

Notice of Meeting



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Personnel Committee

Tuesday, 14th December, 2021 at 5.00 pm
in Roger Croft Room Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday, 6 December 2021

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Sadie Owen on 01635 519462
e-mail: Sadie.owen@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



To: Councillors Adrian Abbs, Jeff Brooks (Vice-Chairman), Garth Simpson, Vacancy (Chairman) and Howard Woollaston

Substitutes: Councillors Dennis Benneyworth, Lee Dillon, Nassar Hunt and Richard Somner

Agenda

Part I

Page No.

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Appointment of Chair**
To appoint a Chair to the Personnel Committee for the remainder of the 2021/22 municipal year.
3. **Minutes** 5 - 6
To approve as a correct record the Minutes of the meeting of the Committee held on 12th February 2021.
4. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
5. **Workforce Strategy 2019 - 2023 : Refreshed 2021 (PC4020)** 7 - 38
Purpose: To seek approval for the refreshed Workforce Strategy 2021 and Delivery Plan from the Personnel Committee.
6. **Annual Employment Report 2020/2021 (PC4162)** 39 - 96
Purpose: To review a summary of changes in the corporate workforce employed by West Berkshire Council (excluding schools) on 31st March 2021 compared to 31st March 2020
7. **Date of Next Meeting**
To agree a date for the next meeting.

Part II

Sarah Clarke
Head of Legal and Strategic Support

If you require this information in a different format or translation, please contact Sadie Owen on telephone (01635) 519462.



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DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON FRIDAY, 12 FEBRUARY 2021

Councillors Present: Adrian Abbs, Peter Argyle, Jeff Brooks (Vice-Chairman), Garth Simpson (Chairman) and Joanne Stewart

PART I

12. Minutes

The Minutes of the meeting held on 9th December 2020 were approved as a true and correct record and signed by the Chairman.

13. Declarations of Interest

There were no declarations of interest received.

14. Statutory Pay Policy 2021 (C3984)

The Committee considered a report, Agenda Item 4, Statutory Pay Policy 2021 (C3984).

Rebecca Bird presented the report and the purpose of the report was to see comments from the committee prior to seeking Council's approval of the Statutory Pay Policy Statement for publication from 1st April 2021. The report has been published on the internet since March 2012 when it was approved for annual publication in principal by the Council. The figures seen in blue are different from last year. Exit Pay Cap paragraph 3.1.3 was legislation from 2020.

Councillor Jo Stewart asked how the paper could go through full council without the figures confirmed. Rebecca Bird said that figures shown in blue font reflected the current figures. She reassured the committee that in terms of minimum wage, staff were being paid fairly but that that the payments for apprenticeships were a grey area. Rebecca Bird also wanted it to be noted that jobs were evaluated based on fields within specific grades based on reviews of executive people and resources and that differences were often seen because of executive roles.

Councillor Stewart asked for further clarification and Councillor Adrian Abbs added that when statutory pay was examined, a benefits package should have been included to enable public understanding of the cost and that this would have provided a further incentive for people to have applied for the jobs. Rebecca Bird noted that there was, currently, no document for applicants to look at and if it was available job candidates wouldn't likely read it because it was quite complex. She further stated that instead of a report, a couple of examples could be presented as a way forward. Councillor Stewart agreed.

Councillor Jeff Brooks said he wanted to look at it from a best practice perspective and that the criteria needed to be clear. Rebecca Bird stated that she needed to get further advice from a monitoring officer and it would also be brought to the attention of the Head of Service. Councillor Stewart added that it was important to have a clear criteria and

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said there needed to be checks and balances in place, especially when you were rewarding one employee but not another.

Councillor Brooks commented in regards to 3.1.7, Additional Special Recruitment Payment (SRP), and queried how often this had been deployed and if it had been designed for difficulty at lead service as it was likely there would have been one or two in play to have dealt with market pressures. He questioned further whether there was a demand for IT and whether we needed to review that in the Council Work Plan. Rebecca Bird added that there was some work there to do.

Councillor Abbs reiterated there was a need for accountability on salaries and he wanted to learn more about application and skills and how they were relevant to pay scales. Councillor Garth Simpson added that all this information could be looked at by the Committee in more detail at the next meeting. Councillor Stewart wanted more clarification on 3.1.8 so that more explanation could be given on difference between specific pay grades.

15. Dates of Next Meetings and Forward Plan

The Committee agreed that an employee survey would be added to the Council's Forward Plan and the results and outcomes would be explored at Personnel Committee at a future date to understand how Council Staff are feeling.

Rebecca Bird suggested that the November Personnel Committee meeting was a reasonable time scale. She noted that there was lots to analyse and that the benchmarking would be re-examined as a different service for this was now being used.

The Committee agreed to hold the next meeting on 23rd April 2021 at 10:30am.

CHAIRMAN

Date of Signature

Workforce Strategy 2019-23: Refreshed 2021

Committee considering report:	Personnel Committee on 14 December 2021
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	14 July 2021
Report Author:	Paula Goodwin
Forward Plan Ref:	PC4020

1 Purpose of the Report

- 1.1 To seek approval for the refreshed Workforce Strategy 2021 and delivery plan from Personnel Committee.

2 Recommendation

- 2.1 That the refreshed Workforce Strategy and new delivery plan be approved by Personnel Committee.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	Some financial resources have already been agreed to facilitate the delivery of the refreshed Workforce Strategy.
Human Resource:	Increased staffing resources may be required to carry out some elements of the delivery plan. This ties into the financial allocations above.
Legal:	None
Risk Management:	None
Property:	None

Policy:	None			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			Some of the projects listed will impact positively on equalities, e.g. the Career Progression for Women project.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			Yes, equality is a key ambition of the whole strategy. We will consider how projects can improve equality in the workforce throughout the period of the workforce strategy. Particular groups include young people and women.
Environmental Impact:		X		
Health Impact:	X			An ambition of the strategy is to improve wellbeing in the workforce.
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:	X			Support everyone to reach their full potential.
Core Business:	X			The aim of the strategy is to support the workforce to ensure it is fit for purpose.
Data Impact:		X		

Consultation and Engagement:	Workforce Board Trade Unions
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4 Executive Summary

- 4.1 The current Workforce Strategy was approved by Personnel Committee in September 2019. At that time it was due to complement the Council Strategy and run until 2023.
- 4.2 During 2020, it became clear that both the strategy and the delivery plan required refreshing. This was partly because good progress had been made in the linked projects, but also because of significant changes to the context for the workforce as a result of the COVID 19 pandemic. There was also a desire by the Workforce Board to be more ambitious for our workforce.
- 4.3 Between September 2020 and July 2021, the Workforce Board have considered priorities and options for a refreshed strategy. These have been formed into the strategy and delivery plan attached.
- 4.4 Approval is now sought for the refreshed strategy and delivery plan from Personnel Committee.

5 Supporting Information

Introduction

- 5.1 The refreshed Workforce Strategy describes our current challenges, new context and our ambitions then sets out how we plan to rise to those challenges and work towards our ambitions for our workforce. This report sets out some of the key elements of the strategy and delivery plan, which are attached as appendices.

Background

- 5.2 During 2020, it became clear that both the strategy and the delivery plan required refreshing.
- 5.3 The Workforce Board discussed the challenges and opportunities for the Council's workforce. The following list were identified and these are articulated in more detail in the strategy:
 - (a) Culture
 - (b) Covid-19
 - (c) Financial
 - (d) Recruitment & retention
 - (e) Skills

- (f) BREXIT
- (g) Wellbeing
- (h) Communication
- (i) Apprenticeships
- (j) Employee views

5.4 The Workforce Board felt strongly that the refreshed Workforce Strategy should be more ambitious for our workforce than the previous one. Following discussion, the following ambitions were formed and included in the refreshed strategy:

- (a) To be a workforce that represents our community, working towards greater representation of the young, the disadvantaged and people of other minorities, and to increase diversity across all areas and levels of the workforce.
- (b) To be a workforce that takes pride in what we do and celebrates success.
- (c) To actively foster an organisational culture that is positive and productive, which values and listens to staff, built on trust and respect for all.
- (d) To support the career aspirations of all and grow our own future leaders.
- (e) To increase wellbeing and resilience for all staff.

5.5 The strategy goes on to identify some key areas for project work to rise to the challenges and opportunities, and also work towards the ambitions stated. The five key areas are:

- Succession Planning and Career Development
- Leadership & Management
- Recruitment & Retention – “Workforce of the future”
- Employee Wellbeing
- How we work – styles, location, technology, culture

5.6 The strategy and delivery plan set out in detail a series of projects to be undertaken between April 2021 and July 2023. Most of these projects will be led by the HR Team. Many will involve the workforce board and managers across the Council. In order to achieve some of the plans, resources beyond the current HR team and budget will be required and an initial allocation of £35,000 has been requested in the 2022/23 budget and £50,000 for the 2023/2024 budget.

5.7 The Workforce Board will monitor progress against the strategy and delivery plan.

Proposals

- That the refreshed Workforce Strategy 2021-23 and delivery plan be approved by Personnel Committee.

6 Other options considered

- 6.1 The Council could choose not to approve the refreshed Workforce Strategy, and to adapt a reactive approach to workforce issues over the next two years.
- 6.2 Different priorities and ambitions could be adopted. The ones included in the refreshed strategy have been discussed and considered by the Workforce Board, which includes representation from all Council services/ departments and the trade unions.

7 Conclusion

- 7.1 The Workforce Board recommend that the refreshed Workforce Strategy and delivery plan be approved by Personnel Committee.

8 Appendices

8.1 Workforce Strategy 2019-23: Refreshed 2021

8.2 Workforce Strategy Delivery Plan 2021-23

Subject to Call-In:

Yes: No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Officer details:

Name: Paula Goodwin
Job Title: HR Service Lead
Tel No: Ext. 3839
E-mail: paula.goodwin1@westberks.gov.uk

Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Workforce Strategy 2019-2023 Refreshed 2021

Document Control

Document Ref:		Date Created:	March 2019
Version:	2	Date Modified:	June 2021
Revision due	2023		
Author:	Rebecca Bird	Sign & Date:	
Owning Service	HR		

Change History

Version	Date	Description	Change ID
1.1	25 March 2019	Change format and increase focus on apprenticeships and EAS results	ROR
2	June 2021	Revised in the light of changing context post COVID 19, and to reflect ambitions of the Workforce Board. New project ideas added	RB

1. Introduction

1.1 The Workforce Strategy links to and supports the Council's strategic objectives by identifying what the workforce needs to look like and how it needs to operate to deliver the right outcomes for the residents of West Berkshire.

1.2 In 2019, West Berkshire Council (WBC) approved a Workforce Strategy for the four year period September 2019 to August 2023 to sit alongside the Council Strategy. The Council's Strategic priorities are:

- Ensure our vulnerable children and adults achieve better outcomes
- Support everyone to reach their full potential
- Support businesses to start, develop & thrive
- Develop local infrastructure, including housing, to support and grow the local economy
- Maintain a green district
- Ensure sustainable services through innovation & partnerships.

These priorities can only be achieved through our workforce.

1.3 In August 2020, it was agreed that the Workforce Strategy should be revised. This was partly because good progress had been made in the linked projects, but also because of significant changes to the context for the workforce as a result of the COVID 19 pandemic. There was also a desire by the Workforce Board to be more ambitious for our workforce.

1.4 The Council has kept a clear focus on its workforce for over ten years: gathering and analysing data; keeping ahead of legislative changes affecting employees; providing training and development; tackling recruitment and retention issues; dealing with organisational change; and listening to the views of employees. During this time the workforce has remained largely stable, engaged and productive.

1.5 This refreshed Workforce Strategy describes our current challenges, new context and our ambitions then sets out how we plan to rise to those challenges and work towards our ambitions for our workforce.

Background

2. Context

2.1 The picture of the workforce is one of stability and productivity. Staff turnover was 14.08% in 2019/20, with voluntary turnover at 12.14%, both down slightly on the previous year. This compares favourably with the turnover figure from the LGA's workforce survey of 2017/18 (most recent), at 13.4%. Both this turnover figure and the internal New Ways of Working (NWOW) reviews of services have shown that our pay levels remain largely competitive and appropriate. Employees have a 'can-do' attitude; are willing to 'go the extra mile' for the sake of clients and customers; and value the public sector ethos (which is exemplified in the values which staff have helped to craft: *Integrity, Customer Focussed, and Fairness*). This is illustrated by the results of the Employee Attitude Survey in June 2018 which had positive scores for employee engagement (higher than the average for local government).

2.2 The Council is very aware of its position as a significant employer in the district. In line with the strategic objective: *support everyone to reach their full potential*, WBC is committed to leading the way in developing opportunities in our own workforce for young people, particularly those who are disadvantaged. The Apprenticeship strategy, linked to the Workforce Strategy, sets out our commitments through initiatives like work experience, apprenticeships for young people and Kick Start.

2.3 The Council does not have a strategic aim to increase or decrease the number of employees. The number will fluctuate according to circumstances – it increased when the Council took over Birchwood Care Home and it decreased when staff in the Countryside Service were transferred to the Berkshire, Buckinghamshire and Oxford Wildlife Trust (BBOWT).

2.4 The workforce is supported by a comprehensive range of HR policies and procedures which are subject to consultation with managers and trade unions. All HR policies and procedures are available to employees on the intranet. These policies and procedures are developed and updated regularly by the HR team and command widespread support for their fairness and integrity.

2.5 The Workforce Strategy will be delivered by leadership from elected members and senior managers; by managers in services; by employees ‘going the extra mile’ and living the Council values of *Integrity, Customer Focussed and Fairness*; and by the efforts of the HR Service. The Workforce Board has contributed to this revised strategy and will monitor progress on the projects linked to the Workforce Strategy and towards the ambitions.

2.6 WBC has many people working and volunteering who are not covered by this Workforce Strategy: our teachers and support staff in schools; our foster carers; our library and other volunteers; our contractors; and our agency workers. These people are vital to the success of the district and to the operation of local services, however, the Workforce Strategy focuses on the 1,512 (at 31st March 2020) employees who are directly employed by the Council.

3. **Workforce Strategy - 2019 – 2021**

3.1 The Workforce Strategy was approved in September 2019.

3.2 The Workforce Board was established in November 2019. This is chaired by the Executive Director for Place and includes representatives from all services & departments. Terms of reference were agreed; the most central of which is the requirement to monitor progress against the workforce strategy objectives and delivery plan. Between November 2019 and December 2020 the Workforce Board has met every 6 weeks.

3.3 Significant progress has been made against the objectives set out in September 2019. This includes:

- Employee Assistance Programme procured, which went live on 1st July 2020.
- 5 senior managers have signed up for Masters in Strategic Management & Leadership, funded by the apprenticeship levy.
- Work experience policy reviewed and published
- “Even Better Recruitment” day held in autumn 2019.
- Support to implement the with new senior management structure, following SMR 2019.

3.4 Progress has also been made against other objectives, including commercial skills training and the coaching and mentoring programme. These are projected to make further progress into the period of the revised Workforce Strategy, from April 2021 to March 2023. Some of the 2019 projects have been included in the *Rising to the Challenges & Opportunities* section below, together with a range of new projects which have arisen as a result of the changing context for the workforce, and also new ideas from the Workforce Board.

4. Challenges & Opportunities

4.1 **Culture** - There are a number of anticipated changes which could impact on the Council's positive organisational culture in the next two years, principally change in senior leadership and new workstyles as a result of Timelord 2. Senior leaders are the keystone to organisational culture, and in particular how managers manage; change at the top of the structure can create uncertainty or confusion for a period before the new expectations and direction are made clear. The proposed changes to how a large proportion of our staff work will result in less face-to-face management and teams working physically together. Whilst expectations and guidance can be set out, it may take time to understand the long term impacts of these changes on our organisational culture; we cannot fully anticipate what the impacts might be.

Without an active approach to fostering a positive and productive culture, these changes could result in a negative impact. The risk is that teams will become less cohesive as people meet less often or communicate in a different way. Staff could also feel less identity or connection with the Council if they are physically removed by working at home more. This, in turn, could impact on morale, performance for our community, recruitment and retention.

