

Local Government Workforce Survey 2022

Research Report

May 2022



To view more research from the Local Government Association Research and Information team please visit: <https://www.local.gov.uk/our-support/research>

Contents

- Summary..... 1
 - Background 1
 - Key findings..... 1
- Introduction 4
- Methodology 4
 - Response rate 4
 - Notes 5
- Local Government Workforce Survey 2022 6
 - Skills development 6
 - Recruitment and retention 10
 - Solutions to recruitment and retention difficulties 26
 - Career grades/frameworks 32
 - Pay and rewards 41
 - Harassment 48
- Annex A: Questionnaire 50

Summary

Background

The Local Government Workforce Survey 2022 provides information on key elements of the workforce within local authorities in England. The figures provided by councils include school support staff, but exclude teachers. The survey is conducted regularly by the Local Government Association's (LGA) Research and Information Team and previous surveys in the series can be found on the LGA's website¹.

All heads of human resources (or equivalent position) in England were asked to complete an online survey between March and May 2022. The final overall response rate achieved was 36 per cent (119 councils). By council type, the response rate was highest from counties (50 per cent / 12 councils) and lowest from London boroughs (27 per cent / nine councils).

Regionally, response was highest from Yorkshire and the Humber (73 per cent / 16 councils) and lowest from the West Midlands (15 per cent / five councils)

Key findings

Skills development

- Ninety per cent of all councils said they had a capability skills gap in their management teams in at least one area and 83 per cent of respondents said they had a capacity skills gap in a least one area.
- The skills gap which was the most common priority for councils (15 per cent) was Supporting digitalisation/use of technology.

Recruitment and retention

- Over half of councils said that in 2021/22 they had made no substantive changes to staffing numbers; and 14 per cent said they were planning to reduce staff in 2022/23. Sixty-two per cent of all respondents said they were considering increasing apprenticeships in 2022/23.
- Nearly all respondents (94 per cent) said that they were experiencing recruitment and retention difficulties.
- More than half of county, district and single tier respondents said they experiencing difficulties recruiting planning officers and 36 per cent were having problems retaining them.

¹ <https://www.local.gov.uk/workforce-and-earnings-surveys-and-data-infographic>

- Eighty-three per cent of councils which run children's services were having difficulties recruiting children's social workers and 72 per cent were having problems retaining them.
- Forty-five per cent of councils which run environmental health services were having difficulties recruiting environmental health officers. Twenty-one per cent of councils were having difficulties retaining building control officers and housing officers.
- In response to recruitment and retention difficulties, 81 per cent of all councils said they provided market supplements for some posts.
- Nearly half (48 per cent) of respondents said they provided market supplements for children's social workers. Just over a quarter said they provided them to planning officers and 18 per cent provided market supplements to building control officers.

Solutions to recruitment and retention difficulties

- Councils were undertaking a range of actions to help with recruitment and retention. The most common (actioned by one in ten) was to offer flexible working. Of those undertaking actions, over a quarter said they considered flexible working to be the most effective one.

Career grades/frameworks

- Eighty-three per cent of councils reported using career framework/grade systems. Just under a half said they had them in place for jobs in planning. Over two thirds of county and single tier councils had them in place for jobs in social work and 31 per cent of district and single tier respondents had them in place for jobs in environmental health.
- More than a quarter of respondents said that they have had career framework/grades systems in places between 10 – 20 years.
- Four-fifths of councils described the managerial approach to career framework/grades as being 'largely devolved to individual department/services/directorates'.
- Just under half of respondents said it varied between individual departments/service/directorates as to whether staff automatically qualify for progression or if they need to await a suitable vacancy.

Pay and rewards

- More than four-fifths of respondents said their council already uses employee engagement/employee surveys as an element in their approach to rewards.
- More than three-quarters of respondents said their council uses time served (i.e. annual increment progression) as a system of individual pay progression for the majority of staff.
- Greater than four-fifths of respondents said annual pay increases in their authority are contractually linked to the Local Government Services (LGS) National Joint Council (NJC).

- Just under half of respondents said they used LGS – NJC as a job evaluation scheme for the majority of staff.

Harassment

- More than two-thirds of respondents said their authority records incidents of harassment and abuse experienced by officers. A further quarter did not know.
- For councillors, more than two-fifths record incidents of harassment and abuse experienced by them; a similar proportion did not know.

Introduction

The Local Government Workforce Survey 2022 provides information on key elements of the workforce within councils and includes data on school support staff, but excludes teachers. The survey was conducted by the Local Government Association's (LGA) Research and Information Team and updates previous surveys in the series.

Methodology

The survey was conducted by the LGA's Research and Information Team using an online questionnaire. An email containing a unique link was sent to heads of human resources (or equivalent position) in all English councils (333 in total).

The survey was available to complete online between March and May 2022. The final overall response rate was 36 per cent (119 councils).

This level of response rate means that these results should not be taken to be more widely representative of the views of all councils. Rather, they are a snapshot of the views of this particular group of respondents.

Response rate

Table 1 shows, by council type, the response rate was highest from counties (50 per cent / 12 councils) and lowest from London boroughs (27 per cent / nine councils).

Regionally, as shown in Table 2, response was highest from Yorkshire and the Humber (73 per cent / 16 councils) and lowest from the West Midlands (15 per cent / five councils).

Table 1: Response rate by authority type

Type of council	Total number	Number of responses	Response rate %
District	181	54	30
County	24	12	50
London borough	33	9	27
Metropolitan district	36	17	47
Unitary	59	27	46

Table 2: Response rate by region

Region	Total number	Number of responses	Response rate %
Eastern	50	24	48
East Midlands	39	13	33
London	33	9	27
North East	12	4	33
North West	41	18	44
South East	70	20	29
South West	33	10	30
West Midlands	33	5	15
Yorkshire and Humber	22	16	73

Notes

Where tables and figures report the base, the description refers to the group of people who were asked the question and the number in brackets refers to the number of respondents who answered. Please note that bases vary throughout the survey, as not all respondents answered all questions.

Where the response base is less than 50, care should be taken when interpreting percentages, as small differences can seem magnified. Therefore, where this is the case in this report, the non-percentage values are reported, in brackets, alongside the percentage values.

The results are often broken down into two groups, with shire districts as one group and single tier and county councils combining to form the second group. This is because district councils are usually much smaller than both single tier and county councils. Presenting the results in this way means they can be viewed in the context of organisation size.

Throughout the report, percentages in figures and tables may add to more than 100 per cent due to rounding.

Local Government Workforce Survey 2022

This section contains analysis of the full results from the survey.

Skills development

Skills gaps for managers

Respondents were asked if their council has any gaps in the skills of its managers or management teams. They were asked about capability (which was defined as ‘the council has managers, but they require additional training and development/support to close the skills gap’) and capacity (defined as ‘the council has managers with these skills, but they have no capacity to utilise them effectively’).

Nine out of ten (90 per cent) of all respondents said they had a capability skills gap in a least one area. Eighty-three per cent of respondents said they had a capacity skills gap in a least one area. See Table 3.

More than half (58 per cent) of councils reported a capability skills gap in managing change, people management and supporting commerciality. Fifty-seven per cent of councils said there is a capacity skills gap in people management.

Table 4 shows the data broken down by districts and single tier / county councils. More than half (58 per cent) of districts said there was a capability skills gap in supporting digitalisation/use of technology. Sixty-nine per cent of single tier/county councils said there was a capability skills gap in managing change and supporting commerciality.

Over half (57 per cent) of district respondents said there was a capacity skills gap in people management. Sixty-five per cent of single tier/county respondents said there was a capacity skills gap in managing change.

Table 3: Does your council have any gaps in the skills for your managers or management team?

	Capability skills gap	Capacity skills gap
	%	%
Managing change	58	56
People management (e.g. recruiting/coaching/motivating staff)	58	57
Supporting commerciality	58	41
Understanding equalities and diversity	57	35
Supporting digitalisation/use of technology	57	48
Managing organisational performance	51	52
Assessing environmental impact	50	32
Project management	43	46
Project commissioning	35	31
Financial management	33	23
Other	3	3
Total reporting at least one	90	83

Base: all respondents (115)

Table 4: Does your council have any gaps in the skills for your managers or management team?

	Capability skills gap		Capacity skills gap	
	%		%	
	Districts	Single tier/ counties	Districts	Single tier/ counties
Managing change	45	69	45	65
People management (e.g. recruiting/coaching/motivating staff)	53	63	57	58
Supporting commerciality	45	69	38	44
Understanding equalities and diversity	43	68	36	34
Supporting digitalisation/use of technology	58	56	45	50
Managing organisational performance	40	61	47	56
Assessing environmental impact	43	55	28	35
Project management	38	47	36	55
Project commissioning	25	44	21	40
Financial management	23	42	15	31
Other	2	5	0	5
Total reporting at least one	91	89	81	85

Base: all respondents (districts (53), single tier and counties (62))

The following 'other' responses were given:

- Agile working/innovation
- Cyber security.

