendix A – Asset Management Plan – update report

**Appendix  
A**

**Title of Report:** **Asset Management Plan**

**Report to be considered by:** Resource Management Select Committee

**Date of Meeting:** 19 January 2010

**Purpose of Report:** **To advise the Committee about proposed timescales for development and implementation of the Asset Management Plan**

**Recommended Action:** **To note the report**

**Reason for decision to be taken:** For information

**Other options considered:** None

**Key background documentation:** 2009 Asset Management Plan

The proposals contained in this report will help to achieve the following Council Plan Priority(ies):

- CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged
- CPP2 – Raise levels of educational achievement** – improving school performance levels
- CPP3 – Reduce West Berkshire’s carbon footprint** – to reduce CO<sub>2</sub> emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Theme(s):

- CPT1 - Better Roads and Transport**
- CPT2 - Thriving Town Centres**
- CPT3 - Affordable Housing**
- CPT4 - High Quality Planning**
- CPT5 - Cleaner and Greener**
- CPT6 - Vibrant Villages**
- CPT7 - Safer and Stronger Communities**
- CPT8 - A Healthier Life**
- CPT9 - Successful Schools and Learning**
- CPT10 - Promoting Independence**
- CPT11 - Protecting Vulnerable People**
- CPT12 - Including Everyone**
- CPT13 - Value for Money**
- CPT14 - Effective People**
- CPT15 - Putting Customers First**
- CPT16 - Excellent Performance Management**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:  
 Providing a framework for the use and development of the Council's property holdings.

**Portfolio Member Details**

<b>Name &amp; Telephone No.:</b>	Councillor Anthony Stansfeld - Tel (01488) 658238
<b>E-mail Address:</b>	astansfeld@westberks.gov.uk

**Contact Officer Details**

<b>Name:</b>	Amanda Dennis
<b>Job Title:</b>	Asset Strategy Officer
<b>Tel. No.:</b>	01635 519399
<b>E-mail Address:</b>	adennis@westberks.gov.uk

**Implications**

- Policy:** An AMP is a recommended document to comply with the Comprehensive Area Assessment
- Financial:** The implementation of the AMP can assist in investment decision making pertaining to the Council's property holdings.  
 If there are any financial implications contained within this report this section **must** be signed off by a West Berkshire Group Accountant. Please note that the report cannot be accepted by Policy and Communication unless this action has been undertaken.
- Personnel:** No implications
- Legal/Procurement:** No implications
- Property:** As described in the report
- Risk Management:** Failure to produce an AMP makes compliance with the CAA more difficult.
- Equalities Impact Assessment:** No implications.  
 For advice please contact Principal Policy Officer (Equalities) on Ext. 2441.

**NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Management Board.**

<b>Is this item subject to call-in?</b>	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 Overview and Scrutiny Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

## Executive Report

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### 1. Introduction

#### 1.1 Background

- 1.2 An Asset Management Plan (AMP) is defined by the RICS in its Asset Management Guidelines as “a plan covering the organisation’s asset strategy together with other related matters, for example, the organisational structure and governance, roles and responsibilities, data and performance management arrangements and performance measurement information”. An Asset Strategy is defined as “the organisation’s strategy for its asset base. It will include both generic and specific elements”.
- 1.3 West Berkshire Council has had an AMP since they were introduced by central government in 2000. The aim of the government was to focus Local Authorities on the use, cost and value of their property holdings. The early AMPs were based on demonstrating that Local Authorities had the necessary procedures, information and controls in place in order to manage their portfolio. The government, via the regional offices would check the AMP and grade them good, satisfactory and poor. In 2003, the requirement to have the AMP in a prescribed format and checked by the regional offices was removed but Local Authorities were still expected to have an AMP and this was embodied in the Comprehensive Performance Assessment and latterly the Comprehensive Area Assessment processes, in particular the Use of Resources.
- 1.4 Central Government has sponsored the production of several documents since 2000 giving guidance on which areas should be covered in an asset management plan. Whilst most plans tend to follow the main headings in the guidance a few different approaches have developed within different local authorities, for example:
- The AMP being structured around the requirements of the KLoEs
  - Regeneration activity focus,
  - Emphasis on future plans for properties
  - Each section based on present situation, actions to date and future direction.
- 1.5 The actual content of an asset management plan depends upon the needs of the local authority and none of the approaches above are considered suitable for WBC. The approach which is being considered by WBC is that the AMP includes:
- Policy and procedures section which is largely unchanged from year to year and covers the decision making framework, nature and geography of the district, partnership arrangements.
  - Asset strategy section, which sets out the main aims for the property in general terms, such as properties being fit for purpose, disposals, acquisitions, maintenance, investment properties and cost effectiveness with specific examples for clarity.
  - Performance and delivery. This section would include the need for suitability and condition surveys, the targets for delivery and how we are progressing towards them.