Senior and line managers are key to ensuring there is consistency in the organisational culture across the Council and previous staff surveys have highlighted that there could be improvement in this e.g. better communication and management application of policy in certain service areas.

It is also acknowledged that there are different sub-cultures in different services; this is partly related to the different professional groups and their own ways of working, and is a natural part of any larger organisation. However, there is a feeling that during the COVID 19 pandemic, the new urgency led to better cross-service working to respond speedily and well to the challenges to deliver for our residents. This strategy sets out an ambition about our culture and describes projects to actively foster a positive culture in our changing work context, which is shared across the whole workforce. This will also be supported by the internal communications plans outlined in the *Communications & Engagement Strategy 2021*.

4.2 **COVID-19** – The Council's workforce was forced to respond quickly in the spring of 2020 to the COVID-19 pandemic. Many short term adjustments were made to the way staff worked and the way services were delivered. This has led to discussions about how our workforce will work in the future in terms of the balance between home and office, our use of technology and the need to be located physically together. A staff survey was conducted in June 2020 to gather some experiences from staff and these have further fed those discussions and led to the Timelord 2 project below. The survey also highlighted the importance of considering employee wellbeing as part of the project.

4.3 Financial - The Council faces financial challenges common to all unitary and upper tier local authorities in that an ageing population is increasing the percentage of total Council expenditure spent on Adult Social Care (ASC) year on year. This means that the key challenge for the Council is to meet its statutory requirements, and its objectives set out in the Council Strategy, within its financial constraints. This challenge is addressed in the Council's Medium Term Financial Strategy (MTFS) and it has an effect on the Workforce Strategy. Some of the objectives set out in Workforce Strategy will need to be considered by elected members against other bids for funding (known as 'pressures'). The consideration of pressures is an annual exercise which takes place in the autumn, working on the budget for the following financial year.

4.4 Recruitment and Retention - In the 2019 Workforce Strategy, recruitment and retention in certain service areas was a particular challenge that was identified. These are currently Children's and Adult's Social Workers, Adult Social Care (Reablement, Occupational Therapists, Registered General Nurses, and Clinical Leads), Civil Enforcement Officers and some specific professional groups. The HR Service identifies areas of recruitment difficulty and reports these to Corporate Board (CB) twice a year. HR currently work closely with managers recruiting to these roles to provide specific support and guidance to improve the success of recruitment, both in terms of numbers and quality of applicants. Recent approaches have included increased use of social media, dedicated webpages and amended recruitment processes. In addition, through the relevant workforce development groups, HR are creating a recruitment strategy for roles that are hard to recruit to, which includes support in developing a career path, as set out in 6.3.2 below, so there is a clear progression path and qualifications for the role can be funded via the Apprenticeship Levy. Before the pandemic, the issues were around near full employment in the district; the competition for staff from other care providers; the rural nature of the district meaning longer distances for employees to travel to clients; and the high cost of housing. The economic situation is changing rapidly in 2020 as a result of the COVID pandemic; unemployment is rising and opportunities for younger people are decreasing. Over the coming months we will have a better idea of how the changing economy will impact our own recruitment and retention.

4.5 Skills – The Council's workforce includes staff across a wide range of professional groups, many of whom are carrying out our statutory duties to our community. It is vital that the skills of our workforce are constantly developed to ensure that we can meet the needs of our community, our strategic priorities and the expectations of regulatory bodies overseeing our work. Priority areas in the coming years will be for skills in communication, project management and transformation.

4.6 BREXIT - The UK formally left the European Union on 31st December 2020. There will be impacts on the Council, both in terms of regulations and legislation but also relating to recruitment and retention of staff. A BREXIT working group is in place and other impacts will need to be monitored from 2021 onwards.

4.7 Wellbeing - The Council is committed to supporting our workforce in achieving their own wellbeing. This relates both to physical health and safety at work, but also mental well-being. The average number of days lost due to sickness in 2019/20 was 9.65 days (non COVID related); it was 9.84 in 2018/19 and 8.59 in 2017/18. This is higher than the LGA Workforce Survey 2017/18 figure of 8.6. The most common reason for absence was 'stress/ depression/ anxiety' which accounted for 23.5% (down from 25.3% in 2018/19).

The Council, particularly through its Community & Wellbeing department (C&WB), has already made progress in the area of mental health with the Dementia Friends and Suicide Prevention Training. C&WB promote employee health and wellbeing campaigns through its webpages and social media presence (which are accessible to staff and the public). During the COVID 19 pandemic employee mental health has been a key discussion point and this will continue to be considered carefully through the Timelord 2 project because the COVID Staff Survey of June 2020 showed that 37% of staff who responded had experienced a deterioration of their mental wellbeing during the first lockdown period. The 2019 Workforce Strategy included the establishment of an employee assistance programme (EAP) to support employee wellbeing and resilience. This went live in July 2020. The Stress & Mental Wellbeing Policy and Guidance was launched in January 2020. The Council wants to build on these developments to increase wellbeing and resilience for all staff.

4.8 Communication - The Council has developed a new Communication and Engagement Strategy, which arose partly from the feedback from 2019 LGA Peer Review but has also been influenced by the experience of COVID 19. In developing our approach to communication and engagement with our community, we also need to ensure that communication within our workforce is effective, especially given the changing working environment. We also need to ensure that the right skills and development are available to support the new strategic approach.

4.9 Apprenticeships - The Council is giving £210,000 per year (excluding schools) in contributions to the government's Apprenticeship Levy. This money is kept in a 'digital fund' and each month's contribution is lost to the Council after two years if it is not spent on providing apprenticeships. This provides a challenge to the Council to ensure that the Apprenticeship Levy funding is spent on apprenticeships and not lost to the Treasury. This challenge is addressed in the Apprenticeship Strategy 2020.

4.10 Employee Views - Employee feedback from the Employee Attitude Survey 2018 and the 'Let's Chat' employee workshops provided a challenge to the Council in a number of areas, which influenced the Workforce Strategy 2019 projects:

- Need to invest in and make time for staff development
- Use apprenticeships where possible
- Management training
- Job uncertainty and staff having to pick up more work has an impact – need to focus on developing staff resilience.
- Provide employees with opportunities for career development using shadowing and secondments.

A further Employee Attitude Survey was completed during summer 2021 and the results are being finalised before being communicated.

The Future

5. Ambitions

5.1 In reviewing the Workforce Strategy for 2021 – 23, the Workforce Board were keen to include more ambition and expression of how we could seek to improve the context for our workforce. The Workforce Board have agreed the following as five key ambitions for the Council's workforce. The projects linked to the Workforce Strategy will contribute to

progression towards achieving these ambitions during the two years to March 2023, as well as rising to the challenges and opportunities set out above.

5.2 The ambitions are:

1. **To be a workforce that represents our community, working towards greater representation of the young, the disadvantaged and people of other minorities, and to increase diversity across all areas and levels of the workforce.**
2. **To be a workforce that takes pride in what we do and celebrates success.**
3. **To actively foster an organisational culture that is positive and productive, which values and listens to staff, built on trust and respect for all.**
4. **To support the career aspirations of all and grow our own future leaders.**
5. **To increase wellbeing and resilience for all staff.**

5.3 We will be able to recognise progress towards these ambitions in some of these ways:

1. Our workforce is currently representative of our population in relation to ethnic background. An improvement would be for our workforce to be more diverse than our community, according to the 2021 census results, and representative of our community's age and disability profile. Another improvement would be to see greater diversity in our senior leadership team, which is not currently representative of our community.
2. We are seeking to actively encourage disadvantaged young people into our workforce. Success would be a good take up of our work experience and Kick Start schemes, leading to paid employment for a number of young people who might otherwise experience challenges.
3. In a workforce which has a positive culture, listens to staff, built on trust and respect, this would be apparent through improved staff feedback through the Employee Attitude Survey, trade union discussions and anecdotally through managers and employee engagement like Let's Chat session.
4. If the career aspirations of our workforce are supported, as well as their development, we will see an increased number of more senior roles being filled internally. We may also see an increased uptake in apprenticeship opportunities and short courses.
5. If employee wellbeing and resilience is increased, this will be evidenced by a decrease in staff sickness and increase positive staff feedback through the employee attitude survey and other employee engagement.

6. **Rising to the Challenges & Opportunities**

6.1 The projects linked to this strategy are split into five keys areas:

- Succession Planning and Career Development
- Leadership & Management
- Recruitment & Retention – “Workforce of the future”
- Employee Wellbeing
- How we work – styles, location, technology, culture

6.2 Each of these key areas has links with the challenges and ambitions above, e.g. our diversity ambition links to succession planning and career progression because we are aiming to increase diversity at all levels of the workforce through greater opportunities for our staff.

6.3 Succession Planning and Career Development

6.3.1 **Apprenticeships** will continue to provide a wide range of opportunities for career development, both for younger workers as part of a more traditional apprenticeship, and also for employees who are further on in their career who wish to study for management or professional qualifications. This can also enable staff to train for a different profession whilst continuing to work for the Council. The Apprenticeship Strategy sets out commitments to recruit and support young people from disadvantaged backgrounds and provides full information on the Council's plans for apprenticeships. This work is overseen by the Apprenticeship Steering Group.

6.3.2 **Career pathways** - It is proposed that a project is undertaken to consider the development of career pathways across a wide range of job groups. There are already some professional groups within the workforce who have defined career pathways; these give staff a clear route upwards through the organisation, and inform training and development, usually linked to apprenticeship levy funding. One example of this is the growth of our own qualified social workers within both CFS and ASC. Structures in other services have become increasingly flat in recent years, with minimal opportunities for progression. This observation was reflected in the Employee Attitude Survey (2018) results for some services. This project will not necessarily result in restructuring of teams, rather it will consider defined development and support routes to career progression as well as the availability of opportunities for promotion.

6.3.3 **Review of Performance Management Processes and Competency Frameworks** – the aim of this review will be to emphasise the importance of consistency for managers and the aspiration to continually improve performance of teams and individuals, linked to the WBC values. The revised competency framework will inform training & development for managers (see section 6.4 below) appraisal and performance capability. The review of the performance management processes will aim to foster people-centric conversations that enable positive culture, allow continuous feedback from customers/ stakeholders as well as managers.

6.3.4 **Training & Development Programme** – The Council has a wide-ranging internal training and development programme which encompasses many specialist courses for social care and children's workforce as well as more generalist opportunities. To rise to the challenge to ensure that our workforce have all the necessary skills, both to meet the needs of our community, the Council's strategic objectives and the standards required by regulatory bodies, a full review of the training programme will be undertaken. Some specific elements to be considered include commercialisation training (featured in the 2019 workforce strategy), digital skills, and communication and engagement.

6.3.5 **Career Progression for Women** - The Workforce Board has recommended a project be undertaken with women in the Council's workforce. The purpose of the project will be to seek views about career progression and any barriers within the

workplace for women. The results of the research will be used to inform future projects, and in particular the Diversity in Recruitment project (see 6.5.1 below).

6.3.6 The **Coaching and Mentoring** project was described in the 2019 Workforce Strategy. A pilot is currently being set up to train ten volunteer managers from different services and levels in the Council to undertake coaching and mentoring. These ten managers will then be matched with staff who are seeking coaching and mentoring. The pilot is due to be completed by the end of 2021. The learning from this will be considered before the scheme is rolled out to a larger group of staff. The aim of this project is to support those who wish to progress in their career and to support that progress within the Council, encouraging their retention, but it will also be a development opportunity for mentors. It is hoped that the scheme will encourage staff from more diverse backgrounds to be confident to pursue promotion. It should also spread good management practice through the sharing of knowledge and skills between mentor and mentee.

6.4 Leadership & Management

6.4.1 **Leadership & Management Development Programme** – the Council already offers a wide range of development opportunities to its managers and senior leaders. These include qualifications through the apprenticeship route, from level 3 (Team Leader & Supervisor) through to the masters programme with Birmingham University in Strategic Public Management and Leadership. Short courses in specialist topics are also available in-house. The development of apprenticeship routes has diversified the development options available to managers and leaders, so we plan to review all the activities currently on offer to ensure that we are providing access to a comprehensive programme which meets the Council's needs and priorities. In addition to the current offer, there is a need for management and leadership development in-house to ensure that the Council's managers have the required skills in line with our competency framework, and a shared understanding of the expectations of those with management responsibilities across the organisation. We will procure any additional training which is deemed necessary and then publish as a full programme. By publicising the development opportunities more widely, we aim to support the career aspirations of all, and grow our own future leaders, in line with our ambitions.

6.4.2 **Senior Leaders** - To support and encourage progression into senior roles (at Tier 3 and above), the assistance and development available to staff moving into these roles will be set out clearly to ensure consistency, and in a way which can be used in recruitment to those posts. This will include, for instance, the offer of mentoring through SOLACE as a standard.

6.4.3 **Management Induction** - In order to ensure that new managers feel confident and supported, as well as having the information and confidence to undertake their people management roles, it is proposed that a management induction be established. This would consist of two days' training covering the competency framework for leaders of people (shown below) together with discussion of the Council's values of *Integrity, Customer Focused, and Fairness*. The aim would also be to improve management consistency and foster a positive and productive organisational culture, in line with our ambitions. Any further development needs should be identified through the appraisal process, which includes assessment against these competencies.

	Leaders of people
When working with people	Understand stakeholders' motivation and objectives Be a skilled influencer (communicate the vision and objectives, inspire and motivate, develop buy-in and trust) Expect, encourage and support high standards of performance from team members Use a range of leadership styles appropriate to individual team members and the situation Develop team working and a sense of common purpose; manage conflict
In relation to learning and development	Actively develop the team to meet current and future challenges Encourage team members to reflect on experience and learning; actively encourage transfer of learning Seek feedback on own performance to improve self-awareness and own development needs
In their approach to work	Be a role model (demonstrating drive, purpose, integrity, fairness, enthusiasm, openness, resilience) Adapt to change, taking prompt and appropriate remedial action where required
When managing performance	Set/agree clear objectives, and quality and performance measures (for tasks and staff) Monitor and evaluate budgets, staff performance, and objectives Recognise good performance, and challenge underperformance and conduct Develop and empower team members to make decisions (coaching)

6.4.4 Manager Networks - To encourage further consistency in people management, it is proposed that manager networks be set up. The aim would be to connect a group of managers who could meet together, in person or virtually, and use their connections to share issues and learning in their management roles. It is hoped that these networks might encourage the sharing of good management practice and information, provide support, and act to increase knowledge and consistency across different services, also reducing the risk of silo working. The members of each network would have something in common e.g. first line managers. It is proposed that a pilot network be set up first with the aim of encouraging a wider take up after considering the learning for six months.

6.5 Recruitment & Retention

6.5.1 Diversity in Recruitment - Working with the Equality and Diversity Officer, the HR team will undertake a project to actively promote diversity in recruitment. This is likely to include:

- Reviewing promotional materials, including the website, to ensure maximum diversity in images used
- Ensure that our non-pay benefits are fully promoted to potential employees.
- Using mobile-enabled software to ensure that younger applicants can apply easily

- Reviewing language used in job descriptions and recruitment advertising to encourage diverse applications e.g. reconsidering masculine language in engineering roles, or feminised language in care roles.
- Considering the results of the project about women in the workforce and any actions arising from this.

6.5.2 **Develop a Total Reward and Recognition Strategy** – with the aim of expressing how we recognise excellent performance, meeting the needs of the business and linked to our values. The aim will be to create a culture of reward and recognition. This fits with the ambition to “take pride in what we do and celebrate success”.

6.5.3 **Honorariums** are additional payments made to staff for a variety of reasons, including additional responsibilities or “acting up”. Although there is a clear policy, there is some concern that this is not being applied consistently across the workforce and honorarium payments may disguise recruitment and retention issues. There is also the potential for inequality or equal pay issues through these payments, which are included in gender pay gap calculations. A project is proposed to look at the use of honorariums in detail and propose a revised approach which will ensure consistency and fairness, and also uncover any recruitment and retention issues which may currently be hidden.

6.5.4 **Work Experience** - The Council will increase its investment in accepting candidates for work experience, especially from disadvantaged groups. This will act as a ‘stepping stone’ to allow the candidates to apply for apprenticeship posts with the Council. The Work Experience Policy was revised in 2019 and the Council is actively participating in a number of schemes including Kick Start which offer work experience to young and disadvantaged people.