Skills priority

Respondents were asked whether any of the management gaps were a skills priority for their council. Priority was defined as 'a skills gap that we [the council] are addressing/will be addressing in the next 12 months'.

Overall, 16 per cent of respondents said their council's skills priority was in people management (e.g. recruiting/coaching/motivating staff). Fifteen per cent of respondents said their council was prioritising supporting digitalisation/use of technology. No major differences were observed between districts and single upper tier councils. See Table 5.

Table 5: Which of the following management gaps, if any, are a skills priority for your council?

	Districts	Single tier/counties	All councils
	%	%	%
People management (e.g. recruiting/coaching/motivating staff)	16	17	16
Supporting digitalisation/use of technology	14	16	15
Managing organisational performance	16	13	14
Understanding equalities and diversity	11	16	14
Managing change	12	14	13
Supporting commerciality	9	5	7
Assessing environmental impact	9	5	7
Financial management	5	7	6
Project management commissioning	3	7	3
None of the above	3	1	2
Other	1	5	3

Base: all respondents (119) (respondents could tick more than one option)

The following 'other' responses were given:

- Strategic workforce planning
- Wellbeing and resilience
- Emerging needs from local government reorganisation
- Shift to agile management
- Hybrid working
- Cyber security.

Recruitment and retention

Workforce size and structure

Respondents were asked about changes to their workforce size and structure in 2021/22 and 2022/23. As shown in Table 6, just over half (52 per cent) of respondents said that in 2021/22 they had made no substantive changes to staffing, while 41 per cent said this for 2022/23. Thirty-nine per cent of respondents said that they had increased apprenticeships in 2021/22, and nearly two-thirds (62 per cent) said they were going to do this in 2022/23.

Sixty-one per cent of districts said they made no substantive changes to staffing numbers in 2021/22, while 44 per cent said they were making none in 2022/23. Forty-four per cent districts were considering increasing apprenticeships in 2022/23.

More than half (51 per cent) of single tier and county councils said they had increased apprenticeships in 2021/22 and 78 per cent said they were considering doing this in 2022/23. More than two-thirds (69 per cent) of single tier and county councils said they were making no substantive changes to staffing in 2022/23. See Table 7.

Table 6: Did your council do any of the following or not in 2021/22? And is it considering doing any of the following actions in 2022/23 or not?

	2021/22		2022/23	
	%	N	%	N
Making no substantive changes to staffing numbers	52	62	41	49
Increasing apprenticeships	39	46	62	74
Recruiting more staff in specialist roles	31	37	39	47
Increasing use of contractors or agencies	28	33	13	15
Reducing use of contractors or agencies	24	28	39	46
Recruiting more staff overall	21	25	21	25
Reducing staff numbers overall	14	17	14	17
Recruitment freeze	9	11	5	6
Decreasing apprenticeships	5	6	1	1
Don't know	1	1	6	7

Base: all respondents (119)

Note: respondents could tick more than one option

Table 7: Did your council do any of the following or not in 2021/22? And is it considering doing any of the following actions in 2022/23 or not?

	2021/22		2022/23	
	Districts	Single tier /counties	Districts	Single tier /counties
	%	%	%	%
Making no substantive changes to staffing numbers	61	45	44	69
Recruiting more staff overall	17	25	19	38
Reducing staff numbers overall	9	18	9	28
Recruitment freeze	9	9	6	14
Recruiting more staff in specialist roles	20	40	33	62
Increasing use of contractors or agencies	28	28	15	43
Reducing use of contractors or agencies	11	34	22	52
Increasing apprenticeships	24	51	44	78
Decreasing apprenticeships	7	3	2	5
Don't know	2	0	11	0

Base: all respondents

Note: respondents could tick more than one option

Recruitment and retention difficulties

Respondents were asked to identify any recruitment and retention difficulties they were experiencing. Almost all respondents (94 per cent) said they were currently experiencing them. See Table 8.

Table 8: Is your authority currently experiencing any recruitment or retention difficulties?

	Districts	Single tier /counties	All councils
	%	%	%
Yes	93	95	94
No	7	3	5
Don't know	0	2	1

Base: all respondents (119 – Shire districts (54), Single/upper tier (65))

Table 9, Table 10 and Table 11 show the roles facing recruitment difficulties broken down by the type of council that holds responsibility for those occupations. Just over nine out ten councils (92 per cent) were experiencing recruitment difficulties in at least one occupation.

More than half (58 per cent) of all county, district and single tier respondents said they were experiencing difficulties recruiting planning officers. Over half (53 per cent) also said recruiting legal professionals was difficult. See Table 9.

Table 10 shows 83 per cent of all county and single tier respondents said they had difficulties recruiting children's social workers. Seventy-one per cent of county and single tier respondents were experiencing difficulties recruiting adult social workers.

For district and single tier respondents, 45 per cent of them were experiencing difficulties recruiting environmental health officers, 43 per cent of them were having difficulties recruiting building control officers.

Table 9: Please indicate for which of the following occupations, if any, your authority is experiencing recruitment difficulties – *counties, districts and single tier roles*

	Counties	Districts	Single tiers	All councils
	%		%	%
Planning officers	83	63	47	58
Legal professionals	67	50	53	53
ICT professionals	83	31	45	43
Chartered surveyors	50	35	40	39
Engineering professionals	58	6	42	27
HR and industrial relations officers	33	19	32	26
Finance officers (other than s151)	50	22	21	24
Heavy goods vehicle drivers	17	28	17	22
Administrative officers/assistants	67	4	17	16
ICT user support officers	25	19	11	16
Economic development officers	33	11	13	14
Civil enforcement officers	17	15	11	13
Cleaners, domestics	42	2	11	10
Call centre agents/operators	25	4	8	8
Personal assistants and other secretaries	25	4	4	6
Gardeners and grounds people	8	6	6	6
Community drivers	33	0	4	5
Other front line staff	8	4	2	3
Section 151 officer	0	2	4	3
Playworkers	0	0	0	0
Other (please specify below)	17	13	17	15

Base: all respondents (119 – counties (12), districts (54), single tier (53))

Table 10: Please indicate for which of the following occupations, if any, your authority is experiencing recruitment difficulties – *counties and single tier roles*

	Counties	Single tiers	All councils
	%	%	%
Children's social workers	92	81	83
Adult social workers	92	66	71
Adult care workers	92	57	63
Mental health social workers	92	53	60
Educational psychologists	75	43	49
Occupational therapists (adults)	83	36	45
Children's residential care workers	83	32	42
Home care workers	58	32	37
Adult care community support worker	75	25	35
Adult day care workers	58	30	35
Occupational therapists (children's)	50	30	34
Children's residential care managers	58	21	28
Adult residential care managers	42	17	22
Early years specialists	33	17	20
Teachers	33	15	18
Adult day care managers	42	11	17
Home care managers	25	15	17
School crossing patrol attendants	17	15	15
Kitchen and catering assistants	25	11	15
Cooks	42	8	14
Teaching assistants	25	9	12
Energy managers	17	4	11
Childcare/playgroup assistants	8	9	9
Family support workers	25	6	9

Table 10: Please indicate for which of the following occupations, if any, your authority is experiencing recruitment difficulties – *counties and single tier roles*

	Counties	Single tiers	All councils
	%	%	%
Library assistants/clerks	17	2	5
Education welfare officers	8	2	3
Librarians	8	2	3
Nursery nurses	0	2	2
School mid-day assistants	0	2	2

Base: all respondents (65 – counties (12) and single tier (53))

Table 11: Please indicate for which of the following occupations, if any, your authority is experiencing recruitment difficulties – *districts and single tier roles*

	Districts	Single tiers	All councils
	%	%	%
Environmental health officers	46	38	45
Building control officers	43	40	43
Housing officers	31	21	28
Conservation and environmental protection officers	15	13	18
Electricians, electrical fitters	11	21	17
Plumbers, heating and ventilating	9	17	14
Benefits and local taxation officers/assistants	15	11	13
Carpenters and joiners	7	13	10
Refuse and salvage occupations	4	9	8
Plasterers	7	8	7
Bricklayers, masons	7	6	7
Painters and decorators	7	6	7
Sports coaches, instructors and officials	2	4	4
Sports and leisure assistants	0	8	4
Countryside and park ranger/warden	0	2	3
Craftworkers	0	2	2

Base: all respondents (107 –districts (54), single tier (53))

Table 12, Table 13 and Table 14 show the roles facing retention difficulties, broken down by the type of council that holds responsibility for those occupations. A little over four-fifths (83 per cent) of councils were experiencing retention difficulties in at least one occupation.