- Action plan to explain how the plan will be delivered and may include reference to resources.

1.6 Much of this information is in the current AMP but the proposals above may make it easier to follow.

1.7 Timescales for AMP preparation and delivery

1.8 The text of the AMP can be written within a few weeks but it is the information and data behind it to support the proposals that will take the time. The required information includes condition survey data, suitability surveys, property information and performance indicator statistics.

1.9 Condition survey data is updated on a 5 year rolling programme and it can support decision making on investment and disinvestment of property.

1.10 Suitability surveys will include the information from the condition surveys to assist in arriving at decisions about the future of the property, although other factors are also important, particularly how the property fits the needs of the service. Suitability surveys have been carried on some properties within the Community Care and Corporate portfolios but they will be required across other council properties.

1.11 Property information has been held on the property database known as Premise, whilst the database is now unsupported, the information held on the system is still relevant and reports to provide information from the database can be read in conjunction with other sources of data. The provision of a new web based database would provide stakeholders with easy access to all property related data.

1.12 The proposed timescales for the preparation of the AMP and obtaining the background information are as follows:

<b>Task</b>	<b>By whom</b>	<b>By when</b>
Preparation of main body of text for draft AMP.	Asset Strategy Officer	28 February 2010
Consultation on draft AMP	Heads of Service	31 March 2010
Condition surveys are undertaken on a 5 year rolling programme. Additional condition data from contractors, Maintenance Surveyors and Property Managers are continuously gathered.	Maintenance Manager	On going
Commencement of suitability surveys which will be done over a period of years	Asset Strategy Officer	May 2010
To support good asset planning there is a need for new web based database to maintain a record of land and buildings that contains accurate data on efficiency, effectiveness, asset value and running costs which can support decision making on investment and disinvestment of	Business Development & Quality Manager	March 2012



property and which is easily accessible to stakeholders.		
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### 1.13 Resources

- 1.14 External resources will continue to be utilised to undertake the collection of condition data. Suitability surveys can be undertaken in house by implementing a 5 year rolling programme. If they are required within a shorter time scale then additional staff time will need to be found or the matter outsourced. The maintenance of property data will be undertaken by the Business Development & Quality Team. If a new database is not available then the management of data becomes more intense as data is not interlinked and is further disaggregated across the authority.

## **Appendices**

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There are no Appendices to this report.

<b>Title of Report:</b>	<b>Chief Executive budget monitoring</b>	<b>Item 9</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:** To discuss the current position and ways to resolve any underspends within the budget.

**Recommended Action:** To suggest, where appropriate, areas for improvement in managing the Chief Executive Directorate budget.

<b>Resource Management Select Committee Chairman</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Jeff Brooks – Tel (01635) 47391
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<b>Name:</b>	Stephen Chard
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## **Executive Report**

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### **1. Introduction**

- 1.1 At the Resource Management Select Committee held on 24 November 2009 it was resolved that the Chief Executive Directorate budget would be discussed in more detail. In particular, Members wanted to discuss those areas in the Directorate which were reporting an overspend.
- 1.2 The Chief Executive is in attendance for the item to discuss where overspends have been reported and to describe the actions being put in place to address issues.
- 1.3 The month 7 position is provided as part of item 10 of the agenda and includes a comparison of the position between month 4 and month 7.