6.5.5 The Council’s **job evaluation scheme**, based on HAY, determines the grade for every post. Our Diversity in Recruitment project aims to reconsider the language we use, and the qualification routes and career paths for different professional groups. Following on from this, there will be a need to undertake a review of the job evaluation scheme to ensure these changes are reflected and do not have a negative impact on pay and grading. This review would need to be undertaken by a consultant and would be subject to a successful pressure bid.

6.6 Employee Wellbeing

6.6.1 **Mindfulness applications** - The Workforce Board will consider options for mindfulness applications e.g. Headspace and Calm. The aim would be to make one of these services available to all staff to support mental wellbeing.

6.6.2 **Mental Health First Aid** - The Council has a considerable number of staff who have been trained in mental health first aid. These staff undertook this training voluntarily, and it was largely funded by the Public Health team. In order to support the wellbeing of our workforce and increase resilience, the role of mental health first aiders should now be clearly defined and a network of mental health first aiders should be established and publicised, much like first aiders and fire wardens. This would include setting out initial and refresher training requirements, providing a role description and the support for individuals undertaking the role.

6.6.3 **Workplace Health Initiatives** – as part of the commitment to employee wellbeing, the Council will consider wellbeing indicators for the workforce, for instance the 2021 Employee Attitude Survey. We will then identify key health and wellbeing areas for action and plan to deliver workplace health initiatives to facilitate improvements in those areas.

6.7 **How we work – styles, location, technology, culture.**

6.7.1 **Timelord 2** - The Council's Accommodation Group has already started a project to review our workstyles, ICT and space needs, as currently set out in our Mobile and Flexible Working procedures. The group aims to consult on proposals with trade unions and all staff in early 2021. The aim is to allow more staff to work at home for more of the time; the results of the COVID Staff Survey of June 2020 showed that 85% of staff who responded wish to work at home for at least part of their working week. The project will include:

- Reviewing workstyles, and T&Cs connected with these e.g. contractual work base, ICT equipment, furniture etc.
- Guidance on managing remotely and team cohesion e.g. team meetings and communication
- Reviewing office accommodation requirements.

Depending on the details of the changes, there may be a significant project to implement the changes e.g. contract and policy changes. During and following the implementation of the Timelord 2 project, training will be provided to support the changes. It is anticipated that training in managing remotely will be important to ensure that all managers have the necessary skills for this new way of working and supporting staff.

6.7.2 **Workplace Culture** - One of the ambitions for this strategy is *“to actively foster an organisational culture that is positive and productive, built on trust and respect for all”*. In developing policy and guidance around the new workstyles, culture and team cohesion will need to be carefully considered and communicated. This should be developed further through organisational development activities once implementation is underway. This may take the form of structured “Let’s Chat” sessions with different staff groups. Consideration will also need to be given to the Employee Attitude Survey results in 2021 in deciding on topics for discussion or development. These activities will consider any impact of senior management changes on culture and expectations.

6.7.3 **Review People Processes** – the aim of this review will be to ensure stakeholder focus and a culture of fairness and inclusion. The a new HR Service Lead, the HR team wish to review the way we work to support managers and work with staff, whilst ensuring that business needs are met.

6.7.4 **HR & Payroll Systems** - In order to support the workforce effectively, the HR & Payroll teams plan to undertake a number of projects to ensure we are working efficiently and effectively to process pay and benefits. The biggest of these is HR and payroll system development, which may be linked to much larger systems purchasing decisions for finance. This should also impact positively on the access managers and staff have to pay and staffing information and reporting. Other development includes teachers' pension reporting and payroll benefits to make reporting requirements more efficient.

6.7.5 Raising Concerns project - The HR team will undertake a project to review a number of different but linked policies and procedures: grievance, whistleblowing & bullying and harassment. Best practice around these policies has moved on in the last few years and we have become aware that we could offer more cohesive and interlinked policies and procedures around these topics which would ensure that staff feel empowered to raise concerns, be those about matters in the public interest or concerns about their employment. We also want to re-emphasise our commitment to protecting all staff against bullying and harassment on any grounds by ensuring that we are adopting best practice in these areas. This project links to the workforce strategy ambitions around culture and also diversity.

6.7.6 Internal Communications – The Council published its Communications and Engagement Strategy early in 2021. This includes aims around internal communications. The HR team will work with communications colleagues to review internal communications as a result of the new strategy, and contribute to any project work arising from this. This supports the ambition to foster an organisational culture that is positive and productive, but also the ambition about valuing and listening to staff.

6.7.7 Commitment to Carers – The Council seeks to be a supportive employer, as reflected in its current family friendly and diversity themed policies e.g. the Menopause Policy and active promotion of flexible working. Our trade union colleagues have fed back that carers within our workforce feel less supported and recognised than some other groups of staff, which is significant considering our largely female workforce and age profile. We are therefore proposing to develop an agreed approach to supporting carers in our workforce, with input from managers, carers and trade unions. This supports our ambitions around positive culture, and valuing staff, as well as supporting diversity, as women still make up the majority of carers in our society.

7. Conclusion

7.1 This refreshed Workforce Strategy has been developed to bring the 2019 Strategy up-to-date for 2021 - 2023. This was both because good progress had been made in the linked projects in the 2019 delivery plan, but also because of significant changes to the context for the workforce as a result of the COVID 19 pandemic. There was also a desire by the Workforce Board to be more ambitious for our workforce.

7.2 Most workforce indicators remain positive e.g. turnover and diversity figures. Recruitment to many posts is likely to become more attractive in the current economic conditions, although there will remain pockets of recruitment and retention challenges. There is also a need for the workforce to rise to meet the Council's strategic challenges e.g. in communications and engagement, and also potential triggers for culture change through senior leadership change and Timelord 2.

7.3 The Workforce Board have set out 5 new ambitions for our workforce, which have guided the direction of the projects set out, together with the challenges and opportunities listed.

7.4 Five key areas of focus have been identified, based on the challenges identified. Each of the projects set out aims to address one or more of these challenges. These areas are:

- Succession Planning and Career Development
- Leadership & Management
- Recruitment & Retention – “Workforce of the future”
- Employee Wellbeing
- How we work – styles, location, technology, culture

7.5 A new delivery plan has been developed, which will be monitored by the Workforce Board. Each project aligns to one or more of the key areas, and one or more of the ambitions set out for our workforce. Some of these activities will be led by the HR Service and some by other managers. Many will require buy-in from large sections of the workforce. Some of these projects and activities are dependent on additional funding or resource.

8. Related Documents

Workforce Strategy 2019
 Apprenticeship Strategy 2020
 Annual Employment Report 2019/20
 Equality & Diversity Strategy 2021
 Communications & Engagement Strategy 2021

9. Delivery Plan

9.1 The Workforce Strategy Delivery Plan for 2021 – 23 is at appendix A.

9.2 Our progress against each of these ambitions is measurable:

9.2.1 Diversity statistics are reported through the Annual Employment Report. Employment of disadvantaged young people will be measured in line with the targets set out in the Apprenticeships Strategy.

9.2.2 The Employee Attitude Survey (EAS) asks questions about attitudes to working for the Council. These can be compared with previous results.

9.2.3 The EAS engagement scores assess how positively staff feel about working for WBC.

9.2.4 We can measure the number of staff who are promoted by internal appointment and compare this with previous years. The EAS also asks questions about career opportunities and training.

9.2.5 The EAS asks questions about wellbeing and resilience.

9.3 Further actions may be added during the lifetime of the Workforce Strategy to meet the needs of the organisation and employees.

December 2021

**Workforce Strategy 2021 – 2023
Delivery Plan**

1. Succession Planning & Career Development

See also separate Apprenticeship Strategy and Delivery Plan.

Project	Ambitions	Key elements	Priority Level	Target completion date	Officer/ Service responsible	Resources/ Budget implications
Career Pathways	To support the career aspirations of all and grow our own leaders	<ol style="list-style-type: none"> Using free LGA consultancy support, run a training event for HR on workforce planning and career pathways. Identify teams/ service with current career pathways. What can we learn about good practice? Identify teams/ services without current career pathways Prioritise services and work with each to identify and articulate pathways. 	M	By March 2023	HR working with individual services/ depts.	<p>May need some LGA consultancy at additional cost of £450 per day. Rest of work can be done within current resources.</p> <p>HR Officer required to support this work</p>
Review of Training & Development Programme	To support the career aspirations of	<ol style="list-style-type: none"> Review training and development programme to ensure it 	H	By March 2022	HR	Funding for any additional provision will

	all and grow our own future leaders.	<p>reflects the Council's priorities, especially in digital skills, communications & engagement, commercialisation, project management etc.</p> <ol style="list-style-type: none"> 2. Commission any new training provision. 3. Implement the revised programme. 				need to be identified.
Career Progression for Women	<p>To support the career aspirations of all and grow our own future leaders</p> <p>... to increase diversity across all areas and levels of the workforce.</p>	<ol style="list-style-type: none"> 1. Carry out structured interviews to establish themes at play. 2. Consider wider survey to explore themes in more depth 3. Carry out review of next steps which could include: <ul style="list-style-type: none"> • Changes to recruitment processes • Training to raise awareness on diversity, inclusion, unconscious bias etc. • Review of policies and procedures e.g. Shared Parental Leave 	H	By March 2023 as linked to career pathways project	HR	Potential costs related to additional training, changes in Shared Parental Leave, updates to systems etc.

Coaching & Mentoring Project	To support the career aspirations of all and grow our own future leaders	<ol style="list-style-type: none"> 1. Pilot to go live early 2021. 2. Review pilot during and after 6 month period. 3. Bring results to WFB to decide whether/ how to roll out more widely. 	M	By December 2021	HR	Pilot funded. Potential on-going training costs.
Review of Performance Management Processes and Competency Frameworks	To support the career aspirations of all and grow our own future leaders	<ol style="list-style-type: none"> 1. Carry out review 2. Consult with TUs and managers 3. Seek approvals 	M	By March 2023	HR	To be carried out within existing resources

2. Leadership & Management

<p>Leadership & Management Development Programme</p>	<p>To support the career aspirations of all and grow our own future leaders.</p> <p>To actively foster an organisational culture that is positive & productive...</p>	<ol style="list-style-type: none"> 1. Review all leadership & management development activities with a view to articulating as a coherent programme. 2. Procure any new provision. 3. Publicise and implement. 	<p>H</p>	<p>Starting in 2022/2023</p>	<p>HR with ED Resources</p>	<p>Any new provision subject to agreed funding.</p>
<p>Management Support & Development Offer for Senior Leaders (Tiers 1-3)</p>	<p>To support the career aspirations of all and grow our own future leaders.</p> <p>To actively foster an organisational culture that is positive & productive...</p>	<ol style="list-style-type: none"> 1. Articulate/ promote our offer of support and development for tiers 1-3. 2. Roll out programme of access to external coaching/mentoring for Grade L posts and above 3. Following Pilot of commercialisation training evaluate whether to make training available on an ongoing basis 	<p>M</p>	<p>By April 2022</p>	<p>HR with ED Resources</p>	<p>Subject to a pressure bid for funding.</p> <p>Subject to a pressure bid for funding.</p>

		<ol style="list-style-type: none"> 4. Facilitate cohort for Senior Leadership Degree Apprenticeship each year. 5. Facilitate LA Challenge team each year 6. Following Pilot of audit training evaluate whether to make training available on an ongoing basis 				Subject to a pressure bid for funding.
Management Induction	To actively foster an organisational culture that is positive and productive.	<ol style="list-style-type: none"> 1. Hold discussion groups with a group of managers and senior leadership to understand what content should be in for management induction 2. Consider outcomes and propose format and content. 3. Implement 	L	By April 2022	HR	Based on existing resources.
Manager Networks	To actively foster an organisational culture that is positive and productive.	To consider as part of discussions alongside the Leadership & Management Programme, and the amended management induction	L	By March 2023	HR	

Recruitment & Retention

<p>Diversity in Recruitment</p>	<p>To be a workforce that represents our community...</p>	<ol style="list-style-type: none"> 1. Review methods & mechanisms for applications to ensure these are attractive for all potential applicants and promote diversity e.g. mobile enabled, blind shortlisting. To feed into potential tender for recruitment system (JGP contract ends 1/9/2021 but option for 2 year extension). 2. Review promotional material, including website, to ensure that diversity is promoted. 3. Consider outcomes of Women in Leadership project and actions for recruitment processes. 4. Conduct a review of language used in JDs/ PSpecs and adverts and consider in the light of diversity. 	<p>M</p>	<p>By March 2023</p>	<p>HR</p>	<p>Consider consultant or agency worker to carry out review work.</p> <p>Resource needed to undertake website work.</p>
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Honarium Project	<p>... to increase diversity across all areas and levels of the workforce.</p> <p>To support the career aspirations of all and grow our own future leaders</p>	<ol style="list-style-type: none"> 1. Carry out data analysis of use of honorariums 2. Deep dive into how and why honorariums are being used by services 3. Propose options for future 4. Review policies and procedures 5. Carry out briefing sessions for managers 6. Implement 	M	By March 2022	HR	Within existing resource but balancing priorities.
Work Experience	To be a workforce that represents our community.	<ol style="list-style-type: none"> 1. Offer job coach and job mentor training, for those working with young people on work experience. 2. Implement rolling programme, working with local schools. 	M	By March 2022	HR	Funding identified for training. To be managed with existing resources (HR & other services).
Review of Job Evaluation Scheme	To be a workforce that represents our community...	<ol style="list-style-type: none"> 1. As the Diversity in Recruitment project progresses, assess whether there is a need to review the Hay JE scheme to reflect changing use of language, qualification expectations etc. 	L	By March 2023	HR	To be carried out by independent consultation with associated costs.

		2. Commission a contractor to undertake this work independently.				
Develop a Total Reward and Recognition Strategy	To be a workforce that takes pride in what we do and celebrates success	1. Develop Strategy 2. Consult with TUs and staff 3. Seek approvals	M	By March 2023	HR	Additional funding may be required for expert support.

4. Employee Wellbeing

Mindfulness applications	To increase wellbeing and resilience for all staff	1. Research mindfulness applications and their appropriateness for our workforce. 2. Consider potential cost and benefits with Workforce Board 3. Undertake procurement exercise, if required.	M	By October 2022	Public Health	Resourced from Public Health
Mental Health First Aid	To increase wellbeing and resilience for all staff	1. Plan structure and roles to fully establish mental health first aiders within the workforce. To be considered by Workforce Board	M	By October 2022	Public Health/H&S team	Resourced from Public Health/H&S

		<ol style="list-style-type: none"> 2. Plan implementation of the mental health first aider structure. 3. Implement structure & provide ongoing support and training. 				
Expand Workplace Health initiatives	To increase wellbeing and resilience for all staff	<ol style="list-style-type: none"> 1. Consider wellbeing indicators for the workforce e.g. EAS results. 2. Identify key areas for focus. 3. Identify and plan initiatives to impact the key areas. 4. Implement initiatives. 	M	By June 2023	Public Health Team	Resourced from Public Health

5. How we work

Timelord 2	To actively foster an organisational culture that is positive and productive...	<ol style="list-style-type: none"> 1. Support Timelord 2 project, consultation, policy, implementation 2. Assess new training needs e.g. Managing Remotely 	H	<p>June 2021</p> <p>June 2021</p> <p>December 2021</p>	HR contributing to Accommodation Group	Potential training costs. If there are widespread contract changes, additional resource will be required.
One Council – our workplace culture	To actively foster an organisational culture that is	<ol style="list-style-type: none"> 1. Conduct Employee Attitude Survey and results analysis. 	H	EAS completed by July 2021 and an action	HR with Performance & Risk team.	Within current resources, although external

	positive and productive...	<ol style="list-style-type: none"> 2. Plan employee engagement/ OD activities around organisational culture in new workstyles, and as a result of Employee Attitude Survey results, e.g. structured Let's Chat sessions. 3. Deliver activities and analyse results, progressing any follow up actions. 		plan will be in place by April 2022.	HR plus senior leaders.	guidance and support may be required.
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ERP/ HR & Payroll Systems	To actively foster an organisational culture that is positive & productive...	<ol style="list-style-type: none"> 1. Establish type of system to be procured with wider corporate stakeholder group, considering carefully the impacts on the Council Workforce and managers as end users. 2 Procure system 3. Transfer and implementation 	H	RL contract extended from March 2022 with a procurement exercise to start during 2022 once a full specification has been written.	HR/ Payroll/ Finance/ ICT	HR & Payroll staffing from current team with significant backfill into systems, payroll and HR Services.
Raising Concerns Projectwhich values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Research best practice 2. Plan employee/ management discussion groups 3. Draft policies & procedures & consult 4. Implementation 	M	March 2022 onwards.	HR	Within existing resource but balancing priorities.
Internal Communications	<p>To actively foster an organisational culture that is positive & productive...</p> <p>....which values and listens to staff, built on trust</p>	<ol style="list-style-type: none"> 1. Work with the Communications Team to review internal communications as a result of the Communications and Engagement Strategy. 2. Contribute to any project work arising from this. 	M	March 2022 onwards.	HR & Comms Teams	Within existing resource.

	and respect for all.					
Review People Processes	To actively foster an organisational culture that is positive & productive... which values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Conduct review of variety of people processes and identify those requiring review. i.e. appraisal. 2. Identify potential changes and developments. 3. Consult TUs, managers staff on any policy/ procedure changes. 	M	March 2023	HR	Within existing HR Resources.
Commitment to Carers	To actively foster an organisational culture that is positive & productive... which values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Research best practice policies and approaches to support carers in the workforce. 2. Develop proposed policy documentation. 3. Consult with trade unions and staff. 4. Publicise and implement 	L	By March 2023		Within existing HR Resources.