Over one third (36 per cent) of county, district and single tier respondents said they were experiencing retention difficulties with planning officers. Twenty-nine per cent said they had retention difficulties with ICT professionals; and 29 per cent said they faced the difficulty with legal professionals. See Table 12.

Table 13 shows the occupations for which county and single tier authorities have responsibility: nearly three-quarters (72 per cent) of them said they experienced difficulties retaining children's social workers. Over half (57 per cent) of county and single tier respondents said they were experiencing difficulties retaining adult social workers.

For occupations which are the responsibility of district and single tier councils, 21 per cent said they had problems retaining building control officers; and 21 per cent had problems retaining housing officers. See Table 14.

Table 12: Please indicate for which of the following occupations, if any, your authority is experiencing retention difficulties – counties, districts and single tier roles

	Counties	Districts	Single tiers	All councils
	%		%	%
Planning officers	33	48	25	36
ICT professionals	75	20	26	29
Legal professionals	50	31	21	29
Chartered surveyors	17	15	17	16
Other (please specify below)	17	13	17	15
Engineering professionals	17	2	25	13
Heavy goods vehicle drivers	17	15	11	13
Finance officers (other than s151)	25	11	11	13
ICT user support officers	25	13	9	13
Civil enforcement officers	8	9	11	10
Administrative officers/assistants	50	2	8	9
Economic development officers	17	9	6	8
Call centre agents/operators	25	4	8	8
HR and industrial relations officers	17	4	9	8
Cleaners, domestics	33	0	8	7
Section 151 officer	0	2	4	3
Personal assistants and other secretaries	17	0	2	3
Community drivers	17	0	2	3
Gardeners and grounds people	0	0	4	2
Other front line staff	0	4	0	2
Playworkers	0	0	0	0

Base: all respondents (119 –counties (12), districts (54), single tier (53))

Table 13: Please indicate for which of the following occupations, if any, your authority is experiencing retention difficulties – counties and single tier roles

	Counties	Single tiers	All councils
	%	%	%
Children's social workers	83	70	72
Adult social workers	75	53	57
Adult care workers	83	45	52
Mental health social workers	58	42	45
Educational psychologists	50	26	31
Occupational therapists (children's)	42	26	29
Adult day care workers	58	23	29
Occupational therapists (adults)	50	25	29
Adult care community support worker	50	21	28
Home care workers	58	17	25
Children's residential care workers	58	11	20
Children's residential care managers	42	9	15
Home care managers	25	13	15
Adult residential care managers	25	11	14
Early years specialists	25	9	12
Teachers	17	11	12
Adult day care managers	25	8	11
Teaching assistants	17	8	9
Kitchen and catering assistants	17	6	9
Childcare/playgroup assistants	8	8	8
Family support workers	17	4	6
School crossing patrol attendants	8	6	6
Cooks	25	2	6
Energy managers	8	2	5

Table 13: Please indicate for which of the following occupations, if any, your authority is experiencing retention difficulties – *counties and single tier roles*

	Counties	Single tiers	All councils
	%	%	%
Library assistants/clerks	17	2	5
Education welfare officers	8	2	3
Librarians	8	2	3
School mid-day assistants	0	2	2
Nursery nurses	0	0	0

Base: all respondents (65 – counties (12) and single tier (53))

Table 14: Please indicate for which of the following occupations, if any, your authority is experiencing retention difficulties – *districts and single tier roles*

	Districts	Single tiers	All councils
	%	%	%
Building control officers	22	19	21
Housing officers	24	15	21
Environmental health officers	19	13	18
Benefits and local taxation officers/assistants	13	4	8
Electricians, electrical fitters	4	11	8
Plumbers, heating and ventilating	4	11	8
Conservation and environmental protection officers	4	2	5
Refuse and salvage occupations	4	6	5
Street scene operatives	7	2	5
Carpenters and joiners	2	6	4
Countryside and park ranger/warden	0	2	3
Sports and leisure assistants	2	4	3
Bricklayers, masons	2	2	2
Painters and decorators	2	2	2
Plasterers	2	2	2
Craftworkers	0	0	1

Base: all respondents (107 – districts (54), single tier (53))

Market supplements

Respondents were asked if their authority provided market supplements: 81 per cent of respondents said this was the case. The figure was higher for single/upper tier councils (89 per cent). See Table 15 for all respondents and broken down by shire districts and single/upper tier councils.

Table 15: Does your authority provide market supplements?

	Districts	Counties	Single tier	All councils
	%	%		%
Yes	70	100	87	81
No	30	0	8	17
Don't know	0	0	1	3

Base: all respondents (119) –districts (54), counties (12) and single tier (53)

Respondents were asked to indicate which occupations, if any, receive market supplements. Table 16, Table 17 and Table 18 show occupations that receive market supplements broken down by the type of council that hold responsibility for that occupation.

Just over a quarter (26 per cent) of county, district and single tier respondents provide market supplements to planning officers. Table 16 shows 15 per cent respondents provided market supplements for ICT professionals, legal professionals and chartered surveyors.

Table 17 shows just under half (48 per cent) of county and single tier respondents said they provided market supplements for children's social workers. Twenty-six per cent of them provided market supplements for mental health social workers.

Eighteen per cent of district and single tier respondents said they provided market supplements for building control officers and seven per cent provide it for environmental health officers. See Table 18.

Table 16: Please indicate which of the following occupations, if any, receive market supplements – counties, districts and single tier roles

	Counties	Districts	Single tiers	All councils
	%		%	%
Planning officers	17	39	15	26
ICT professionals	0	19	15	15
Legal professionals	17	13	17	15
Chartered surveyors	17	17	13	15
Finance officers (other than s151)	0	19	11	13
Heavy goods vehicle drivers	0	13	8	9
Engineering professionals	8	2	11	7
HR and industrial relations officers	0	7	2	4
Economic development officers	0	7	2	4
Civil enforcement officers	0	4	6	4
Other front line staff	8	2	0	2
Section 151 officer	0	2	0	1
Personal assistants and other secretaries	0	2	0	1
Other	50	9	23	19

Base: all respondents (119 –counties (12), districts (54), single tier (53))

Table 17: Please indicate which of the following occupations, if any, receive market supplements – *counties and single tier roles*

	Counties	Single tiers	All councils
	%	%	%
Children's social workers	58	45	48
Mental health social workers	42	23	26
Adult social workers	25	25	25
Occupational therapists (adults)	17	15	15
Educational psychologists	17	8	9
Occupational therapists (children's)	17	6	8
Adult care workers	17	6	8
Children's residential care managers	8	4	5
Children's residential care workers	8	2	3
Adult care community support worker	8	2	3
Kitchen and catering assistants	0	4	3
Childcare/playgroup assistants	8	0	2
Education welfare officers	8	0	2
Family support workers	8	0	2
Teachers	0	2	2
School mid-day assistants	0	2	2
Adult day care managers	8	0	2
Adult day care workers	8	0	2
Adult residential care managers	8	0	2
Home care managers	8	0	2
Home care workers	8	0	2
Cooks	0	2	2

Base: all respondents (65 –counties (12) and single tier (53))

Table 18: Please indicate which of the following occupations, if any, receive market supplements – *districts and single tier roles*

	Districts	Single tiers	All councils
	%	%	%
Building control officers	20	15	18
Environmental health officers	11	4	7
Sports coaches, instructors and officials	2	4	3
Housing officers	2	2	2
Electricians, electrical fitters	2	2	2
Conservation and environmental protection officers	2	0	1
Countryside and park ranger/warden	2	0	1
Carpenters and joiners	0	2	1
Plumbers, heating and ventilating	0	2	1
Refuse and salvage occupations	0	2	1

Base: all respondents (107 –districts (54), single tier (53))

Solutions to recruitment and retention difficulties

Actions to help with recruitment and retention difficulties

Respondents were asked what actions, if any, their authority had taken or was planning to take to help with recruitment and retention. Twelve per cent of respondents said they have flexible working to help with recruitment and retention. Ten per cent of respondents said they used targeted recruitment campaigns, apprenticeships and market supplements. See Table 19.

There were few differences between different types of council.

Table 19: What actions, if any, have you taken or are you taking to help with recruitment and retention?