### **2. Recommendation**

- 2.1 The Select Committee is asked to consider the information provided and suggest, where appropriate, areas for improvement in managing the Chief Executive Directorate budget.

### **Appendices**

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There are no Appendices to this report.

<b>Title of Report:</b>	<b>Revenue Budget position</b>	<b>Item 10</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:** To update the RMSC with the latest budget position

**Recommended Action:** To note this report

The proposals contained in this report will help to achieve the following Council Plan Priority(ies):

- CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged
- CPP2 – Raise levels of educational achievement** – improving school performance levels
- CPP3 – Reduce West Berkshire’s carbon footprint** – to reduce CO<sub>2</sub> emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Theme(s):

- CPT1 - Better Roads and Transport**
- CPT2 - Thriving Town Centres**
- CPT3 - Affordable Housing**
- CPT4 - High Quality Planning**
- CPT5 - Cleaner and Greener**
- CPT6 - Vibrant Villages**
- CPT7 - Safer and Stronger Communities**
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- CPT9 - Successful Schools and Learning**
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- CPT11 - Protecting Vulnerable People**
- CPT12 - Including Everyone**
- CPT13 - Value for Money**
- CPT14 - Effective People**
- CPT15 - Putting Customers First**
- CPT16 - Excellent Performance Management**

Portfolio Member Details	
<b>Name &amp; Telephone No.:</b>	Councillor Keith Chopping - (0118) 983 2057
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## **Executive Summary**

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### **1. Introduction**

- 1.1 This report sets out the latest budget position for the Council, and identifies the changes to budget position on a month by month basis throughout the current financial year.

### **2. Proposals**

- 2.1 For the RMSC to note the report

### **3. Conclusion**

- 3.1 That the RMSC notes Appendix 1 and the forecasted outturn of an overspend of £480k.

## **Appendices**

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Appendix A – Monthly forecast position

	Month 4	Month 5	Month 6	Month 7
DEDICATED SCHOOLS GRANT	0	0	0	0
CORPORATE DIRECTOR - CYP	0	0	-30,000	-50,000
CHILDREN'S COMMISSIONING & QUALITY	-16,110	-28,000	-38,000	-44,000
EDUCATION SERVICES	3,942	13,222	60,710	-8,049
CHILDREN'S SERVICES	-138,560	-250,810	-221,490	-170,953
CUSTOMER SERVICES	35,500	32,096	28,953	31,236
<b>CHILDREN AND YOUNG PEOPLE DIRECTORATE</b>	<b>-115,228</b>	<b>-233,492</b>	<b>-199,827</b>	<b>-241,766</b>
CORPORATE DIRECTOR - CS	-399,690	-400,000	-385,000	-350,000
HOUSING & PERFORMANCE	101,416	69,600	34,600	27,020
OLDER PEOPLES SERVICES	508,624	671,618	790,290	869,004
COMMUNITY CARE & WELL BEING	281,285	281,141	482,349	253,533
CULTURAL SERVICES	26,985	-36,619	34,761	2,026
SYSTEM TRANSFORMATION	0	0	0	-196
<b>COMMUNITY SERVICES DIRECTORATE</b>	<b>518,620</b>	<b>585,740</b>	<b>957,000</b>	<b>801,387</b>
CORPORATE DIRECTOR - ENV	360	0	0	-10,000
COUNTRYSIDE & ENVIRONMENT	10,540	9,760	-36,510	19,000
HIGHWAYS & TRANSPORT	150,730	150,320	350	0
PLANNING AND TRADING STANDARDS	259,910	260,370	201,220	106,020
<b>ENVIRONMENT DIRECTORATE</b>	<b>421,540</b>	<b>420,450</b>	<b>165,060</b>	<b>115,020</b>
CHIEF EXECUTIVE	-9,700	-9,700	-20,200	-24,200
HUMAN RESOURCES	-11,158	-11,158	-8,754	-12,100
ICT	20,400	19,480	-520	-244
LEGAL & ELECTORAL	40,000	117,000	138,417	65,790
POLICY AND COMMUNICATION	-28,370	-64,295	-66,255	-79,620
PROPERTY	0	75,300	75,180	68,928
BENEFITS AND EXCHEQUER	0	0	0	0
FINANCE	-9,740	-12,130	-12,130	-3,710
<b>CHIEF EXECUTIVE'S DEPARTMENT</b>	<b>1,432</b>	<b>114,497</b>	<b>105,738</b>	<b>14,844</b>
<b>LEVIES AND INTEREST</b>	<b>0</b>	<b>0</b>	<b>7,630</b>	<b>-209,804</b>
<b>Grand Total</b>	<b>826,364</b>	<b>887,195</b>	<b>1,035,601</b>	<b>479,681</b>