Annual Employment Report 2021

Committee considering report:	Personnel Committee
Date of Committee:	14/12/21
Portfolio Member:	Councillor Howard Woollaston
Date Head of Service agreed report:	Sarah Clarke
Date Portfolio Member agreed report:	14/7/21
Report Author:	Paula Goodwin
Forward Plan Ref:	PC4020

1 Purpose of the Report

1.1 This report is for information only.

2 Recommendation

2.1 That Personnel Committee take account of the contents of the report.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	None
Human Resource:	None
Legal:	None
Risk Management:	None
Property:	None
Policy:	None

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			There is a statutory requirement to publish equalities data. This will also help inform actions taken within the Workforce Strategy.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			There is a statutory requirement to publish equalities data. This will also help inform actions taken within the Workforce Strategy.
Environmental Impact:		X		
Health Impact:	X			An ambition of the strategy is to improve wellbeing in the workforce and the data within the AER helps support determining appropriate actions.
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:	X			<i>Support everyone to reach their full potential</i>
Core Business:	X			Statutory requirement to publish equality data and to consider the data to support actions within the Workforce Strategy.

Data Impact:		X		
Consultation and Engagement:	Corporate Board and Operations Board			

4 Executive Summary

- 4.1 The Annual Employment Report provides a summary of changes in the corporate workforce employed by West Berkshire Council (excluding schools) on 31st March 2021 compared to 31st March 2020. Where available, information from previous years is compared to provide longer term trend data.
- 4.2 This report is for information only and the contents of the report noted by Personnel Committee.

5 Supporting Information

Introduction

- 5.1 The employee information in this report is based on employee headcount (i.e. the number of individuals employed on permanent or temporary contracts of employment). It excludes staff employed in schools, agency and casual workers. Details of the Council's staffing establishment, including vacancies and full time equivalent employment are also included.
- 5.2 The data in the report relates to the workforce employed by the Council between 1st April 2020 and 31st March 2021. Where available, the data is compared to previous years to identify longer term trends.
- 5.3 Full data is supplied in tables as appendices within the report. The report text provides an overview analysis of the data.

6 Conclusion

- 6.1 That Personnel Committee take note of the contents of the Annual Employment Report.

7 Appendices

- 7.1 Annual Employment Report

Subject to Call-In:

Yes: No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Officer details:

Name: Paula Goodwin
 Job Title: HR Service Lead
 Tel No: Ext. 3839
 E-mail: paula.goodwin1@westberks.gov.uk

Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Annual Employment Report - 2020/2021 - Summary Report

Committee considering report:	Personnel Committee
Date of Committee:	14 December 2021
Portfolio Member:	Councillor Howard Woollaston
Date Head of Service agreed report: <i>(for Corporate Board)</i>	12 th July 2021
Date Portfolio Member agreed report:	N/A- information only
Report Author:	Paula Goodwin
Forward Plan Ref:	

1 Purpose of the Report

To report on the Council workforce trends for the year ending 31st March 2021, including equality and diversity, as well as an establishment of posts overview.

2 Recommendation(s)

To note the report.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	N/A
Human Resource:	N/A
Legal:	All local authorities are required to publish data on the workforce under the Public Sector Equality Duty.
Risk Management:	N/A
Property:	N/A

Policy:	N/A			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		
Health Impact:		X		
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:		X		
Core Business:		X		
Data Impact:		X		

Consultation and Engagement:	No consultation required
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4 Executive Summary

- 4.1 The Annual Employment Report provides a summary of changes in the corporate workforce employed by West Berkshire Council (excluding schools) on 31st March 2021 compared to 31st March 2020. Where available, information from previous years is compared to provide longer term trend data. The report text contains a summary of the full data which is contained in the appendices.
- 4.2 Details of the Council's staffing establishment, including vacancies and full time equivalent employment can be found in Appendix B.
- 4.3 At the end of March 2021 there were 33 more employees working for the Council than at the end of March 2020. This is as a direct result of filling vacancies during the period stated.
- 4.4 Sickness absence has decreased from the previous year from an average of 9.65 days to 7.15 days per employee (excluding short term Covid-19 absence/isolation). The main reason for absence remains as being for stress, depression and mental health related. It is highly likely that Covid 19 will have impacted on this reason.
- 4.5 Staff employed on 31st March 2021 have completed less corporate courses during the previous year than the same measure in 2019-20. Staff undertaking eLearning training has increased from 77.31% to 84.47% due to new courses covering a wider range of training, a higher push on mandatory training completion as well as limited availability of classroom courses due to Covid-19.
- 4.6 The report contains data on equality and diversity in the workforce in Appendix A. All local authorities are required to publish data on the workforce under the Public Sector Equality Duty.
- 4.7 The Council continues to employ a higher percentage of Ethnic Minority staff than recorded in the 2011 Census. The Council also continues to employ slightly higher percentages of people with a disability compared to the local population in the 2011 Census.
- 4.8 The Council continues to employ a significantly lower percentage of female senior (25%) and middle (65.68%) managers compared to the percentage of its workforce that is female (77.35%). The Workforce Strategy has an objective to support actions that will enhance opportunities for women to be able to move into management roles at WBC.
- 4.9 The percentage of new starters (18.29%) who were aged under 25 was much higher than last year (10.29%), as well as the overall percentage of the workforce (3.75%) in this age range. Coupled with the percentage of leavers (5.63%) from the same age range, this is a positive move which is showing more younger people are staying with WBC. New starters joined in both apprenticeships and other roles across WBC.

5 Introduction & Background

- 5.1 The employee information in this report is based on employee headcount (i.e. the number of individuals employed on permanent or temporary contracts of employment). It excludes staff employed in schools, agency and casual workers. Details of the Council's staffing establishment, including vacancies and full time equivalent employment can be found in Appendix B.
- 5.2 The data relates to the workforce employed by the Council between 1st April 2020 and 31st March 2021. Where available, the data is compared to previous years to identify longer term trends.
- 5.3 Full data is supplied in tables as appendices within this report. The report text provides an overview analysis of the data.

6 Starter/Leavers and Recruitment

- 6.1 The number of employees has increased by 33 from 1512 to 1545. This is due to increased vacancies being filled during 2020/2021. The following are also reasons for this change:

- Creation of the community hub in response to COVID
- Restructures changes where posts have been vacant and filled
- An increase in Project and Programme Manager roles across the Council

- 6.2 An overview of WBC starters and leavers can be seen in the table below:

WBC Starters and Leavers 2020/2021		
	Starters	Leavers
Adult Social Care	55	54
Children and Family Services	23	16
Communities and Wellbeing	7	6
Education Services	25	21
Development and Planning	14	8
Director & Support (Place)	1	1
Environment	15	14
Public Protection	13	6
Customer Services and ICT	7	3
Finance and Property	9	7
Strategy and Governance	5	6
CEO and Support	1	0
	175	142

- 6.3 Recruitment data and recruitment hot spots are reported separately at present, however recruitment activity remains stable with a total of 278 posts being advertised with a good pool of applicants for most vacancies. Note that there were 175 new starters during 2020/2021 and 278 posts advertised. The posts included some short term and

temporary posts such as Kickstart but these are not listed as new starters from the data in the table.

- 6.4 COVID 19 has impacted nationally on recruitment activity during 2020/2021. Many businesses have had to halt their recruitment strategies until the crisis ends, whilst others have had to launch immediate recruitment campaigns to cope with exceptional demands, especially for key workers. For those industries still recruiting such as WBC, social distancing has presented new challenges, driving recruitment processes virtually in order to protect the health and safety of candidates, clients and employees.
- 6.5 Recruitment activity will play a pivotal role in mobilising the UK economy and workforce through Recovery, but will also to help clients adapt to a new 'normal' of recruiting, by providing job opportunities. HR and recruiting managers have had to adopt new technologies such as video interviews and virtual onboarding, to embracing flexibility with recruitment practices. The Workforce Strategy identifies some areas of action that will support recruitment activity as WBC moves forward and out of the pandemic.

7 Turnover

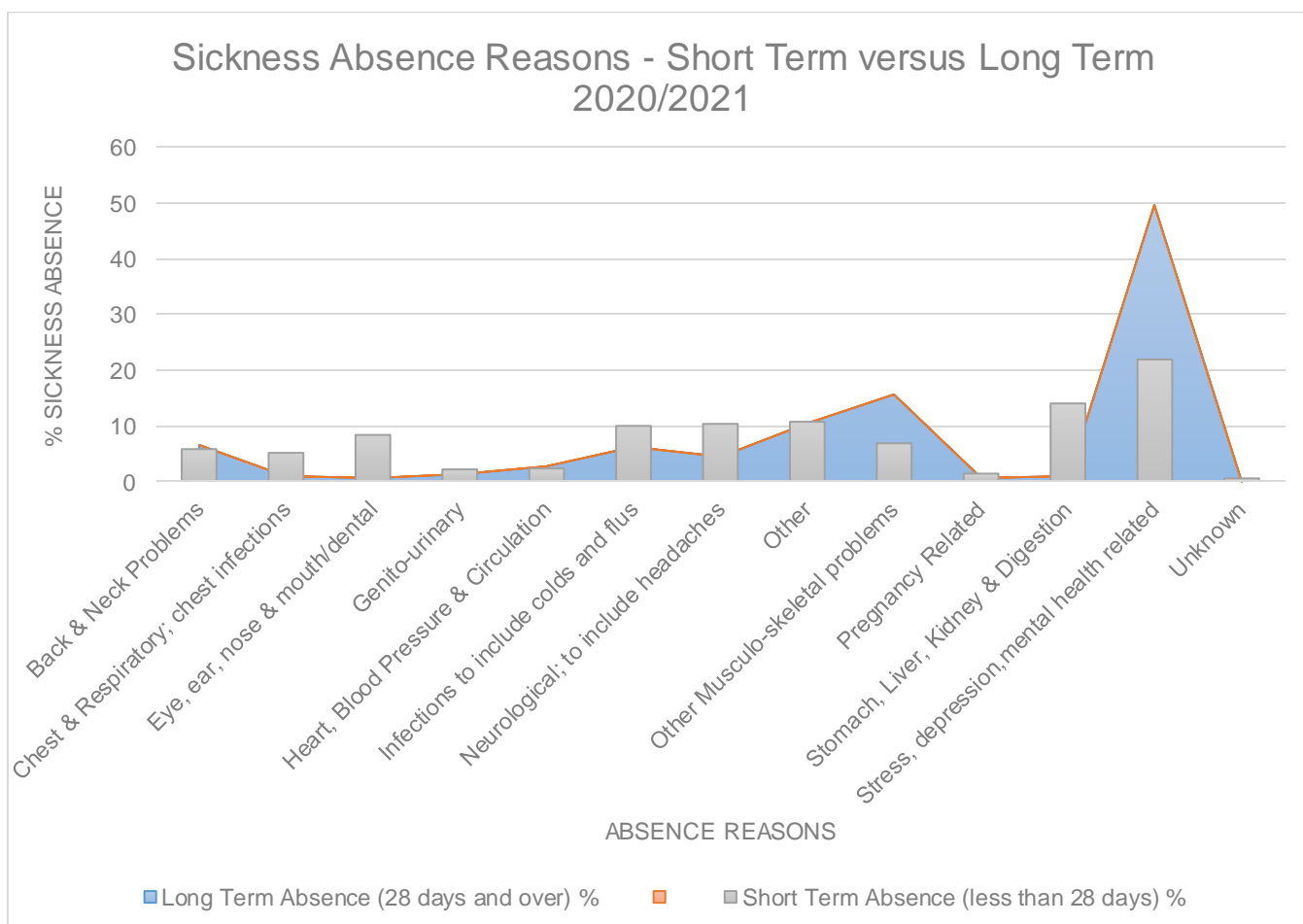
- 7.1 During 2020/2021, the Council saw 175 external starters and 142 external leavers during the year. Both of these are a sharp decrease from previous years, but is expected due to substantially lower turnover of staff during the Covid-19 pandemic. During the instability of the pandemic, far fewer staff decided to leave their jobs.
- 7.2 Another illustration of this is that employee turnover (all leavers) has decreased sharply from 14.08% to 9.29%.
- 7.3 Voluntary turnover only includes those who chose to resign or retire, and excludes leavers whose contracts ended by reason of redundancy, end of fixed term contract or other dismissals. In 2020/21, voluntary turnover was 8.44%, compared to 12.14% last year. The LGA have measured national turnover in Local Government as 13.4% (for the same period) and therefore WBC remains lower than this comparison figure.

8 Sickness Absence

- 8.1 The average number of days lost per person due to sickness absence was 7.15 in 2020/21 with a total of 10,961 working days lost during the year. This compares more favourably than 2019/20 when the average per person was 9.65 days with a total of 14,451 working days lost. The days lost through sickness absence appear to have been positively impacted by Covid-19 working arrangements. Latest figures from the Office for National Statistics (ONS) have shown COVID-19 accounted for 14% of all sickness absence in the UK since April 2020. While the pandemic may have led to additional sickness absence in some organisations, measures such as furloughing, social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence, allowing the general downward trend to continue, according to the ONS. It reports the UK sickness absence rate has fallen to 1.8% in 2020, the lowest recorded level since their reporting began in 1995. During the pandemic many staff working at home would also have continued to do so rather than not attend for work as a result of sickness absence. Other staff were shielding and therefore not picking up the contagious infections which might otherwise have caused absence from work. Many

planned surgical procedures were also delayed during 2020, resulting in lower sickness absence rates.

8.2 Long term sick absence (28+ calendar days) accounted for 65.0% of all absence, compared to 56.4% last year. The following table shows the sickness absence reasons recorded for 2020/2021 and shows short term sickness reasons (grey) mapped against long term sickness absence reasons (blue). The table shows that for both short term and long term absence that “stress, depression and mental health related” is the highest reason for sickness absence during 2020/2021.



8.3 In total, 40.3% of all absence (long term and short term) was due to “stress, depression or mental health-related”. Mental ill health has been a significant and growing challenge for organisations over the past few years, further exacerbated by COVID-19. Research conducted by the Chartered Institute of Personnel and Development on the impact of COVID-19 on UK working lives shows a range of worsening mental health effects on many people, particularly those with an existing mental health condition. In November 2020, mental health charity Mind revealed that more people had experienced a mental health crisis during the COVID-19 pandemic than ever previously recorded. Many people are experiencing a range of mental health issues, including stress, anxiety, depression, post-traumatic stress symptoms and burnout, and the effects are anticipated to be long-lasting for some.