	Districts	Single tier/ counties	All councils
	%	%	%
Flexible working	13	11	12
Targeted recruitment campaigns	9	10	10
Apprenticeships	11	9	10
Market supplements	10	9	10
Agency staff	8	7	8
Career frameworks/career grades	9	7	8
Secondments	7	7	7
Government Training Schemes (eg. Kick start, T level)	7	6	7
Relocation packages	5	6	5
Organisational redesign	3	5	4
Job redesign	4	4	4
Retention payments	2	5	4
Personal development offers	6	2	4
“Golden hellos”	3	4	3
Creating a specific recruitment pipeline through education partnerships	1	3	2
Providing lease cars	1	2	1
Merit/incentive awards	1	1	1
Other	0	1	1
None of the above	1	0	0
Don't know	0	0	0

Base: all respondents (119). Note: respondents could tick more than one option.

The following ‘other’ responses were given:

- 'Review of terms and conditions'
- 'Introduced a local pay award'
- 'Looking at creating a specific recruitment pipeline through education partnership in future'
- 'Refer a friend scheme to recommend children's social workers – £250 on appointment and £250 on completion of probation'
- 'Using a gateway system to pay higher salaries i.e., grade remains the same, but the gateway salary reflects the salary range of the next grade up'
- 'Graduate programme'.

Most effective actions to help with recruitment and retention difficulties

Those respondents whose councils had taken recruitment and retention actions were asked to select the top three they considered to be the most effective. Just over a quarter (27 per cent) of respondents said they considered flexible working to be the most effective recruitment and retention action. One fifth (21 per cent) of respondents said they considered market supplements and 14 per cent said they considered targeted recruitment campaigns most effective. See Table 20.

For respondents in districts, 30 per cent said they found flexible working to be the most effective recruitment and retention action, and this was mirrored by 25 per cent of single/upper tier respondents saying the same.

Table 20: Of the recruitment and retentions actions selected of these which do you consider to be the most effective?

	Districts	Single/upper tier	All councils
	%	%	%
Flexible working	30	25	27
Market supplements	21	21	21
Targeted recruitment campaigns	10	17	14
Career frameworks/career grades	14	10	12
Apprenticeships	8	8	8
Retention payments	1	5	3
Personal development offers	4	1	2
'Golden hellos'	2	2	2
Relocation packages	2	2	2
Creating a specific recruitment pipeline through education partnerships	0	3	2
Agency staff	4	1	2
Job redesign	2	1	1
Organisational redesign	0	1	1
Secondments	2	1	1
Merit/incentive awards	1	0	0
Government Training Schemes (e.g. Kick start, T level)	0	1	0
Providing lease cars	0	0	0
Other	1	2	1
None of the above	0	0	0
Don't know	0	0	0

Base: respondents that had taken actions to help with recruitment and retention (insert number)

Note: respondents could tick up to three options

Pension Tax Rules

Respondents were also asked if their authority's ability to recruit, retain, restructure and promote has been impacted by pension tax rules or not. Table 21 shows, for most responding councils, there had been no impact in recruiting staff or promoting an individual and very little impact in retaining staff and restructuring workforce.

Table 19 : Has your ability to do the following been impacted by pension tax rules (i.e. annual and lifetime allowance limits) or not?

	Negative impact	No impact	Positive impact	Base number
	%	%	%	N
Recruiting staff	1	99	0	105
Retaining staff	6	93	1	107
Restructuring workforce	4	95	1	104
Promoting an individual	3	97	0	105
Other	3	97	0	29

Base: all respondents (between 29 and 107)

Table 22 shows this data broken down by shire districts and single/upper tier respondents.

Table 22: Has your ability to do the following been impacted by pension tax rules (i.e. annual and lifetime allowance limits) or not?

	Negative impact		No impact		Positive impact	
	Districts	Single tier/ counties	Districts	Single tier/ counties	Districts	Single tier/ counties
	%	%	%	%	%	%
Recruiting staff	0	2	100	98	0	0
Retaining staff	4	7	94	93	2	0
Restructuring workforce	0	8	98	92	2	0
Promoting an individual	2	4	98	96	0	0
Other	6	0	94	100	0	0

Base: all respondents (varies: see Table 19 – highest number of respondents was shire districts (52), single tier/counties (55))

The following ‘other’ responses were given:

- ‘A couple of officers have reduced working hours’
- ‘It is difficult to associate pension tax rules to the impacts on any of the above issues’
- ‘No direct impact yet but it is becoming a problem’.

Career grades/frameworks

Use of career grades/frameworks

Respondents were asked whether they were using career framework/grades systems in their authority and, if so, for which job families. Fewer than one in five (17 per cent) of authorities were not using such systems.

Table 23, Table 24 and Table 25 show job families that have career framework/grade systems, broken down by type of council that holds responsibility for that job family.

About half (49 per cent) of counties, districts and single tier counties have career framework/grade systems for planning jobs. Thirty-three per cent of them have career framework/grade systems for jobs in finance. See Table 23.

Table 24 shows 67 per cent of county and single tier councils have career framework/grade systems for social workers and 33 per cent have them for occupational therapy. Thirty-one per cent of district and single tier councils have career framework/grade systems for jobs in environmental health and 30 per cent have them for jobs in building control. See Table 25.

Table 20: Which of the following job families, if any, have career framework/ grades systems? – counties, districts and single tier roles

	Counties	Districts	Single tiers	All councils
	%	%		%
Planning	33	72	28	49
Finance	25	35	32	33
Human resources	25	35	21	28
Legal	33	22	25	24
ICT	25	20	21	21
Other	42	19	19	21
Engineering	25	0	23	13
Health and safety	8	6	11	8
Don't know	8	6	6	6
No career framework/grades system	17	11	23	17

Base: all respondents (119 –counties (12), districts (54), single tier (53))

Note: respondents could tick more than one option

Table 21: Which of the following job families, if any, have career framework/ grades systems? – counties and single tier roles

	Counties	Single tiers	All councils
	%	%	%
Social work	67	67	67
Occupational therapy	33	33	33

Base: all respondents (65 – counties (12) and single tier (53))

Table 22: Which of the following job families, if any, have career framework/ grades systems? – districts and single tier roles

	Counties	Single tiers	All councils
	%	%	%
Environmental health	37	25	31
Building control	41	19	30

Base: all respondents (107 – districts (54), single tier (53))

Other responses were:

- 'Project management'
- 'Senior housing roles/housing'
- 'Educational psychologists/teachers/education/apprentice tutors'
- 'Procurement'
- 'Enforcement'
- 'Business support'
- 'Fair trading'
- 'Licensing officer/licensing'
- 'Assessment officer'
- 'Traffic technicians'
- 'Gardeners'
- 'Mechanics'
- 'Highways and transportation'
- 'E-crime'
- 'Registrars'
- 'Trading standards'
- 'Customer services'
- 'Parks'
- 'Communications/marketing'
- 'Leisure'

- 'Social workers in children's and adult [services].'
- 'Catering'
- 'Regeneration'
- 'Revenue and benefits'
- 'Audit'
- 'Electoral services'
- 'Occupational health advisors'

Years active for career framework/grade system

Those respondents whose councils have career framework/grade systems were asked for how many years their authority's career framework/grades system has been in place. Two-fifths (41 per cent) of respondents said that they have had career framework/grades systems in places between 10 to 20 years. Nineteen per cent of respondents said their council has had systems in place between three and five years. Table 26 shows the data broken down for all councils and by districts and single tier/county council respondents.

Table 23: How many years has the career framework/grades system been in place?

	Districts	Single tier/ counties	All councils	All councils
	N	N	%	N
Less than a year	2	0	3	2
1-2 years	2	2	6	4
3-5 years	8	5	19	13
6-9 years	3	6	13	9
10-20 years	12	16	41	28
More than 20 years	0	1	1	1
Various	4	4	12	8
Don't know	3	4	10	7
Unclear	1	1	3	2
Total	35	34	69	69

Base: respondents that had a career framework/grade system – all authorities (69), districts (35) and single tier/counties (34)

Note: several respondents explained that the figures provided were estimates.

Note: various refers to different frameworks/schemes being in place for different careers.

Managerial approach to career frameworks/grades

Those respondents whose councils have career framework/grade systems were asked to select the phrase which best describes their authority's managerial approach to career frameworks/grades. Four-fifths (81 per cent) of respondents said the phrase, 'largely devolved to individual department/services/directorates' best describes the managerial approach to career framework/grades. See Table 27 for the results for all councils and broken down by districts and single/upper tier authorities.

Table 24: Please tick which phrase which best describes the managerial approach to career frameworks/grades

	Districts	Single tier/ counties	All councils
	%	%	%
Largely under centralised/corporate management	18	18	18
Largely devolved to individual departments/services/directorates	82	80	81
Other	0	2	1

Base: Respondents that had a career framework/grade system (districts – 44, single tier and county councils – 45, all councils – 89)

One respondent provided this ‘other’ response:

- ‘All roles have to be job evaluated in the first instance, the framework and process is undertaken and managed locally.’