<b>Title of Report:</b>	<b>Resource Management Select Committee Work Programme</b>	<b>Item 13</b>
<b>Report to be considered by:</b>	Resource Management Select Committee	
<b>Date of Meeting:</b>	19 January 2010	

**Purpose of Report:** To consider and prioritise the work programme for the remainder of 2009/10 and to consider items for 2010/11.

**Recommended Action:** To consider the current items and discuss any future areas for scrutiny.

<b>Resource Management Select Committee Chairman</b>	
<b>Name &amp; Telephone No.:</b>	Councillor Jeff Brooks – Tel (01635) 47391
<b>E-mail Address:</b>	jeff.brooks@westberkslibdems.org.uk
<b>Contact Officer Details</b>	
<b>Name:</b>	Stephen Chard
<b>Job Title:</b>	Policy Officer (Scrutiny Support)
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## Executive Report

---

### 1. Introduction

- 1.1 At its meeting of 16 June 2009 the Overview and Scrutiny Management Commission agreed the work programme of the Commission and that of the scrutiny select committees for the 2009/10 municipal year.
- 1.2 Members are requested to consider the latest work programme at Appendix A, prioritise the items listed and discuss any future areas for scrutiny for this year and 2010/11.

### Appendices

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Appendix A – Resource Management Select Committee Work Programme

### Consultees

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**Local Stakeholders:** Overview and Scrutiny Management Commission

**Officers Consulted:** Policy and Scrutiny Manager, Finance Manager

**Trade Union:** N/A



# APPENDIX A: RESOURCE MANAGEMENT SELECT COMMITTEE WORK PROGRAMME

Reference (a)	Subject/purpose (b)	Methodology (c)	Expected outcome (d)	Review Body (e)	Dates (f)	Lead Officer(s)/ Service Area (g)	Portfolio Holder(s) (h)	Comments (h)
OSMC/09/60	Older Peoples Services budget monitoring To discuss variances in budget reporting in the service area in order to avoid significant changes in future.	In meeting review with information supplied by, and questioning of, officer.	Identify improvements to processes.	RMSC	Start: 22/09/2009 End: 19/01/2010	Jan Evans - 2736 Older Peoples Services	Councillor Joe Mooney	As requested by RMSC on 30th June. To combine with item 61.
OSMC/09/61	Community Care and Wellbeing budget monitoring To discuss variances in budget reporting in the service area in order to avoid significant changes in future.	In meeting review with information supplied by, and questioning of, lead officer.	Identify improvements to processes.	RMSC	Start: 22/09/2009 End: 19/01/2010	Jan Evans - 2736 Community Care and Wellbeing	Councillor Joe Mooney	As requested by RMSC on 30th June. To combine with item 60.
OSMC/09/53	Accommodation Strategy/Asset Management Plan To receive and consider the Strategy and Plan and give particular consideration to issues surrounding Council properties and accommodation moves.	Information supplied by, and questioning of, lead officers via in meeting review	To understand more fully the plans in place in respect of Council accommodation.	RMSC	Start: 22/09/2009 End: 19/01/2010	Steve Broughton - 2837 Property	Councillor Anthony Stansfeld	To incorporate issues surrounding Council properties and accommodation moves.
OSMC/09/51	Annual Employment Report To receive and consider the Annual Employment Report.	Information supplied by, and questioning of, lead officer via in meeting review	To note the report.	RMSC	Start: 19/01/2010 End: 19/01/2010	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	Review in line with item 52.
OSMC/09/52	Results of the Employee Survey Review of the action plans in place following the Staff Attitude Survey.	Information supplied by, and questioning of, lead officer via in meeting review	A review of the action plans.	RMSC	Start: 19/01/2010 End: 19/01/2010	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	Review in line with item 51.
OSMC/09/70	Chief Executive Directorate budget monitoring To discuss the current position and ways to resolve any overspends within the budget	Information supplied by, and questioning of lead officer.	Identify improvements to processes.	RMSC	Start: 19/01/2010 End: 19/01/2010	Nick Carter - 2101 Chief Executive	Councillor Anthony Stansfeld	Requested by RMSC on 24th November.