- 8.4 Sickness absence caused by stress, depression and other mental health illness in WBC has increased by 30%. 4,415 days lost in 2020/21 compared to 3,400 days in 2019/20. This includes a 66% increase within Adult Social Care. We believe this is linked to the Covid-19 pandemic; both the particular stresses of working through the pandemic in some service areas and isolation linked to an increase in home working. Findings from the WBC Covid-19 staff survey show that a higher proportion of staff (37%) responded that their mental health and wellbeing had deteriorated during Covid-19 compared with 19% that reported an improvement. Additional support and counselling has been provided to some colleagues, and the Employee Assistance Programme was established from 1st July 2020. Absence related to stress, depression and mental illness will be monitored closely in the next year.
- 8.5 Covid-19 isolation absence (up to 28 days) for 2020/21 amounted to 1,097 days lost. For Q4 2019/20 this was 416 days lost. This is not recorded in the sickness figures, because it did not impact on sick pay entitlement.
- 8.6 Long term Covid-19 (28+ calendar days) absence is included in the sickness figures under the “Infections, to include colds and flu” category.
- 8.7 The need to continue the trend to support employee wellbeing has never been greater and organisations should consider how to proceed to ensure wellbeing is high on the agenda for the future. The following are wellbeing initiatives that organisations are using and implementing as gathered from a survey by the CIPD.
- Employee assistance programme Increasing awareness of mental health issues across the workforce
 - Access to counselling service
 - Phased return to work and/or other reasonable adjustments
 - Mental health first aid training
 - Promotion of flexible working options
 - Mental health/wellbeing champions
 - Training for staff to build personal resilience (for example coping techniques, mindfulness)
 - Training managers to support staff with mental ill health
 - Increased focus on identifying mental ill health among staff who work remotely
 - Greater involvement of occupational health specialists

All of these are either currently offered by WBC or will be in the very near future as part of wellbeing and the Workforce Strategy.

9 In House Training Provision

- 9.1 WBC provides a training programme accessible to all employees, including those in schools. Additionally, training is provided at a subsidised cost to partner organisations, such as early years’ settings and social care providers, and to foster carers. The training programme continues to provide a wide range of courses to suit the needs of services across the council. The training programme for 2021/22 is published on the intranet.
- 9.2 In 2009 the Council launched its e-learning platform (Learning Pool), since then there has been an on-going significant shift from traditional classroom-based training to on-

line learning, especially for refresher training. E-learning is a flexible and responsive way of providing key training and information. HR launched the upgrade to the platform on 1st July 2021. This allows employees and to book onto both face to face courses and access e-learning courses via the Learning Pool Website which can be accessed externally. There is increased functionality which benefits all Staff and Managers, including certification, reminder notifications, calendar appointments, waiting lists, and audiences, which enable HR to target training and reports more quickly.

- 9.3 Throughout 2020/2021 the training provision has been adapted to deliver many courses virtually, where possible, using Zoom video-conferencing software. It was possible to go ahead with some classroom courses with agreement from a Public Health panel. HR have updated courses into the Adapt software which allows users to “scroll” through e-learning rather than just “click next”. This has a more modern layout, and is easier to use on any device, such as mobile devices. New and interesting courses are added often, and the new functionality of audiences (assigning groups of people to courses) is a fast way of getting high profile courses to the right people. The training team continue to update and refresh courses throughout the year. There has been an increase in the number of videos showing staff how to overcome problems or use new functionality within existing systems, which have been received very well. In response to Covid-19 we purchased a suite of training specifically for Social Care workers (The Social Care Catalogue) which covers a wide range of specific courses covering the care certificate and other areas of social care practice. We have had excellent feedback about it so far and have added more specific courses throughout the year.
- 9.4 For staff employed on 31st March 2021, 1611 courses or 21.71% of in-house training during 2020/21 was in the classroom or delivered virtually using Zoom, and 5808 courses or 78.29% were e-learning.
- 9.5 The percentage of staff undertaking e-learning increased this year to 84.47% from 77.31% last year. The majority of the corporate e-learning courses are mandatory for all staff, normally with a three year refresher so volumes vary year to year depending on which staff need to complete refreshers.
- 9.6 There was a drop to 43.43% (from 54.89%) of employees attending a classroom/virtual course. 90.42% of staff completed either an e-learning or classroom/virtual course in 2020/21. The COVID 19 pandemic will have impacted on classroom attendance during 2020/21 due to government restrictions and although a switch has been made to virtual courses, where possible, many employees may have struggled to find time to attend training due to the change in working arrangements and workload due to the pandemic. As a result of this the fact that so many employees completed some training during 2020/21 is a huge achievement.
- 9.7 Some mandatory courses are reported as part of the Corporate Health Indicators. A push on raising completion levels by Services contributes to better overall figures.
- 9.8 Since April 2018 the number of classroom courses available has decreased in certain mandatory areas and been replaced with e-learning modules. Therefore the number of e-learning courses has increased and the number of classroom courses has decreased.

10 Apprenticeships/Kickstart Placements

- 10.1 The apprenticeship levy came into effect on 6th April 2017. The number of new apprentices enrolled during 2020/21 did see a dip this financial year due to the impact of Covid-19. We are hopeful that the figures will bounce back in the next financial year. A number of schools and services have embraced the opportunity that the apprenticeship levy brings in terms of upskilling their workforce and employing new apprentices. WBC have an Apprenticeship Strategy and related KPI's within the recently reviewed and updated Workforce Strategy that highlight the ambition to support employment and training opportunities for young people, although apprenticeships are not specific to under 25's. There is also ambition to support more work experience opportunities and graduate schemes and internships/traineeships going forward too.
- 10.2 Corporately, we have enrolled 206 people onto an apprenticeship programme since the introduction of the levy with 52 enrolled in the 2020/21 financial year, and whilst the majority of enrolments are for existing staff members, the focus is gradually changing with two new personal assistants starting as apprentices within CEO and Support. We are hopeful that having taken advantage of the government's Kickstart Scheme, with 8 placements to date, that some of these placements will be able to convert to apprenticeships in the future.
- 10.3 HR previously launched the Social Work and Occupational Therapy Degree Apprenticeships with Winchester and Coventry Universities, with great success, and we are now going into our third year of enrolments. HR is continuing to work with Birmingham University to enrol managers on their Level 7 Senior Leader Degree Apprenticeship and we are currently undertaking a procurement exercise to take advantage of the new Youth Worker Standard that has become available.
- 10.4 HR have also worked with local charity, the Newbury Community Furniture Project as well as Southeast Centre for the Built Environment Limited, to transfer some of our levy in order to fund 5 of their staff to enrol on apprenticeships. We hope to do more levy transfers in the future that will benefit the West Berkshire community. HR have also supported 62 enrolments from schools onto apprenticeships (10 during the 2020/21 financial year) and continue to encourage the use of the levy for schools staff.

11 Equality and Diversity

- 11.1 Continuing the monitoring of the equality profiles of recent years, this report looks at the profile of the WBC workforce in terms of sex, disability, age, ethnic origin and part time working.
- 11.2 The data is collated from the HR/Payroll Information System (Resourcelink) which includes information provided by employees when they were job applicants and some further information provided directly by employees through the HR self-service module (MyView). Applicants are asked to define themselves according to their ethnic origin and whether or not they consider themselves to have a disability as defined under the Equality Act 2010. In some cases individuals choose not to define themselves. The data in these categories, therefore, is based on those who have chosen to define themselves as male/female, having a disability, or minority ethnic. Age data is collected

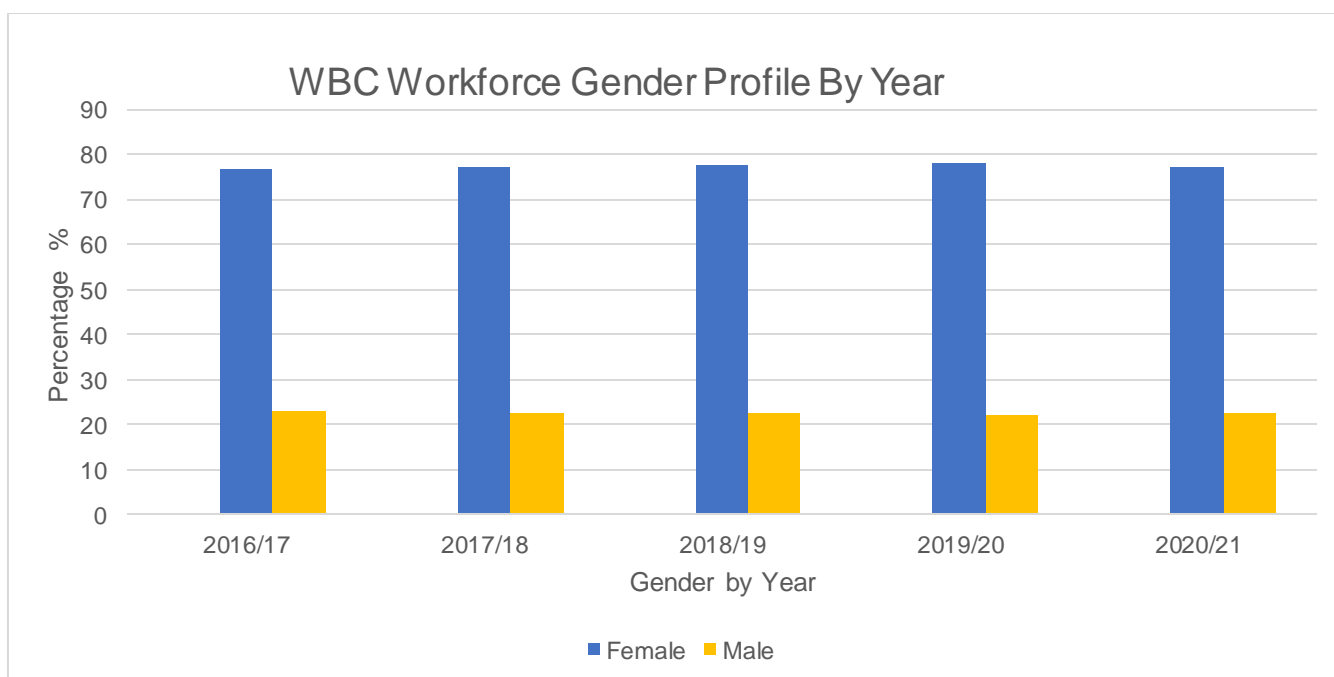
automatically as it is necessary for administrative purposes, such as entry to the pension scheme.

11.3 Other protected characteristics set out in the Equality Act 2010 such as sexual orientation and religion have been included more recently, because enough data has now been collected through the recruitment process. However, there are still large percentages of staff recorded as “unknown” in these categories. We aim to improve data collection for equalities through asking staff to update MyView because many of the workforce joined WBC before this data was requested on appointment. “Prefer not to say” will remain an option to select for those staff who would rather not provide sensitive information.

11.4 Where possible, equality and diversity data has been compared to that available for the district population from the 2011 census. 2021 census data is not yet available. Data is also compared to the LGA Workforce Survey England and Wales 2020/2021.

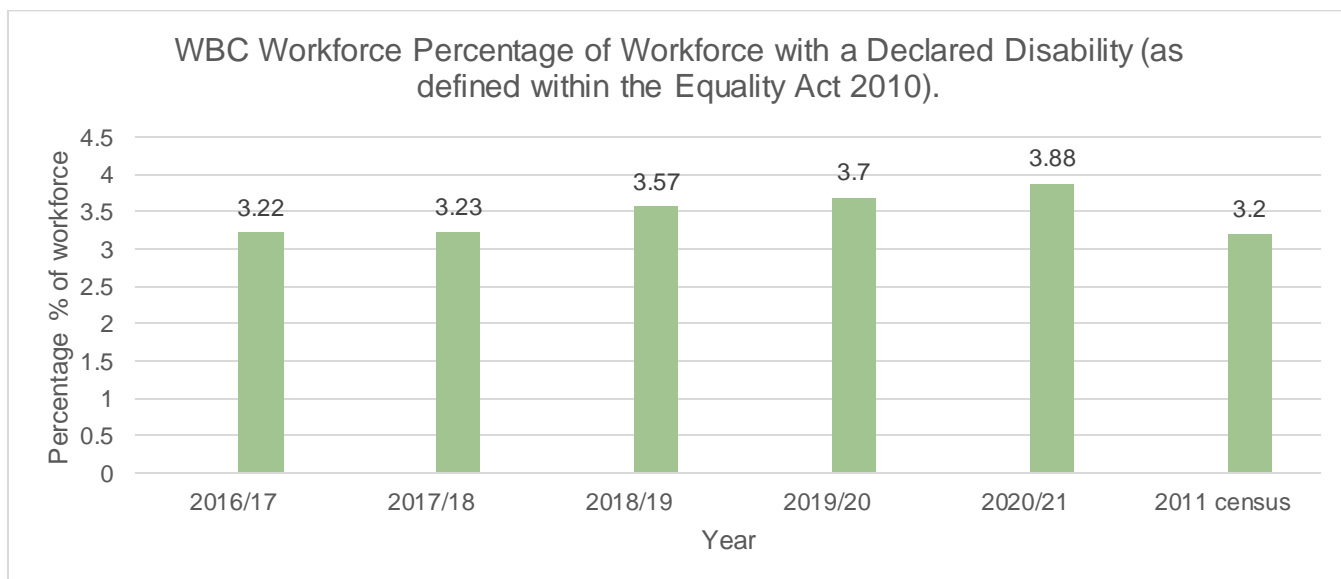
12 Equality Headlines

12.1 A high proportion (77.35%) of female employees is typical for a unitary authority. This figure has remained stable for many years, and is unlikely to change significantly. The LGA Workforce Survey shows that in local government there are 76% of female employees and 24% of male employees. (This excludes schools and the fire service). The following table shows the WBC gender profile for the last 5 years which has remained consistent in male/female split.

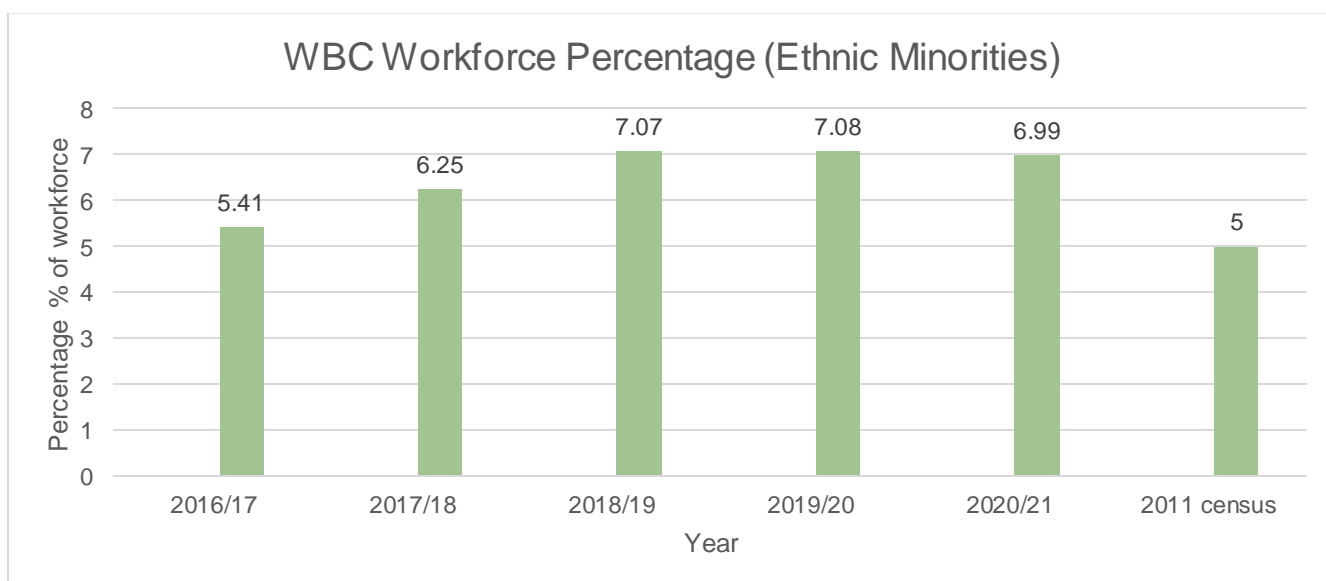


12.2 The percentage of employees who declare themselves to have a disability (3.88%) is a small increase on last year. It is slightly higher than the proportion of working age (16-65) residents in the 2011 Census who reported their day to day activities were limited 'a lot' by disability (3.2%). Therefore WBC continues to employ a representative proportion of the local working population with disabilities. The LGA state a national figure of 3.3% of those that have declared a disability. The following table shows the

disability percentages rates for the last 5 years at WBC. It can be seen that for each year the figure has been higher than the 2011 census figure and has shown a steady increase recently.