Progression under career frameworks/grades system

Those respondents whose council has a career framework/grade system in place were asked, if staff qualify for progression under their authority’s system, are they able to do so automatically or are they required to await a suitable vacancy. Just under half (48 per cent) of respondents said it varies between individual departments/service/directorates whether staff automatically qualify for progression or if they need to await a suitable vacancy; the figure for districts was 40 per cent and for single/upper tier it was 56 per cent. See Table 28.

Table 25: If staff qualify for progression under your system, are they able to do so automatically or are they required to await a suitable vacancy?

	Districts	Single tier/ counties	All councils
	%	%	%
Automatic	33	16	24
Vacancy-based	27	29	28
Varies between individual departments/services/directorates	40	56	48

Base: Respondents that had a career framework/grade (119) (districts – 54, single tier and county councils – 65)

Overall strengths of career frameworks/grades system

Respondents were asked to describe briefly the main overall strengths of their career frameworks/grades system, and these are provided below:

- **Retention and career progression:** Many respondents said that their framework or grades system encouraged career progression which in turn led to staff retention. Individuals could see a visible career pathway with clear progression criteria allowing organisations to ‘grow their own’ talent and ensure ‘in-house’ development for employees, who were rewarded accordingly depending on progress.
- **Professional development:** Linked to career progression, some respondents noted the ability for staff to develop their skills and achieve new qualifications or experience. This enabled them to develop into more senior roles within the organisation, with progress subject to relevant experience or qualification and a salary progression framework in line with this.
- **Competencies and capabilities:** Some respondents said that having a clear and transparent process for job evaluation and a flexible career framework had helped staff both to see their supported pathway to senior professional roles and understand the criteria for progressing up the grading structure via competency-based increments.
- **Recruitment:** Some respondents noted that recruitment was impacted positively, as candidates were incentivised at the recruitment stage and good applicants with transferable skills were attracted to posts.
- **Graduates, apprenticeships and entry level roles:** A few respondents suggested that graduates had a greater opportunity to develop in-house and apprentices had a clear career pathway coming into the profession. Those in an entry-level role were given the opportunity for on-the-job learning and development.

- **Skills families:** One or two respondents mentioned a focus on skills families which enabled career mapping across the organisation and also implementing a pay and reward programme accordingly.
- **Responses given by individual respondents:** Other benefits, mentioned by a single respondent, were:

“We are currently planning a different approach to career pathways - previous approach is too siloed and specific.”

“Provides an opportunity to the individual to evaluate their own strengths and stay at a particular grade until a time of their choosing, it is entirely down to them when and if they choose to progress.”

“Is proven to retain staff, as they have a long career grade which rewards them over a number of years up to the senior band [and] it removes the uncertainty around improving their pay situation without having to leave the organisation.”

“Provides for accelerated pay progression and reinforces the importance of CPD [continuing professional development].”

Overall weaknesses of the system

Respondents were asked to describe briefly any weaknesses of the career frameworks/grades system, and these are provided below:

- **Management of system:** Some respondents said that the career frameworks/grades system was difficult to manage and time-consuming to run and assess. There were also examples of managers either not adhering properly to the system or running it inconsistently.
- **Lack of vacancies:** Some respondents noted that the system relied upon suitable vacancies becoming available in order for it to work. Relying on vacancies and specific criteria being met could make it inflexible and could delay progression. Some also mentioned that there was a lack of opportunity in some service areas compared to others.
- **Inconsistencies:** Some suggested that the system had inconsistencies. These included: not always having a consistent level of candidates; a reliance on managers having sufficient skills in identifying the appropriate level for jobs; a need for a proper career grade framework; providing the correct level of training and support to various career grade levels; and existing career matrix lacking clarity and therefore being open to interpretation.
- **Staff expectations:** A few comments were made relating to staff expectations, specifically that it may not be possible to match salary expectations, that expectations may not match organisational requirements and that where an individual is not capable of developing beyond a particular level, support and guidance needs to be offered.
- **Staff leaving after training:** A few respondents noted that employees were able to leave after significant investment in their training had been made. This

could result in benefitting other organisations where vacancies and higher salaries were available.

- **Responses given by individual respondents:** Other weaknesses, mentioned by a single respondent, were:

“If not properly designed, can lead to grade drift and potential equal pay claims.”

“Size of the organisation resulting in a reasonably flat structure.”

“It creates a complexity in the grade structure given the number of potential career grades that need to be maintained.”

“Requires more support from senior staff.”

“Can end up being top-loaded if staff do not leave, (and) sometimes causes issues with budgets/establishment being misaligned.”

“Could have several posts in one section unqualified.”

Additional guidance/support from the LGA

Respondents were asked what additional guidance/support from the LGA would be helpful with respect to setting up a career framework/grades system, if any.

Responses are provided below:

- **Provide ‘best practice’ examples:** Around half of respondents suggested providing examples of best practice, including models, learning from other local authorities and guidance (including comparators and examples).
- **Templates and frameworks:** A few respondents noted that shared frameworks or templates for various work areas would be helpful in creating a uniform approach across local authorities.
- **Benchmarking:** One or two respondents suggested benchmarking with other local authorities to compare models and providing pay benchmarking for specific occupational groups.
- **Approach for areas or regions:** One or two respondents said that regional networking groups and also access to regional comparison data would be of use and a coordinated pan-London approach was also suggested.
- **Support for individual departments:** One or two respondents suggested providing support for specific departments, in particular legal, finance and surveying.
- **Job families:** One or two respondents mentioned that support in introducing or moving to job families would be useful, including advice and guidance on how to create job families efficiently without being resource intensive.
- **Responses given by individual respondents:** Other requests for LGA support, mentioned by a single respondent, were:

“Support on avoiding any potential equal pay claims when implementing career grades.”

“Clarity on qualification routes, especially for environmental health.”

“Assistance with hard-to-fill roles such as commissioning, IT and digital, adult social care, planning and engineering.”

“As we work through the integration between health and care, any support at system level to help us integrate frameworks and systems across both areas (health and care) would be really welcomed.”

“A set of overarching principles within the context of the NJC and JNC T&C [terms and conditions] sets.”

“Support in those which are inherently less profession based e.g. project management, which span more than one department.”

“Assessments between grades.”

“Linkage to apprenticeship standards and T-levels.”

“Pay benchmarking across LGA/info on alternatives to Green Book.”

“Building internal capacity to run job evaluations against the system.”

“How to manage where there is little staff turnover, to get staff at a spread of grades/levels.”

“Career funding.”

“Currently there are large consultancies undertaking work on career frameworks/grading and it is the same work across many individual local authorities. The LGA could do work to broker with large consultancies to reduce [the] spend that individual authorities incur and develop expertise that individual local authorities could access to build up skills, confidence and capacity in the skill area.”

“Advice and guidance on how to set up schemes that comply with equalities legislation.”

“A flexible approach - not one size fits all.”

Pay and rewards

Rewards

Respondents were asked which elements from a list, if any, that their authority uses or plans to use in its approach to rewards. In terms of elements already in use, nearly nine out of ten (87 per cent) respondents identified employee engagement/employee surveys, 86 per cent identified other flexible benefits (including salary sacrifice schemes) and 68 per cent identified other flexible leave benefits as a reward. In terms of what was not going to be implemented soon, 57 per

cent of respondents selected 'total reward benefit statements' and 46 per cent said 'trading leave'. See Table 29.

Table 30 shows the results for all respondents and broken down by district and single tier/county councils.

Table 26: Which, if any, of the following elements do you use, or are you planning to use in your approach to rewards?

	Already in use	Implementing in the next financial year	Not currently planning to implement soon	Don't know
	%	%	%	%
Employee engagement/ employee survey	87	8	2	3
Other flexible benefits (including salary sacrifice schemes)	86	5	5	5
Other flexible leave benefits	68	5	17	10
Trading leave	39	4	46	11
Total reward benefit statements	11	16	57	16

Base: all respondents (between 85 and 119)

Table 27: Which, if any, of the following elements do you use, or are you planning to use, in your approach to rewards?