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OSMC/09/50	Section 106 contributions To establish where funds have remained unspent and gain a fuller understanding of the reasons why.	Information supplied by, and questioning of, lead officer and service area representatives via time limited task group	To identify any trends in delaying expenditure to order to improve processes.	RMSC	Start: 30/06/2009 End:	Gary Lugg - 2617 Planning & Trading Standards	Councillor Alan Law	This was raised following recent public interest in the S106 contributions left unspent by the Council. Terms of reference for a task group review have been approved by the Management Commission. A review was concluded on this subject in April 2008 and recommendations were formed.
OSMC/09/49	Property contracts and contractors in schools Review of the efficiency and effectiveness of Property Services in relation to contracts and the use of contractors in schools.	Information supplied by, and questioning of, lead officers and other expert witnesses via in meeting review	To suggest improvements to the efficiency and effectiveness of Property Services within schools.	RMSC	Start: 30/06/2009 End: 27/04/2010	Steve Broughton - 2837 Property	Councillor Anthony Stansfeld	This was discussed at the last meeting and will be reviewed in further depth at the October meeting with additional witnesses invited, including Headteachers.
OSMC/09/57	2009/10 revenue and capital budget reports To receive the latest period revenue and capital budget reports and consider any areas of concern.	Information supplied by, and questioning of, lead officer via in meeting review	Monitoring item	RMSC	Start: 22/09/2009 End: 27/04/2010	Simon Freeman - 2249 Finance	Councillor Keith Chopping	May lead to areas for in depth review.
OSMC/09/63	2009/10 Establishment Reports To receive the latest report on the changes to the Council's establishment.	Information supplied by, and questioning of, lead officer via in meeting review	Monitoring item	RMSC	Start: 19/10/2009 End: 27/04/2010	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	May lead to areas for in depth review.
OSMC/09/56	Exit interview To receive an update on progress with the exit interview process.	Information supplied by, and questioning of, lead officer via in meeting review	Monitoring item	RMSC	Start: 27/04/2010 End: 27/04/2010	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	
OSMC/09/71	Children and Young People Directorate budget monitoring To discuss the current position and ways to resolve any overspends within the budget	Information supplied by, and questioning of lead officer.	Identify improvements to processes.	RMSC	Start: 27/04/2010 End: 27/04/2010	Margaret Goldie - 2723 Children & Young People	Councillor Barbara Alexander	Requested by RMSC on 24th November.

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OSMC/09/55	Value for Money Consideration of the work undertaken by the Council to assess and ensure value for money.	Information supplied by, and questioning of, lead officer via in meeting review	Consider work undertaken to assess and ensure value for money and make suggestions for improvement.	RMSC	Start: 27/04/2010 End:	John Ashworth - 2870 Environment	Councillor Keith Chopping	An appropriate subject that meets the acceptance criteria. Previously undertaken in April 2009.
OSMC/09/54	Modern working practices To review the effectiveness of the Council's modern working practices.	Information supplied by, and questioning of, lead officer via in meeting review	To consider whether the Council's modern working practices including Timelord are adequate.	RMSC	Start: End:	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	