12.3 The percentage of employees who declare themselves ethnic minorities (6.99%) is higher than the figure for the district population based on the 2011 Census (5%). Although this is a slight decrease from last year (7.08%), this is the sixth consecutive year that we have reported that ethnic minorities are equal to or exceeds the proportion in the local population. The LGA cite a figure of 10.1% for ethnic minority employees. This figure may be higher than the figure for WBC as some employees at WBC will have chosen not to specify this detail whereas the LGA have confirmed figures. The table below shows the WBC ethnic minority percentage rate declared for the last 5 years which has shown a steady increase although a slight reduction as at March 2021.

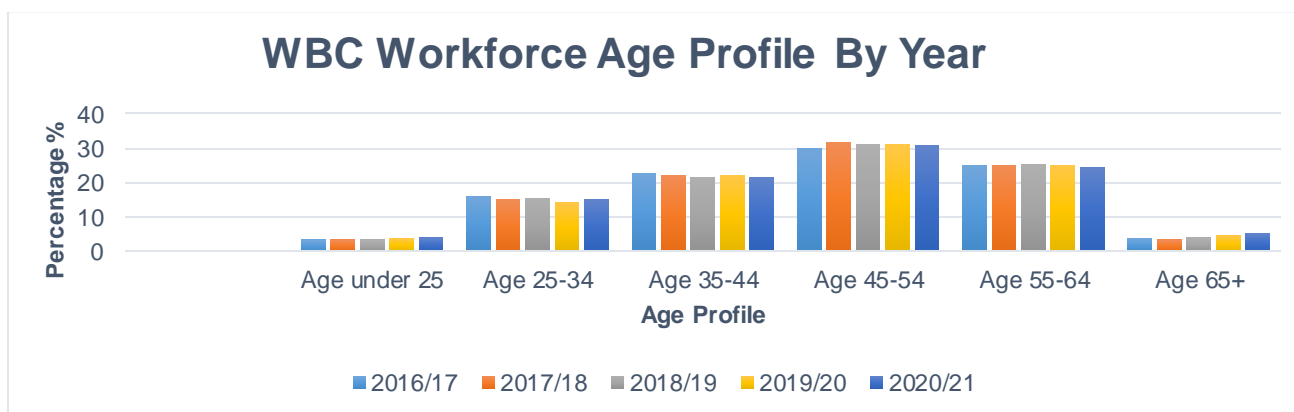


12.4 The age profile for the Council shows that 76.37% of employees were aged between 35 and 64. An older workforce is typical of local government and is shown in the table below. 3.75% of employees were aged under 25 and 5.05% were 65 and over. The

age profile of the workforce has remained relatively stable. The LGA survey states the following detail in relation to age of the local government workforce:

Age range – in years	Percentage of the local government workforce (LGA)
Under 25	4.6%
25 to 39	24.8%
40 - 64	66.9%
Over 65	3.5%
Unknown	0.2%

12.5 The following table shows the age profile of WBC workforce for the last 5 years. There is very little fluctuation in the age profile over the last 5 years. Recruitment to posts that have been filled by employees aged 25 and under has been higher than in previous years as stated earlier in the report and the Workforce Strategy outlines a commitment to supporting future employment for those in this age category.



13 Pay and Grading – Equality information

13.1 82.51% of jobs on the lowest WBC grades (B-F) are occupied by women. However, only 65.68% of middle managers (K-M) and 25% of senior managers (defined as Heads of Service, Service Leads, Directors and the Chief Executive) were female. As women occupy 77.35% of all jobs in the Council, this shows that proportionately more female employees were employed in lower paid jobs in the Council, and proportionately more men were employed in higher paid jobs.

- 13.2 Senior managers are defined as the Chief Executive, Service Leads, Directors and Heads of Service – 1.04% of the total workforce, of which 25% are female, which is a rise from 13.33% last year. Within the Workforce Strategy there is an action to consider how WBC can support an approach to increase the number of women in management roles.
- 13.3 6.99% of all employees declare themselves as being of minority ethnic origin. 49.07% of this group of employees are in the lowest grade group (B-F) compared to 36.63% of all employees in the Council; this drops to 0% for senior management jobs.
- 13.4 With regard to the 3.88% of employees declaring themselves to have a disability, the percentage of employees in each grade group with a disability is fairly evenly distributed and comparable to the proportion of total employees in each grade band. There are 12.25% of senior managers with a disability.
- 13.5 There has been a decrease from 66.67% to 62.5% of senior managers who are aged between 45 and 64. This reflects the level of experience required for these roles, but also more appointments of younger senior managers.

14 Part Time Working – equality information

- 14.1 89.27% of part time employees are women. We assume this is because women are more likely to take on caring responsibilities for children or other dependants. The percentage of part-time staff has decreased slightly from last year, at 36.18% from 38.82%. There are a high proportion of part time and female employees in ASC and Education where the service lends itself to part time working opportunities and is also likely to be attractive to female employees as a profession.
- 14.2 54.74% of part time workers are in the lowest graded jobs (B-F); this compares to 36.64% of all Council employees who are in this pay band.
- 14.3 No senior managers work part time and 27.12% of middle managers work part time. The lack of part-time working at a senior level may reflect the difficulty of carrying out higher level management duties on a part time basis, and that the higher percentage of men working in these roles are less likely to want to work part time. It is positive to see such a good percentage of middle managers who are able to work flexibly and achieve a work-life balance.
- 14.4 Age, disability and ethnic minority status are not particularly correlated with part time working.

15 Starters and Leavers – equality information

- 15.1 Of the 175 new starters, there was a slightly lower proportion who were female (71.43%) than in the current workforce (77.35%). There was also a higher proportion of starters from ethnic minority groups (10.29%) than in the current workforce which has positively contributed to the higher ethnic minority representation in the workforce. The percentage of starters declaring a disability (3.43%) was slightly below that % in the current workforce.

15.2 The percentage of new starters who were aged under age 25 was 18.29%. This is a large increase from the previous year, when only 10.29% of new starters were under 25.

15.3 Of the leavers in 2020/21, 12.8% were ethnic minorities, 4.93% declared a disability and 77.46% were female. These figures follow general trends for these characteristics through the workforce, starters and leavers, and do not show any particular areas of concern.

16 Training – equality information

16.1 Take up of internal training opportunities varies with age, with 100% of under 25s completing some form of training (classroom, virtual or eLearning) this year compared to only 61.54% of over 65s.

16.2 The proportion of people from different groups taking up internal training is broadly in line with the overall 90.42% of the workforce. There are no characteristic groups which seem to be limited in terms of access to corporate training.

17 Supporting Information

Data is collated from our HR Information System (Resourcelink). The 2011 Census was used to show comparisons against the local community. LGA Workforce Survey Data from 2020/2021 was used along with CIPD data (Chartered Institute of Personnel and Development).

18 Proposals

This report contains no specific recommendations and is for information only. However, this data will be used to inform future actions within the Workforce Strategy, Apprenticeship Strategy and Equality and Diversity Strategy.

19 Conclusion

19.1 The analysis of workforce data reveals no significant unexpected trends.

19.2 To seek to improve the equality data collection for WBC workforce due to high levels of unknown categories in protected characteristics.

19.3 That the pandemic has impacted on mental health negatively and that there needs to be continued support for wellbeing initiatives as COVID 19 remains part of everyday life.

20 Appendices

20.1 Appendix A – Annual Employment Report- Employment Data and Supporting Information

20.2 Appendix B – Establishment Information

20.3 Appendix C – Graphs of key changes

Operations Board recommendation

*(add text)

Background Papers: N/A

Subject to Call-In:

Yes: No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Wards affected: N/A

Officer details:

Name: Paula Goodwin
Job Title: HR Service Lead
Tel No: 01635 503839
E-mail: paula.goodwin1@westberks.gov.uk

Document Control

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Change History

Version	Date	Description	Change ID
1			
2			

Appendix A

Annual Employment Report – Employment Data
Supporting Information

1. Headlines

Staff employed by West Berkshire Council	31/03/17	31/03/18	31/03/19	31/03/20	31/03/21
Headcount	1460	1488	1486	1512	1545
Full time employees in workforce (%)	62.40	62.23	62.52	61.18	63.82
Part time employees in workforce (%)	37.60	37.77	37.48	38.82	36.18

Category (% of workforce)	2016/17	2017/18	2018/19	2019/20	2020/21	2011 census
Female	76.85	77.28	77.46	78.04	77.35	n/a
Male	23.15	22.72	22.54	21.96	22.65	n/a
Disability declared (definition in Equality Act 2010)*	3.22	3.23	3.57	3.70	3.88	3.20
Ethnic Minority	5.41	6.25	7.07	7.08	6.99	5.00
Age under 25	3.15	3.23	3.23	3.70	3.75	n/a
Age 25-34	15.89	14.92	15.28	14.02	14.82	n/a

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Age 35-44	22.67	22.11	21.53	22.09	21.36	n/a
Age 45-54	29.79	31.65	30.89	30.89	30.61	n/a
Age 55-64	24.93	24.87	25.30	25.00	24.40	n/a
Age 65+	3.56	3.23	3.77	4.30	5.05	n/a

2. Turnover

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of starters in year	167	246	209	243	175
Number of leavers in year	241	223	211	211	142
Turnover (%)	16.24	15.13	14.19	14.08	9.29
Voluntary turnover (%)	12.26	12.01	12.30	12.14	8.44
Average length of service of leavers	8y 3m	7y 3m	5y 8m	6y 2m	6y 8m
Average length of service of employees employed at year end	8y 8m	8y 5m	8y 8m	8y 7m	8y 8m
Stability index (% employees at year end with 12 or more months' service)	89.11	86.29	89.23	87.10	90.29

% of leavers - reason	2016/17	2017/18	2018/19	2019/20	2020/21
Death in service	0.00	0.92	0.95	1.42	2.11
Dismissal (other than redundancy)	2.49	1.84	2.84	1.42	1.41
Early retirement	3.73	3.23	3.32	0.00	0.70
End of fixed term contract	1.24	2.30	0.95	5.21	2.82
Ill health retirement	0.83	0.46	0.47	1.90	2.11
Redundancy	16.18	11.06	8.06	3.79	0.70
Voluntary resignation	61.00	69.59	75.83	82.94	78.87
Retirement	10.79	10.60	7.58	1.42	11.26
TUPE transfer	3.73	0.00	0.00	0.95	0.00

3. Absence

Working days lost to sickness absence	2016/17	2017/18	2018/19	2019/20	2020/21
Short term absence only (under 28 calendar days) - average per person	3.83	4.02	4.43	4.21	2.50
All absences - average per person	8.79	8.59	9.84	9.65	7.15
Total working days lost	12,861	12,722	14,657	14,451	10,961

Top reasons for absence (%)	2016/17	2017/18	2018/19	2019/20	2020/21
Stress, depression or anxiety-related	23.8	21.3	25.3	23.5	40.3
Other musculoskeletal problems (not back)	13.0	14.9	14.0	12.1	12.5
Other reason	10.9	7.2	10.8	11.0	10.5
Infections, to include colds and flu	11.4	13.6	10.6	10.3	7.6

4. Grading

	Grade	% of all employees in this grade
B-F		36.64
G-J		47.06
Middle managers	Grades K-M and Soulbury grades	15.28
Senior managers	Head of Service, Service Leads, Directors, Chief Executive	1.04

Female employees as percentage of employees in this grade	2017	2018	2019	2020	2021
B-F	83.91	82.96	83.87	84.42	82.51
G-J	75.63	77.69	77.73	77.84	78.27
Middle managers	66.09	64.76	64.09	66.52	65.68
Senior managers	31.58	26.67	20.00	13.33	25.00

Grade	Ethnic Minority % of those in this grade	% of all ethnic minority employees who are in this grade
B-F	9.36	49.07
G-J	5.78	38.89
Middle managers	5.51	12.04
Senior managers	0.00	0.00

Grade	% of those in this grade who have a disability i.e. representation in workforce	% of all those who have a disability who are in this grade
B-F	3.53	33.33
G-J	4.26	51.67
Middle managers	2.97	11.67
Senior managers	12.5	3.33

% of those in this grade in each age group (rows total to 100)						
Grade	Under 25	25-34	35-44	45-54	55-64	65+
B-F	7.07	15.72	15.90	25.62	28.45	7.24
G-J	2.48	17.47	25.03	29.85	21.46	3.71
Middle managers	0.00	5.51	22.46	44.92	23.31	3.81
Senior managers	0.00	0.00	31.25	31.25	31.25	6.25

Grade	% of those in this grade who work part time	% of those who work part time who are in this grade
B-F	54.06	54.74
G-J	26.00	33.81
Middle managers	27.12	11.45
Senior managers	0.00	0.00

5. Part Time Working

Category	% of this group who work part time	% of part time employees who are in this group
Female	41.76	89.27
ETHNIC MINORITIES	37.04	7.16
Having a disability	38.33	4.11

% of those working full or part time in each age group						
Category	Under 25	25-34	35-44	45-54	55-64	65+
Full time	4.46	17.55	20.99	31.74	22.21	3.04
Part time	2.50	10.02	22.00	28.62	28.26	8.59

6. Starters and Leavers

% of all starters who were from this group	2016/17	2017/18	2018/19	2019/20	2020/21
Female	76.65	78.05	78.47	77.37	75.00
ETHNIC MINORITIES	11.38	12.60	17.70	10.29	15.63
Having a disability	4.19	3.25	4.78	3.29	6.25

% of all starters during the year who were in this age range	2016/17	2017/18	2018/19	2019/20	2020/21
Under 25	10.18	10.57	12.44	10.29	18.29
25-34	31.14	24.80	24.40	19.34	26.86
35-44	23.95	17.89	23.92	25.51	17.71
45-54	24.55	29.27	24.88	25.93	24.00
55-64	8.98	16.67	14.35	17.70	12.00
65+	1.20	0.81	0.00	1.23	1.14

% of all leavers during the year who were from this group	2016/17	2017/18	2018/19	2019/20	2020/21
Female	76.35	77.42	75.83	73.46	77.46
Ethnic Minority	7.47	7.83	12.80	10.43	12.68
Having a disability	4.98	4.61	3.32	4.74	4.93

% of all leavers during the year who were in this age range	2016/17	2017/18	2018/19	2019/20	2020/21
Under 25	5.81	2.91	6.16	3.32	5.63
25-34	19.09	19.35	14.22	19.43	16.20
35-44	16.18	17.97	25.12	20.38	21.13
45-54	21.58	20.28	22.75	24.17	21.83
55-64	28.22	26.73	24.64	25.12	22.54
65+	9.13	8.76	7.11	7.58	12.68

7. Training (completion of internal training courses for staff employed on 31/03/2021)

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of employees who attended at least one classroom/virtual course	864	1111	968	830	671
Percentage of employees attending classroom/virtual courses	59.18	74.66	65.14	54.89	43.43
Number of classroom/virtual courses completed	2891	3351	3291	2713	1611
Number of employees who completed at least one e-learning course	813	1042	1287	1169	1305
Percentage of employees undertaking e-learning	55.68	70.03	86.61	77.31	84.47
Number of e-learning courses completed	2450	4085	5218	4663	5808
Number of employees completing any course (e-learning or classroom)	1187	1340	1408	1348	1397
Percentage of employees completing any course (e-learning or classroom)	81.30	90.05	94.76	89.15	90.42
Total courses completed	5341	7436	8509	7376	7419