	Already in use		Implementing in the next financial year		Not currently planning to implement soon		Don't know	
	Districts	Single tier/ counties	Districts	Single tier/ counties	Districts	Single tier/ counties	Districts	Single tier/ counties
	%	%	%	%	%	%	%	%
Employee engagement/ employee survey	83	89	11	6	2	2	4	3
Other flexible benefits (including salary sacrifice schemes)	82	89	8	2	5	4	5	4
Other flexible leave benefits	67	70	4	5	19	16	10	10
Trading leave	31	46	2	5	52	41	15	7
Total reward benefit statements	14	9	16	16	55	60	16	16

Base: all respondents (highest number 119) - districts (54), single/upper tier (65)

Pay progression

Respondents were asked which system of individual pay progression their authority uses for the majority of staff. By far the largest proportion of respondents (77 per cent) said their council uses time served (i.e. annual increment progression). Table 31 shows the data for all respondents and broken down by district and single tier/county council respondents.

Table 28: Which system of individual pay progression does your authority use for the majority of staff?

	Districts	Single tier/ counties	All councils
	%	%	%
Time served (i.e. annual incremental progression)	77	77	77
Performance/contribution related progression	14	15	15
Spot salaries (i.e. no incremental progression)	7	6	6
Other	2	1	2
Don't know	0	0	0

Base: all respondents (119) - districts (54), single/upper tier (65)

Note: respondents could tick more than one option

The following 'other' responses were provided:

- 'Performance-based annual incremental progression.'
- 'We have annual incremental progression, but employees must meet a satisfactory level of performance in order to progress.'

Pay settlement

Respondents were asked if annual pay increases in their authority contractually linked to the Local Government Services (LGS) National Joint Council (NJC). By far the largest proportion of respondents (82 per cent) said this was the case for their council. The figure for districts was 74 per cent and 88 per cent for single tier/county councils. See Table 32.

Table 29: Are annual pay increases in your authority contractually linked to the Local Government Services (LGS) National Joint Council

	Districts	Single tier/ counties	All councils
	%	%	%
Yes	74	88	82
No	26	9	17
Don't know	0	3	2

Base: all respondents (119) - districts (54), single/upper tier (65)

Respondents indicating that their council was not linked to the Local Government Services (LGS) – NJC were asked to specify their pay settlement for 2021/22. Table 33 shows the responses given by the 18 respondents who replied.

Table 30: In 2021/22, what was your pay settlement?

2021/22 pay settlement figure	Number of respondents	Notes on settlement
0.50%	2	
1%	2	
1.2 to 2%		'A minimum pay rate of £9.50 per hour for bottom pay grades (£17,833 pa). A flat rate increase of £350 to jobs up to and including a median salary of £29,333. All grades above this did not receive a pay increase. These awards equate to an increase in pay grades ranging from 1.2 to 2%.'
1.75%	5	'1.75% (cost of living) plus pay rise for those below the average for a role.' 'We mirror the NJC pay award usually'
2%	1	
2.20%	1	'A dynamic approach with an equivalent budget of 2.2%.'
2.25 to 2.5%	1	'2.5% up to Grade B and 2.25% for all other grades.'
2.30%	1	
2.50%	1	
No figure provided	4	'2021/22 pay settlement.' '£100 unconsolidated payment.' '£250 consolidated for first 3 (lower) grades.' 'No increase.'

Base: respondents who reported pay increases are not linked to the Local Government Services (LGS) - NJC (18)

Job evaluation scheme

Respondents were asked which job evaluation scheme their authority uses for the majority of staff. Just under half (46 per cent) of respondents said they used Local

Government Services – NJC. Twenty-one per cent said they used Hay/Kornferry. See Table 34.

Similar proportions of district and single tier/county councils reported using Local Government Services – NJC job evaluation scheme (44 per cent and 48 per cent respectively).

Table 31: Which job evaluation scheme do you use in your authority for the majority of staff?

	Districts	Single tier/counties	All councils
	%	%	%
Local Government Services - NJC	44	48	46
Hay/Kornferry	17	25	21
GLPC	15	17	16
PE – Inbucon	7	0	3
Other	17	11	13

Base: all respondents (119), shire districts (54), single/upper tier (65)

The following ‘other’ responses were given:

- ‘Innecto’
- ‘Job family modelling’
- ‘Bespoke’
- ‘We utilise GLPC for more junior roles in our organisation and Hay for management roles’
- ‘Local scheme’
- ‘Pilat/Gauge’
- ‘In-house job family scheme based on NJC & Hay’
- ‘NJC for roles up to Level 7; Hay scheme for levels 8 up to (but excluding) Director posts’
- ‘GAUGE/NJC Terms and Conditions’
- ‘Our own’
- ‘None’
- GMB’

- 'Zellis'
- 'Job families based on NJC'
- 'Own scheme based on NJC'

Harassment

Harassment and intimidation

Respondents were asked if their authority records incidents of harassment and abuse experienced by councillors and officers. As shown in Table 35, more than two thirds (69 per cent) of respondents said their council records incidents of harassment and abuse experienced by officers; while 44 per cent said it records that experienced by councillors. Forty-six per cent of respondents did not know if their council records incidents of harassment and abuse experienced by councillors. Table 36 shows this finding broken down by districts and single tier/county council respondents.

Table 32: Does your authority record incidents of harassment and abuse experienced by councillors and officers?

	Yes	No	Don't know
	%	%	%
Councillors	44	10	46
Officers	69	4	27

Base: all respondents (119)

Table 33: Does your authority record incidents of harassment and abuse experienced by councillors and officers?

	Yes		No		Don't know	
	Districts	Single tier/ counties	Districts	Single tier/ counties	Districts	Single tier/ counties
	%	%	%	%	%	%
Councillors	48	40	6	14	46	46
Officers	76	63	0	8	24	29

Base: all respondents (119) - (districts (54) and single tier/counties (65))

Respondents were asked to report, over the past financial year (2021/22), the number of incidents of harassment and abuse experienced and reported by councillors and officers. A total of 56 respondents replied to this question. For 2021/22, Table 37 shows there were a range of responses but no common theme.

Table 34: Over the past financial year (2021/22) how many incidents of harassment and abuse have been experienced and reported by councillors and officers?

Number of incidents	Councillors			Officers		
	Districts	Single tier/ counties	All councils	Districts	Single tier/ counties	All councils
	N	N	N	N	N	N
0	11	6	17	16	4	20
1 - 5	1	5	6	9	2	11
6 - 10	0	0	0	2	3	5
11 - 25	0	1	1	2	2	4
26 - 50	0	0	0	0	1	1
51 - 100	0	0	0	0	1	1
100 + */**/**	0	0	0	0	4	4
Don't know	3	3	6	2	5	7
N/A	0	2	2	0	1	1

*110 verbal incidents; 120 physical incidents

**Includes schools, excludes special needs client behavioural incidents

***185 (incl. schools) 81 (excl. schools)

Note: One respondent noted that their figure referred to employees who have completed accident report forms with the reason 'verbal assault (incl. threatening behaviour)'

Note: One respondent noted that violence and aggression related incidents against officers may not be recorded as harassment and/or abuse

Base: respondents in councils which record councillors / officers experiencing abuse (82)

Annex A: Questionnaire

LG Workforce Survey 2021/22

Q1.1 Thank you for taking the time to complete this survey. You can navigate through the questions using the buttons at the bottom of each page. Use the 'previous' button at the bottom of the page if you wish to amend your response to an earlier question.

If you stop before completing the return, you can come back to this page using the link supplied in the email and you will be able to continue where you left off. To ensure your answers have been saved, click on the 'next' button at the bottom of the page that you were working on before exiting.

All responses will be treated confidentially. Information will be aggregated, and no individual or authority will be identified in any publications without your consent. Identifiable information may be used internally within the LGA but will only be held and processed in accordance with our [privacy statement](#). We are undertaking this survey to aid the legitimate interests of the LGA in supporting and representing authorities.

If you would like to see an overview of the questions before completing the survey online, you can access a PDF here: [LGA Workforce Survey 2021/22 final](#)

Q2.1 Please amend the details we have on record if necessary.

- Name _____
- Authority _____
- Job title _____
- Email address _____
- Telephone _____

Q3.1 Skills Gaps

Most councils recognise the importance of ensuring their management team / managers have the capability and capacity to meet current and future service needs. Does your council have any gaps in the skills for your managers or management team?

Capability = we have managers but they require additional training and development / support to close skills gap

Capacity = we have managers with these skills but they have no capacity to utilise them effectively

	There is a capability skills gap	There is a capacity skills gap	There is both a capability and a capacity skills gap	There is neither a capability or capacity skills gap
Managing change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing organisational performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding equalities and diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People management (e.g, recruiting/coaching/motivating staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting commerciality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting digitalisation/use of technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project commissioning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing environmental impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3.2 Skills Priority

Which of the following management gaps, if any, are a skills priority for your

council?

Priority = skills gap that we are addressing /will be addressing in the next 12 months.

- Managing change
 - Managing organisational performance
 - Understanding equalities and diversity
 - People management (e.g. recruiting/coaching/motivating staff)
 - Supporting commerciality
 - Supporting digitalisation/use of technology
 - Project management commissioning
 - Assessing environmental impact
 - Financial management
 - None of the above
 - Other (please specify)
-

Q4.1 Workforce Size and Structure

Did your council do any of the following or not in 2021/22? And is it considering doing any of the following actions in 2022/23 or not?

	2021/22	2022/23
Making no substantive changes to staffing numbers	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting more staff overall	<input type="checkbox"/>	<input type="checkbox"/>
Reducing staff numbers overall	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment freeze	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting more staff in specialist roles	<input type="checkbox"/>	<input type="checkbox"/>
Increasing use of contractors or agencies	<input type="checkbox"/>	<input type="checkbox"/>
Reducing use of contractors or agencies	<input type="checkbox"/>	<input type="checkbox"/>
Increasing apprenticeships	<input type="checkbox"/>	<input type="checkbox"/>
Decreasing apprenticeships	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> Don't know	<input type="checkbox"/>	<input type="checkbox"/>

Q4.2 Recruitment and Retention Difficulties

We recognize these questions are asked regularly in our COVID-19 Workforce Survey, but we propose this to be the last time we ask for a while. We are also asking you to identify your recruitment and retention difficulties from across a wider range of staff roles, so we have a better understanding of all areas in which there are recruitment and retention issues.

Is your authority currently experiencing any recruitment or retention difficulties?

- Yes
 - No
 - Don't know
-

Display This Question:

If Recruitment and Retention Difficulties We recognize these questions are asked regularly in our CO... =

Yes

Q4.3 Please indicate for which of the following occupations, if any, your authority is experiencing recruitment and/or retention difficulties.

	Recruitment difficulties	Retention difficulties
Childcare/playgroup assistants	<input type="checkbox"/>	<input type="checkbox"/>
Children's residential care managers	<input type="checkbox"/>	<input type="checkbox"/>
Children's residential care workers	<input type="checkbox"/>	<input type="checkbox"/>
Children's social workers	<input type="checkbox"/>	<input type="checkbox"/>
Early years specialists	<input type="checkbox"/>	<input type="checkbox"/>
Education welfare officers	<input type="checkbox"/>	<input type="checkbox"/>
Educational psychologists	<input type="checkbox"/>	<input type="checkbox"/>
Family support workers	<input type="checkbox"/>	<input type="checkbox"/>
Nursery nurses	<input type="checkbox"/>	<input type="checkbox"/>
Occupational therapists (children's)	<input type="checkbox"/>	<input type="checkbox"/>
Playworkers	<input type="checkbox"/>	<input type="checkbox"/>
Teachers	<input type="checkbox"/>	<input type="checkbox"/>
Teaching assistants	<input type="checkbox"/>	<input type="checkbox"/>
School crossing patrol attendants	<input type="checkbox"/>	<input type="checkbox"/>
School mid-day assistants	<input type="checkbox"/>	<input type="checkbox"/>
Adult care community support worker	<input type="checkbox"/>	<input type="checkbox"/>
Adult care workers	<input type="checkbox"/>	<input type="checkbox"/>
Adult day care managers	<input type="checkbox"/>	<input type="checkbox"/>
Adult day care workers	<input type="checkbox"/>	<input type="checkbox"/>
Adult residential care managers	<input type="checkbox"/>	<input type="checkbox"/>
Adult social workers	<input type="checkbox"/>	<input type="checkbox"/>
Home care managers	<input type="checkbox"/>	<input type="checkbox"/>

Home care workers	<input type="checkbox"/>	<input type="checkbox"/>
Mental health social workers	<input type="checkbox"/>	<input type="checkbox"/>
Occupational therapists (adults)	<input type="checkbox"/>	<input type="checkbox"/>
Administrative officers/assistants	<input type="checkbox"/>	<input type="checkbox"/>
Benefits and local taxation officers/assistants	<input type="checkbox"/>	<input type="checkbox"/>
Call centre agents/operators	<input type="checkbox"/>	<input type="checkbox"/>
Section 151 officer	<input type="checkbox"/>	<input type="checkbox"/>
Finance officers (other than s151)	<input type="checkbox"/>	<input type="checkbox"/>
HR and industrial relations officers	<input type="checkbox"/>	<input type="checkbox"/>
ICT professionals	<input type="checkbox"/>	<input type="checkbox"/>
ICT user support officers	<input type="checkbox"/>	<input type="checkbox"/>
Legal professionals	<input type="checkbox"/>	<input type="checkbox"/>
Personal assistants and other secretaries	<input type="checkbox"/>	<input type="checkbox"/>
Building control officers	<input type="checkbox"/>	<input type="checkbox"/>
Chartered surveyors	<input type="checkbox"/>	<input type="checkbox"/>
Conservation and environmental protection officers	<input type="checkbox"/>	<input type="checkbox"/>
Countryside and park ranger/warden	<input type="checkbox"/>	<input type="checkbox"/>
Economic development officers	<input type="checkbox"/>	<input type="checkbox"/>
Energy managers	<input type="checkbox"/>	<input type="checkbox"/>

Engineering professionals	<input type="checkbox"/>	<input type="checkbox"/>
Environmental health officers	<input type="checkbox"/>	<input type="checkbox"/>
Housing officers	<input type="checkbox"/>	<input type="checkbox"/>
Librarians	<input type="checkbox"/>	<input type="checkbox"/>
Library assistants/clerks	<input type="checkbox"/>	<input type="checkbox"/>
Planning officers	<input type="checkbox"/>	<input type="checkbox"/>
Craftworkers	<input type="checkbox"/>	<input type="checkbox"/>
Bricklayers, masons	<input type="checkbox"/>	<input type="checkbox"/>
Carpenters and joiners	<input type="checkbox"/>	<input type="checkbox"/>
Electricians, electrical fitters	<input type="checkbox"/>	<input type="checkbox"/>
Gardeners and grounds people	<input type="checkbox"/>	<input type="checkbox"/>
Painters and decorators	<input type="checkbox"/>	<input type="checkbox"/>
Plasterers	<input type="checkbox"/>	<input type="checkbox"/>
Plumbers, heating and ventilating	<input type="checkbox"/>	<input type="checkbox"/>
Civil enforcement officers	<input type="checkbox"/>	<input type="checkbox"/>
Cleaners, domestics	<input type="checkbox"/>	<input type="checkbox"/>
Community drivers	<input type="checkbox"/>	<input type="checkbox"/>
Heavy goods vehicle drivers	<input type="checkbox"/>	<input type="checkbox"/>
Cooks	<input type="checkbox"/>	<input type="checkbox"/>
Kitchen and catering assistants	<input type="checkbox"/>	<input type="checkbox"/>
Refuse and salvage occupations	<input type="checkbox"/>	<input type="checkbox"/>
Sports coaches, instructors and officials	<input type="checkbox"/>	<input type="checkbox"/>

Sports and leisure assistants	<input type="checkbox"/>	<input type="checkbox"/>
Street scene operatives	<input type="checkbox"/>	<input type="checkbox"/>
Other front line staff	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify below)	<input type="checkbox"/>	<input type="checkbox"/>

Q4.4 Does your authority provide market supplements?

- Yes
 - No
 - Don't know
-

Display This Question:

If Does your authority provide market supplements? = Yes

Q4.5 Please indicate which of the following occupations, if any, receive market supplements.