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Completed at least one training course this year %	2016/17	2017/18	2018/19	2019/20	2020/21
Female	82.44	87.39	95.31	89.66	91.05
Male	77.51	85.80	92.84	87.35	88.29
Ethnic Minority	86.08	95.70	94.29	86.92	86.11
Having a disability	85.11	85.42	92.45	89.29	88.33
All employees	81.30	90.05	94.76	89.15	90.42

Completed at least one training course this year %	2016/17	2017/18	2018/19	2019/20	2020/21
Under 25	91.30	100.00	100.00	94.64	100.00
25-34	85.34	91.44	97.80	92.92	92.58
35-44	82.18	90.88	97.19	90.42	87.58
45-54	84.60	90.66	96.30	89.93	94.50
55-64	75.55	87.84	90.69	87.83	89.66
65+	61.54	72.92	71.43	67.69	61.54

8. Apprenticeships

Age of Staff enrolled on a workplace Apprenticeship	2018	2019	2020	2021
Under 25	13.04	11.11	14.46	7.75
25-34	21.74	31.75	26.51	27.13
35-44	21.74	19.05	22.89	32.56
45-54	26.09	30.16	27.71	27.13
55-64	17.39	7.94	8.43	5.43
65+	0.00	0.00	0.00	0.00

9. Protected Characteristics – Sexual Orientation

	2018	2019	2020	2021
Bisexual	0.67	0.67	0.93	1.36
Gay/Lesbian	0.74	0.94	0.93	0.91
Heterosexual	50.47	52.83	56.28	58.58
Other	0.27	0.61	0.73	0.84
Prefer not to answer	4.77	5.11	5.22	5.24
Prefer to self-describe	0.00	0.00	0.00	0.06
Unknown	43.08	39.84	35.92	33.01

10. Protected Characteristics – Religion

	2018	2019	2020	2021
Agnostic	0.87	1.14	1.59	1.94
Atheist	2.69	3.16	4.43	4.98
Buddhist	0.07	0.07	0.07	0.13
Christian	28.23	30.15	30.89	32.23
Hindu	0.74	0.67	0.40	0.26
Jewish	0.00	0.07	0.07	0.00
Muslim	0.40	0.40	0.40	0.39
None	17.94	18.30	19.71	20.39
Other Religion/Belief	1.21	1.48	1.65	1.62
Prefer not to answer	5.17	5.18	5.22	5.18
Sikh	0.27	0.20	0.26	0.39
Unknown	42.41	39.17	35.32	32.49

Appendix B

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Appendix B - Establishment Summary 2020/21

11. Introduction

- 11.1 The data used to complete this report is taken from the HR system Resourcelink.
- 11.2 This report summarises the WBC Establishment as at 31/03/21 and the reasons for the variance between 31/03/20 and 31/03/21.

12. Total Establishment

- 12.1 The Establishment Post FTE is 1621.98 FTE as at 31/03/2021, an increase of 45.38 FTE (2.9%) since last reporting at 31/03/2020 (1576.60).
- 12.2 During 2020/21, 116 (108.63 FTE) new posts were created, 62 (-56.75 FTE) posts deleted and 92 (-6.51 FTE) post FTE values amended.

The Establishment Post FTE, Occupied FTE, Vacant FTE and Funding FTE arrangements by Service as at 31/03/2021 can be seen in the table below, along with the comparison to 31/03/2020.

Service Unit	Post FTE	Occupied FTE	Vacant FTE	Post FTE	Occupied FTE	Vacant FTE
	31Mar21	31Mar21	31Mar21	31Mar20	31Mar20	31Mar20
Adult Social Care	459.86	370.37	89.49	450.03	363.89	86.14
Children and Family Services	166.27	146.39	19.88	163.93	139.90	24.03
Director & Support (People)	3.00	3.00	0.00	3.00	3.00	0.00
Education Services	170.60	146.83	23.77	162.37	139.42	22.95

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Communities and Wellbeing *	63.59	55.65	7.94	11.11	9.32	1.79
People	863.32	722.25	141.07	790.44	655.54	134.91
Development and Planning	119.03	95.36	23.67	107.76	88.83	18.93
Director & Support (Place)	2.00	2.00	0.00	2.00	2.00	0.00
Public Protection and Culture *	135.82	111.39	24.43	178.53	149.84	28.69
Environment ****	162.55	148.21	14.34	155.55	137.98	17.57
Place	419.39	356.96	62.44	443.84	378.65	65.19
Commissioning	25.50	23.00	2.50	23.42	22.39	1.03
Customer Services and ICT	78.84	71.07	7.78	77.48	70.03	7.45
Director (Resources)	1.00	1.00	0.00	1.00	1.00	0.00
Finance and Property	129.16	111.25	17.91	134.52	110.34	24.17
Strategy & Governance ***	101.34	77.92	23.43	96.68	78.95	17.74
Resources **	335.84	284.23	51.61	333.10	282.71	50.38
CEO & Support **	3.42	3.00	0.42	9.23	6.73	2.50
Council Total	1621.98	1366.44	255.54	1576.60	1323.62	252.98

Service Unit	Wbc Funded Fte	Wbc Joint Fte	Wbc External Fte	Wbc Funded Fte	Wbc Joint Fte	Wbc External Fte
	31Mar21	31Mar21	31Mar21	31Mar20	31Mar20	31Mar20
Adult Social Care	454.74	3.12	3.00	444.62	3.41	3.00
Children and Family Services	139.96	9.91	16.39	137.64	9.41	16.88
Director & Support (People)	3.00	0.00	0.00	3.00	0.00	0.00
Education Services	109.63	21.27	40.10	105.99	21.34	36.15
Communities and Wellbeing *	52.87	0.00	9.72	3.51	0.00	7.60
People	760.21	34.30	69.22	694.77	34.15	63.63
Development and Planning	108.38	0.65	10.00	100.26	0.00	7.50
Director & Support (Place)	2.00	0.00	0.00	2.00	0.00	0.00
Public Protection and Culture *	82.44	43.49	10.89	123.89	44.75	9.89
Environment ****	155.55	3.00	4.00	148.55	3.00	4.00
Place	348.37	47.14	24.89	374.70	47.75	21.39

Commissioning	23.50	2.00	0.00	21.42	2.00	0.00
Customer Services and ICT	71.84	2.00	5.00	70.48	2.00	5.00
Director (Resources)	1.00	0.00	0.00	1.00	0.00	0.00
Finance and Property	93.75	17.69	17.72	92.71	19.72	22.09
Strategy & Governance ***	87.01	13.33	1.00	83.81	12.37	1.00
Resources **	277.11	35.02	23.72	268.92	36.09	28.09
CEO & Support **	3.42	0.00	0.00	8.23	0.00	1.00
Council Total	1389.10	116.45	117.82	1346.60	117.99	114.11

13. Significant Establishment Post FTE changes during 2020/21

Structure changes during 2020/21:

Closure of Walnut Close care home.

*Communities and Wellbeing (was Public Health & Wellbeing).

- Building Communities Together team transferred in from CEO & Support 4.81 FTE.
- Culture – Libraries, Shaw House and Museum teams transferred in from Public Protection & Culture 39.33 FTE.

**CEO & Support removed from Resources Directorate.

*** Strategy & Governance formed – Merger of Human Resources, Legal Services and Strategic Support.

**** Transport and Countryside renamed Environment.

Significant post changes during 2020/21 were:

- a) Executive Director of Place post created (replaces Director Environment).
- b) Service Directors in Adult Social Care, Communities & Wellbeing and Environment created. (New Service Director for Strategy & Governance created in 2019/20).
- c) Heads of Service in Adult Social Care, Legal and Strategic Support & Transport and Countryside deleted.
- d) Service Lead in Adult Social Care created.
- e) Unit Manager posts created in Birchwood and Notrees/Willows Edge care homes.

The following table shows establishment post FTE changes by Service during 2020/21:

Service	New posts created			Posts deleted			Change to existing post FTE		
Council +45.38 FTE	+108.64 FTE			-56.75 FTE			-6.51 FTE		
Adult Social Care +9.84 FTE	+16.11 FTE			-4.09 FTE			-2.18 FTE		
Service Director - ASC	1.00	04762	Service Director Adult Social Care						
Management & Support	1.00	04765	Admission and Engagement Manager	1.00	02213	Head of Adult Social Care	0.04	00950	Quality Assurance Manager
	0.50	04839	Communication Officer				(0.50)	01794	ASC Senior Management Administrator
	1.00	04847	Service Lead						
Adult Social Care – Central	1.00	04835	Social Care Practitioner	0.28	02653	Occupational Therapist	0.05	03682	Occupational Therapist
	1.00	04891	Occupational Therapist						
				1.00	04278	Occupational Therapist	0.08	04265	Social Care Practitioner
Adult Social Care – East	0.61	04821	Team Leader	0.81	03892	Social Worker	(0.22)	03584	Team Leader

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	1.00	04834	Social Care Practitioner			0.11	03744	Occupational Therapist
Adult Social Care – West	1.00	04833	Social Care Practitioner			0.27	03558	Occupational Therapist
						(0.27)	04305	Occupational Therapist
Service	New posts created			Posts deleted		Change to existing post FTE		
Client Financial Services	1.00	04844	Deputy ship Officer			(0.14)	03044	Financial Assessment & Charging Team Mgr
	0.57	04845	Project Manager			(0.43)	03514	Deputy ship Officer
						0.19	03524	Senior Fin.Assessmen & Charging Officer
Greenfield House RC						0.28	03637	Care Practitioner
						(0.19)	03789	Care Practitioner
Reablement						(0.27)	01543	Reablement Co-ordinator
						0.27	03404	Reablement Co-ordinator
Safeguarding Adults	1.00	04849	Social Care Practitioner					
Transitions						0.19	03589	Administrator

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Birchwood	0.43	04759	Apprentice Administration Assistant	1.00	04470	Team Leader	(0.39)	04458	Administrator
							(1.80)	04461	Dementia Practitioner
	1.00	04854	Senior Nurse				3.03	04466	Residential Care Officer
	1.00	04855	Wellbeing & Activity Lead				0.65	04467	Residential Care Officer - Nights
	1.00	04867	Unit Manager				(5.08)	04468	Registered General Nurse
							1.00	04471	Activities Assistant
							0.10	04472	Housekeeper
Notrees	1.00	04856	Activities Assistant				(0.12)	00650	Care Home Administrative Officer
	1.00	04864	Residential Unit Manager				(0.31)	00665	Care Practitioner
							0.41	00675	Domestic Assistant
Walnut Close							(0.05)	00705	Residential Care Officer
							0.05	00709	Dementia Practitioner
Willows Edge							0.14	00628	Care Home Administrator
							(0.14)	01482	Dementia Practitioner
							1.00	02398	Activity Assistant
Willows Edge & Notrees						(0.14)	04354	Residential Unit Manager	

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Children and Family Services +2.34 FTE	+7.00 FTE	-3.99 FTE	-0.67 FTE
Contact, Advice & Assessment Service		0.50 01889 Assessment Support Assistant	0.30 03957 Social Worker
Management & Support	1.00 04777 Apprentice Business Supp. Assist. Admin.	1.00 01844 PA to Head of CFS	
	1.00 04848 Apprentice Complaints Officer		
LSCB team		1.00 04419 LSCB & Systems Change Service Manager	
		0.49 04539 BBO Project Officer	
Family Placement Team	1.00 04880 Senior Social Worker SGO		
	1.00 04896 Newly Qualified Social Worker		
Family Safeguarding East and West	1.00 04815 Apprentice Business Supp. Assist. Admin.		(0.39) 03079 Business Support Assistant Administrator
	1.00 04816 DA Practitioner (Perpetrator Worker) FS		
Service	New posts created	Posts deleted	Change to existing post FTE
Quality Assurance & Safeguarding		1.00 04514 Business Support Administrator	(0.25) 01846 Business Support Administrator

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Targeted Intervention Team						(0.01)	02965	Business Support Assistant Administrator
						(0.32)	04378	Intervention Worker
The Edge	1.00	04804	Apprentice Substance Misuse Worker					
CEO & Support -5.81 FTE	0.00 FTE			-1.00 FTE			-4.81 FTE (transfer of Building Communities Together team to Communities and Wellbeing service)	
				1.00	04517	MEAM Co-ordinator		
Commissioning +2.08 FTE	+4.00 FTE			-1.92 FTE			-0.00 FTE	
	1.00	04827	Procurement Officer	1.00	01058	Contracts & Commissioning Officer		
	1.00	04831	Supplier Relationship Manager	0.92	04653	Energy Contracts Officer		
	1.00	04870	Procurement Business & Category Manager					
	1.00	04884	Procurement Officer					
Communities and Wellbeing +52.47 FTE	+8.09 FTE			0.00 FTE			+0.24 change in FTE +44.14 transferring in from other services 4.81 Building communities team from CEO & Support 39.33 Culture (Libraries, Museum, Shaw House) from PP&C	
	1.00	04859	Service Director -					

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			Communities & Wellbeing						
Building Communities Together	1.00	04774	Community Coordinator (Engagement)						
	1.00	04775	Community Hub Manager						
	1.09	04776	Community Hub Response Officer						
	1.00	04846	Programme Manager						
	1.00	04853	Programme Manager - Local Communities						
Libraries						0.14	04450	Library Manager - Newbury	
Public Health & Wellbeing	1.00	04832	Project Officer - Outbreak Control			0.12	03925	Programme Manager	
	1.00	04838	Prog.Off. Wider Determinants of Health			(0.20)	04603	Project Officer – Traded Services	
						0.19	04358	Programme Support Officer - Healthy Comm	
Customer Services & ICT	+2.68 FTE			-0.70 FTE			-0.61 FTE		
ICT	1.00	04836	Mobile Devices Support Engineer			(1.00)	00048	Courier	
	0.68	04837	Mobile Phone Project Technician			0.39	00104	Service Desk Support Analyst	
	1.00	04869	ICT & Mobile Device Technician						
Customer Services				0.70	04657	Customer Services			

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				Advisor			
Service	New posts created			Posts deleted			Change to existing post FTE
Development and Planning	+27.11 FTE			-19.18 FTE			+0.60 FTE change in FTE +2.73 FTE transferred in
							Transport policy team transferred to Environment -1.92 Archaeological team transferred in from Public Protection & Culture +3.65 Project Manager post transferred in from Property +1.00
Housing	1.00	04865	Employment and Training Officer	1.00	04721	Supported Lettings Officer	
	1.00	04770	Rough Sleeper Navigator	1.00	00570	Housing Register Supervisor	
	1.00	04850	Occupational Therapist (Housing)	1.00	00571	Housing Options Officer	
	0.61	04766	Housing Service Administration Assistant	1.00	01947	Housing Options Officer	
	1.00	04788	Private Sector Lettings Negotiator	1.00	03219	Housing Options Officer	
	1.00	04789	Homelessness Prevention & Relief Team Lr	0.50	03953	DHP Assessment Officer	
	1.00	04794	Homelessness Prevention & Relief Officer	1.00	04111	Housing Options Officer	
	1.00	04795	Homelessness Prevention &	1.00	04115	Housing Options Officer	
				1.00	04116	Housing Options Officer	
				0.50	04477	Advanced Homelessness Prevention Officer	

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		Relief Officer	1.00	04552	Housing Options Officer	
1.00	04797	Homelessness Prevention & Relief Officer	1.00	04559	Housing Options Officer	
0.50	04798	Housing Support Officer	1.00	04561	Advanced Homelessness Prevention Officer	
1.00	04800	Housing Allocations Team Leader	1.00	04562	Landlord Liaison Officer	
1.00	04801	Homelessness Prevention & Relief Team Lr	0.50	04612	Housing Management Officer	
1.00	04802	Homelessness Prevention & Relief Officer	2.00	04684	Housing Options Officer	
1.00	04805	Homelessness Prevention & Relief Officer	1.00	04611	Homelessness Reduction Coordinator	
1.00	04806	Homelessness Prevention & Relief Officer				
1.00	04807	Homelessness Prevention & Relief Officer				
1.00	04808	Homelessness Prevention & Relief Officer				
1.00	04809	Homelessness Prevention & Relief Officer				
1.00	04810	Homelessness Prevention & Relief Officer				
1.00	04818	Private Sector Lettings Negotiator				
1.00	04825	Housing Support Officer				
1.00	04778	Rough Sleeper Navigator				