	Market supplement
Childcare/playgroup assistants	<input type="checkbox"/>
Children's residential care managers	<input type="checkbox"/>
Children's residential care workers	<input type="checkbox"/>
Children's social workers	<input type="checkbox"/>
Early years specialists	<input type="checkbox"/>
Education welfare officers	<input type="checkbox"/>
Educational psychologists	<input type="checkbox"/>
Family support workers	<input type="checkbox"/>
Nursery nurses	<input type="checkbox"/>
Occupational therapists (children's)	<input type="checkbox"/>
Playworkers	<input type="checkbox"/>
Teachers	<input type="checkbox"/>
Teaching assistants	<input type="checkbox"/>
School crossing patrol attendants	<input type="checkbox"/>
School mid-day assistants	<input type="checkbox"/>
Adult care community support worker	<input type="checkbox"/>
Adult care workers	<input type="checkbox"/>
Adult day care managers	<input type="checkbox"/>
Adult day care workers	<input type="checkbox"/>
Adult residential care managers	<input type="checkbox"/>
Adult social workers	<input type="checkbox"/>
Home care managers	<input type="checkbox"/>
Home care workers	<input type="checkbox"/>
Mental health social workers	<input type="checkbox"/>
Occupational therapists (adults)	<input type="checkbox"/>
Administrative officers/assistants	<input type="checkbox"/>

Benefits and local taxation officers/assistants	<input type="checkbox"/>
Call centre agents/operators	<input type="checkbox"/>
Section 151 officer	<input type="checkbox"/>
Finance officers (other than s151)	<input type="checkbox"/>
HR and industrial relations officers	<input type="checkbox"/>
ICT professionals	<input type="checkbox"/>
ICT user support officers	<input type="checkbox"/>
Legal professionals	<input type="checkbox"/>
Personal assistants and other secretaries	<input type="checkbox"/>
Building control officers	<input type="checkbox"/>
Chartered surveyors	<input type="checkbox"/>
Conservation and environmental protection officers	<input type="checkbox"/>
Countryside and park ranger/warden	<input type="checkbox"/>
Economic development officers	<input type="checkbox"/>
Energy managers	<input type="checkbox"/>
Engineering professionals	<input type="checkbox"/>
Environmental health officers	<input type="checkbox"/>
Housing officers	<input type="checkbox"/>
Librarians	<input type="checkbox"/>
Library assistants/clerks	<input type="checkbox"/>
Planning officers	<input type="checkbox"/>
Craftworkers	<input type="checkbox"/>
Bricklayers, masons	<input type="checkbox"/>
Carpenters and joiners	<input type="checkbox"/>
Electricians, electrical fitters	<input type="checkbox"/>

Gardeners and grounds people	<input type="checkbox"/>
Painters and decorators	<input type="checkbox"/>
Plasterers	<input type="checkbox"/>
Plumbers, heating and ventilating	<input type="checkbox"/>
Civil enforcement officers	<input type="checkbox"/>
Cleaners, domestics	<input type="checkbox"/>
Community drivers	<input type="checkbox"/>
Heavy goods vehicle drivers	<input type="checkbox"/>
Cooks	<input type="checkbox"/>
Kitchen and catering assistants	<input type="checkbox"/>
Refuse and salvage occupations	<input type="checkbox"/>
Sports coaches, instructors and officials	<input type="checkbox"/>
Sports and leisure assistants	<input type="checkbox"/>
Street scene operatives	<input type="checkbox"/>
Other front line staff	<input type="checkbox"/>
Other (please specify below)	<input type="checkbox"/>

Q5.1 Pension Tax Rules

Has your ability to do the following been impacted by pension tax rules (ie annual

and lifetime allowance limits) or not?

Please tick all that apply

	Negative Impact	No Impact	Positive Impact
Recruiting staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retaining staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restructuring workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting an individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5.2 Solutions to Recruitment and Retention Difficulties

What actions, if any, have you taken or are you taking to help with recruitment and retention?

Please tick all that apply

- Providing lease cars
- Market supplements
- Relocation packages
- Targeted recruitment campaigns
- Career frameworks/career grades
- Personal development offers
- "Golden hellos"
- Job redesign
- Flexible working
- Retention payments
- Merit/incentive awards
- Organisational redesign
- Secondments
- Apprenticeships
- Agency staff
- Government Training Schemes (eg. Kick start, T level)
- Creating a specific recruitment pipeline through education partnerships
- Other (please specify below)

None of the above

Don't know

Display This Question:

*If Solutions to Recruitment and Retention Difficulties What actions, if any, have you taken or are... !=
None of the above*

*And Solutions to Recruitment and Retention Difficulties What actions, if any, have you taken or are... !=
Don't know*

*Carry Forward Selected Choices - Entered Text from "Solutions to Recruitment and Retention Difficulties What
actions, if any, have you taken or are you taking to help with recruitment and retention? Please tick all that
apply"*

Q5.3 Of the recruitment and retentions actions selected of these which do you consider to be the most effective?

Please tick up to three

- Providing lease cars
- Market supplements
- Relocation packages
- Targeted recruitment campaigns
- Career frameworks/career grades
- Personal development offers
- "Golden hellos"
- Job redesign
- Flexible working
- Retention payments
- Merit/incentive awards
- Organisational redesign
- Secondments
- Apprenticeships
- Agency staff
- Government Training Schemes (eg. Kick start, T level)
- Creating a specific recruitment pipeline through education partnerships
- Other (please specify below)
- None of the above
- Don't know

Q6.1 Career Grades / Frameworks

This section is a one off module to inform our policy and support work on career frameworks/grades, which councils have asked us to consider.

Q6.2 Which of the following job families, if any, have career framework/grades systems? *Please tick all that apply*

- Planning
- Social Work
- Legal
- ICT
- Building Control
- Occupational Therapy
- Engineering
- Finance
- Human resources
- Health and safety
- Environmental Health
- Other (please specify)

-
- Don't know
 - No career framework/grades system

Skip To: End of Block If Which of the following job families, if any, have career framework/grades systems?

Please tick al... = Don't know

Skip To: End of Block If Which of the following job families, if any, have career framework/grades systems?

Please tick al... = No career framework/grades system

Q6.3 How many years has the career framework/grades system been in place?

Q6.4 Please tick which phrase which best describes the managerial approach to career frameworks/grades.

- Largely under centralised/corporate management
- Largely devolved to individual departments/services/directorates
- Other (please specify below)

Q6.5 If staff qualify for progression under your system, are they able to do so automatically or are they required to await a suitable vacancy?

Please tick one

- Automatic
- Vacancy-based
- Varies between individual departments/services/directorates

Q6.6 Please describe briefly the main overall strengths of your career frameworks/grades system

Q6.7 Please describe briefly any weaknesses of the system

Q7.1 What additional guidance/support from the LGA do you feel would be helpful with respect to setting up a career framework/grades system, if any?

Q8.1 Pay and Rewards

Q8.2 Rewards

Which, if any, of the following elements do you use, or are you planning to use in your approach to rewards?

	Already in use	Implementing in the next financial year	Not currently planning to implement soon	Don't know
Trading leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other flexible leave benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total reward benefit statements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Engagement / Employee Survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other flexible benefits (including salary sacrifice schemes) (Please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8.3 Pay Progression

Which system of individual pay progression does your authority use for the majority of staff?

- Time served (i.e. annual incremental progression)
- Performance/contribution related progression
- Spot salaries (i.e. no incremental progression)
- Other (please specify below)

Don't know

Q8.4 Are annual pay increases in your authority contractually linked to the Local Government Services (LGS) - NJC?

- Yes
 - No
 - Don't know
-

Display This Question:

If Are annual pay increases in your authority contractually linked to the Local Government Services... = No

Q8.5 In 2021/22 what was your pay settlement?

- 2021/22 pay settlement
-

Q8.6 Which job evaluation scheme do you use in your authority for the majority of staff?

- Local Government Services - NJC
 - Hay / Kornferry
 - GLPC
 - PE - Inbucon
 - Other (please state below)
-

Q9.1

Harassment and Intimidation

Does your authority record incidents of harassment and abuse experienced by councillors and officers?

Please tick all that apply.

	Yes	No	Don't know
Councillors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:

If Harassment and Intimidation Does your authority record incidents of harassment and abuse experien...
= Councillors [Yes]

Or Harassment and Intimidation Does your authority record incidents of harassment and abuse experien...
= Officers [Yes]

Q9.2 Over the past financial year (2021/22) how many incidents of harassment and abuse have been experienced and reported by councillors and officers?

Display This Choice:

If Harassment and Intimidation Does your authority record incidents of harassment and abuse experien...
= Councillors [Yes]

Councillors _____

Display This Choice:

If Harassment and Intimidation Does your authority record incidents of harassment and abuse experien...
= Officers [Yes]

Officers _____

Q10.1 CONFIDENTIALITY

Regional employers' organisations Please note that your response to this survey will be held in confidence. The survey report will only contain anonymised and aggregated data.

However, as with previous years, we would like to share identifiable data from your return with Regional Employers' Organisations. Regional Employers' Organisations

will hold your data securely, and will only use the information internally. They will not publish identifiable information.

- I agree to share this data with the Regional Employers' Organisations
- I do not agree to share this data with the Regional Employers' Organisations

Q11.1

Once you press the 'Submit' button below, you will have completed the survey.

Many thanks for taking the time to complete this survey. You are in control of any personal data that you have provided to us in your response. You can contact us at all times to have your information changed or deleted. You can find our full privacy policy here: [click here to see our privacy policy](#)



Local Government Association

Local Government House
Smith Square
London SWP HZ

Telephone

Fax

Email info@local.gov.uk

www.local.gov.uk

© Local Government Association, January 2023