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	1.00	04799	Homelessness Reduction Team Leader						
Planning Services				0.68	00793	Planning Services Support Assistant			
Planning & Transport policy	1.00	04760	Economy Manager	1.00	00020	Economic Development Officer	0.60	02992	Senior Planning Officer
	1.00	04782	Economic Development Officer						
	1.00	04792	Town Centre Administrator	1.00	03901	Senior Minerals and Waste Officer			
	1.00	04883	Business Engagement Officer						
	1.00	04852	Principal Minerals and Waste Officer						
Director and Support +0.0 FTE	+1.00 FTE			-1.00 FTE			+0.00 FTE		
	1.00	04763	Executive Director Place	1.00	00002	Corporate Director			
Service	New posts created			Posts deleted			Change to existing post FTE		
Education Service +8.24 FTE	+14.25 FTE			-6.00 FTE			-0.01 FTE		
Access, Planning & Trading	0.15	04840	Admissions Officer	0.70	03451	Service Manager			

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Emotional Health Academy	1.00	04803	Mental Health Worker				0.19	04667	Referral Coordinator
	1.00	04874	Mental Health Worker						
Early Years, Vulnerable Learners and Families	1.00	04822	EMTAS Learning Adviser EAL	0.80	00524	EMTAS Team Manager	0.10	02271	EYFS Improvement Adviser
	0.61	04823	EMTAS Team Leader	1.00	04494	Family Hub Support Assistant	(0.10)	03025	VST Consultant (Safeguarding)
	1.00	04882	Family Support Worker						
				0.60	04576	Virtual School Teacher Consultant SENCO	0.36	03105	Family Wellbeing Worker
							(0.01)	03330	EYFS Improvement Adviser
							0.11	04162	Family Wellbeing Hub Manager
							0.20	04163	EY Information, Data and Funding Officer
							(0.19)	04166	EY Information, Data and Funding Officer
							(0.39)	04422	EY Information, Data & Funding Officer
							0.04	04541	Specialist Info. Officer EY/
Educational	1.00	04771	SEMH Practitioner	1.08	04362	Therapeutic Thinking Support Worker			
	0.54	04772	SEMH Practitioner						
				0.82	04363	Therapeutic Thinking			

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	0.60	04773	SEMH Practitioner			Support Worker		
				1.00	04364	Therapeutic Thinking Support Worker		
Educational Psychology	1.00	04791	Assistant Educational Psychologist				0.20	03356 Educational Psychologist
							0.14	04543 Senior Educational Psychologist
							(0.20)	04568 Educational Psychologist
							(0.20)	04692 Administrative Officer
SEN Inclusion and Disabled Children	2.00	04787	Castle Gate Deputy Manager				(0.28)	01714 EDIT Advisory Teacher
	0.40	04783	SEN & DCT Administration Assistant				0.60	02434 EDIT Coordinator
	1.00	04786	Autism Team Coordinator				(1.00)	02686 Autism Spectrum Advisor
	1.80	04829	Autism Specialist Teaching Assistant				(0.19)	03019 Occupational Therapist
	0.15	00440	Case Officer				0.19	03284 Occupational Therapist
							(0.20)	03949 Assistant SEN Manager (Transition & 16+)
						(0.40)	04069 EHC Assessment Co-ordinator	
						0.70	04183 EHC Assessment Co-ordinator	

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						0.04	04366	SEN Case Officer	
						0.60	04533	Assistant SEN Manager	
School Improvement and Governance	1.00	04817	16-24 Support Officer			(0.19)	01007	School Improvement Officer	
Service	New posts created			Posts deleted		Change to existing post FTE			
Environment +7.00 FTE	+5.00 FTE			-3.00 FTE		+0.08 FTE change in FTE +4.92 FTE transferred in from other services 3.00 from PP&C (Energy team)1.92 from Dev. & Planning (Transport policy team)			
	1.00	04761	Service Director Environment	1.00	00271	Head of Transport & Country side	0.16	00292	Parking Officer
	1.00	04767	Environment Delivery Manager	1.00	00290	Parking Manager	0.08	02335	Transport Policy Team Leader
	1.00	04826	Environment Delivery Officer	1.00	02721	Systems Manager	(0.20)	03212	Senior Waste Officer
							0.11	03850	Principal Waste Officer

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	1.00	04841	Environment Delivery Officer				(0.07)	04195	Secretary (Local Access Forum)
	1.00	04858	Principal Parking Officer						
Finance & Property	+6.59 FTE			-5.38 FTE			-5.57 change in post FTE		
							-1.00 project manager FTE transferred to Dev. & Planning		
Benefits				1.00	02849	Benefits Visiting Officer	(4.05)	00224	Benefits Assessment Officer
Revenues							(1.22)	03116	Administrative Assistant
							(1.00)	03122	Local Taxation Officer
Property	0.50	04781	Property Assets Officer						
Accountancy	1.00	04830	Deputy Finance Manager	1.00	01066	Finance Manager (Capital & Treasury Mgt)	0.24	00552	Accountant
	0.49	04861	Finance Manager				0.39	01067	Accountant
	0.80	04872	Senior Accountant – Treasury	0.76	04072	Senior Accountant	(0.04)	01664	Accountant
				0.81	01017	Schools Finance Manager	0.50	04550	Assistant Accountant
	1.00	04812	Accountant	0.81	04619	Senior Accountant - Projects	(0.39)	04680	Senior Accountant
	1.00	04843	Schools Accountancy Manager						
Financial Accounting & Assurance	1.00	04813	Principal Auditor	1.00	03666	Insurance Officer (Schools)			
	0.80	04857	Insurance & Finance Administrator						
Strategy & Governance	+4.70 FTE			-1.00 FTE			+0.96 FTE		
	+4.66 FTE								

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	1.00	04758	Apprentice Pay roll Assistant	1.00	00956	Head of Legal & Strategic Support	0.81	03012	Assistant Pay roll Manager
	0.70	04764	Equality & Diversity Officer						
	1.00	04793	Digital Communications Officer				0.15	03761	Human Resources Officer
	1.00	04860	Digital Services Officer						
	1.00	04871	Principal Policy Officer -Digital Democracy						
Public Protection and Culture	+12.11 FTE			-9.49 FTE			+0.65 FTE change in post		
-42.71 FTE							-45.98 transferred to other services		
							-39.33 to Communities and Public Health (Culture - Libraries, Shaw House, Museum)		
							-3.00 to Environment (Energy team)		
							-3.65 to Dev. & Planning (Archaeological team)		
Service	New posts created			Posts deleted			Change to existing post FTE		
	1.00	04851	Principal Officer – Policy & Governance						
	1.00	04863	Principal Officer – Policy & Governance						
	1.00	04868	Principal Policy Officer (Cult & Leisure)						
Case Management				1.00	04739	Business Manager			

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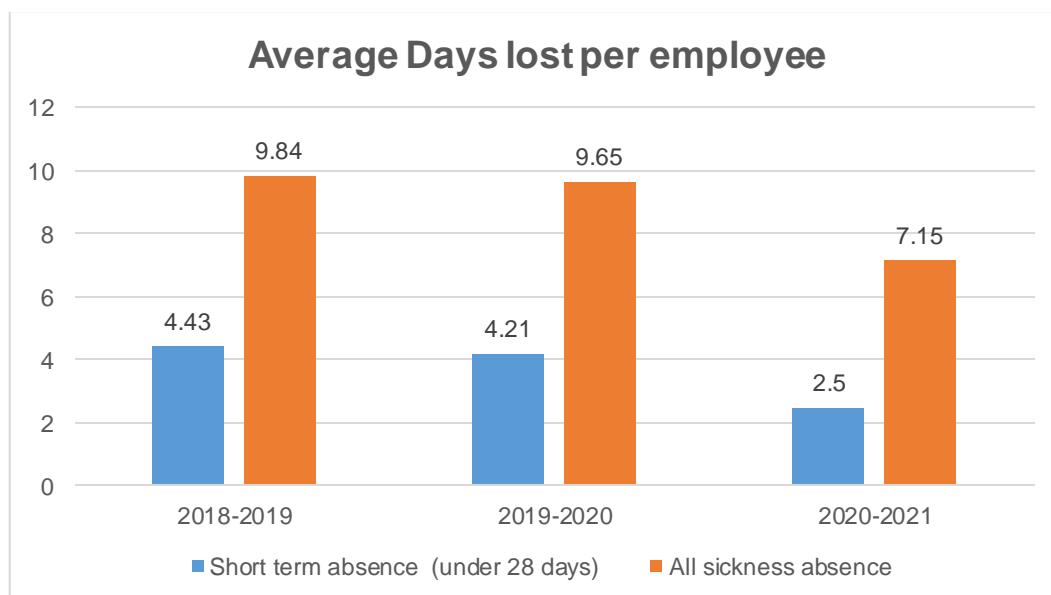
Compliance & Enforcement	0.61	04842	Enforcement Officer	1.00	04695	Enforcement Officer	0.21	02196	Enforcement Officer – Road Traffic
				1.00	04696	Enforcement Officer			
				1.00	04537	Environmental Control Officer	0.05	02594	Principal Trading Standards Officer
							0.20	03689	Environmental Health Officer
Environmental Quality							0.19	03883	Senior Environmental Health Officer
Joint Emergency Planning	1.00	04780	Emergency Planning Officer	1.00	03653	Strategic Support Officer			
	1.00	04819	Emergency Planning Officer	1.00	04547	Emergency Planning Assistant			
	1.00	04824	Emergency Planning Officer						
				1.00	04548	Emergency Planning Assistant			
Partnership Support	1.00	04768	Customer Delivery Support Officer						
	0.50	04814	Customer Delivery Support Officer						
Programme	1.00	04769	Snr. Officer (Community Protec. & Health)	1.00	00874	Lead Officer (Crime Prevention & Health)			
	1.00	04784	Environmental Control Officer						
	1.00	04785	Environmental Control Officer						
Response	1.00	04811	Environmental Health Officer	0.49	04398	Customer Care Technical Clerk			
Trading Standards				1.00	04637	Enforcement Officer			

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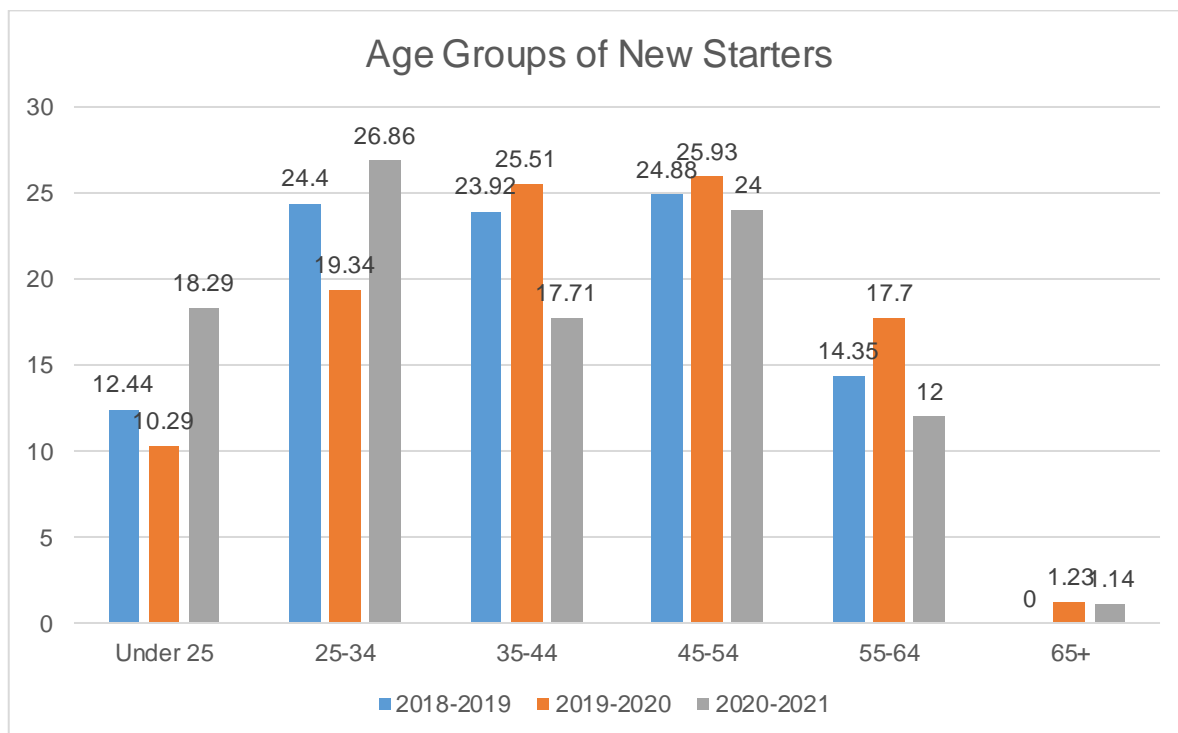
Appendix C – Variances in 2020-2021

1 Introduction

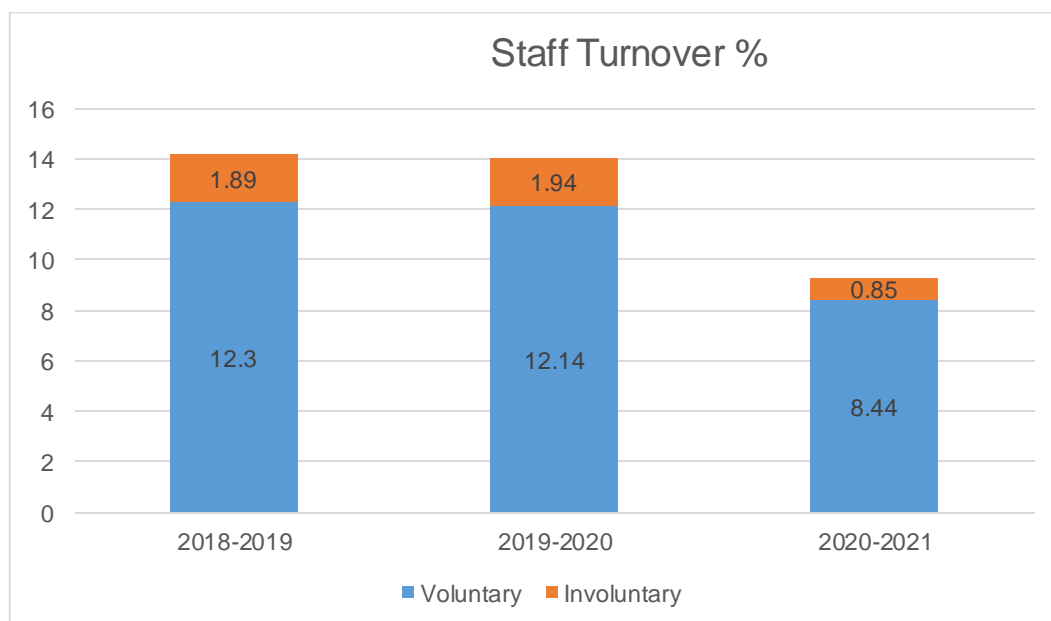
- 1.1 The Annual Employment Report monitors key employment data over time. Usually, West Berkshire Council has been fairly stable in terms of workforce indicators, but 2020-2021 has seen some interesting changes to the normal trends. This is likely to be related to the Covid-19 pandemic and its effect on employment during an unstable time.
- 1.2 The graphs below are a selection of some of key differences in some indicators in such an unusual year.
- 1.3 Average days lost due to sick absence decreased significantly. This may be because many staff were home working, as well as less circulation of illnesses due to lockdown. As mentioned previously, only Covid-19 absences over 28 days are included in these figures.



1.4 WBC recruited younger staff this year which is different from previous years. 45% of new starters were 34 or under.



1.5 Staff Turnover has decreased due to staff more likely to remain in current jobs during the instability of a pandemic. It will be interesting to see the impact to staff turnover when the pandemic lessens.



1.6 Due to some recent appointments, the % of women in senior management has increased to 25%

