

Local Government Workforce Survey 2015/16

Research report
March 2017



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Foreword

Once again, we would like to thank all those who took the time to complete this survey. We recommend that the survey is used to inform local discussions on vital organisational and workforce issues. This foreword looks very briefly at one or two highlights. As always we have to caution that the samples each year do not necessarily match, so trends can be difficult to interpret.

Councils continue to carry out major change programmes which affect the workforce and it is important to see how workforce priorities are judged and tackled in this context. Average spending on training and development has actually increased this year for the first time in a while and this is encouraging. The use of apprentices remains the same but work experience placements have dropped. Flexible working offers are now almost universal. Meanwhile, average vacancy rates continue to fall but there is little change in turnover and sickness absence.

The survey only asks about recruitment and retention difficulties every other year. This year, the results for single and upper-tier councils were consistent with 2013-14 with the main problems in social work, especially children's. In districts, planning remains the main problem but there are now difficulties in building control.

For the first time this year, we have asked about the flow of employees in and out of organisations on a TUPE basis, to help assess the extent of organisational change and to assist in providing support and advice. Sixty-three percent of respondents have "TUPE'd out" some staff and 40% have "TUPE'd in". The survey identified a small number of councils with very large outward movements.

The survey looks regularly at diversity in leadership. There has been an apparent increase in the percentage of women in the top five percent of earners – mainly in single and upper tier councils. The percentage of people are black, Asian or from other minority groups in the top five percent seems to have fallen slightly though and the percentage of people with a disability in these top posts remains about the same.

The LGA has a variety of commentaries, tools and offers on issues such as absence management and improved recruitment available on www.local.gov.uk/workforce.

The Local Government Association's Workforce Team

Summary

The Local Government Workforce Survey 2015/16 provides information on key elements of the workforce within councils. The figures provided by councils include school support staff, but exclude teachers. The survey is conducted annually by the Local Government Association's (LGA) Research and Information team and the 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 November 2016 and March 2017. The final overall response rate achieved was 47 per cent (163 councils). By council type, the response rate was highest from shire counties (67 per cent / 18 councils) and lowest from shire districts (39 per cent / 78 councils).

Regionally, response was highest from the Yorkshire and the Humber (68 per cent / 15 councils) and lowest from the North East (33 per cent / 4 councils).

Summary of results

- The median gross training expenditure per full time equivalent employee was £159.
- The median gross training expenditure on member development per councillor was £95.
- On average 0.95 days were spent on off-the-job training per employee.
- In 2015/16 there was a median of 11 apprentices, 10 work experience placements and one graduate placement per council.
- There was a median average labour turnover rate of 13.2 per cent and a median average vacancy rate of 5.4 per cent.
- One in 10 councils (12 per cent) had a recruitment freeze in place at some point during 2015/16.
- Seven out of 10 councils (71 per cent) said their council was currently experiencing recruitment and retention difficulties.

¹ <http://www.local.gov.uk/research-pay-and-workforce>

- In single and upper tier councils children’s social worker posts suffer the most recruitment difficulties (74 per cent), retention difficulties (71 per cent and were most likely to receive market supplements (43 per cent).
- In shire district councils planning officer posts suffer the most recruitment difficulties (55 per cent) and retention difficulties (31 per cent). Building control officer and planning officer posts were the most likely to receive market supplements (14 per cent and 13 per cent, respectively).
- Almost all councils (98 per cent) said they encourage staff to work flexibly.
- Nine out of 10 (93 per cent) said flexible working is available to employees at all levels and across all departments within the organisation, where it is operationally feasible.
- Just under half (46 per cent) included a statement in job adverts to say they are open to discussing flexible working options from day one e.g. that there can be flexibility on hours or location, or start and finish times for the right candidate.
- Over half (55 per cent) said hiring managers and recruiters are trained in how to answer questions from candidates about flexible working practices during the recruitment process.
- On average, 4.9 per cent of days were lost due to sickness and 8.8 days per FTE employee.
- The most common cause of sickness absence was “stress, depression, anxiety, mental health and fatigue” (22.3 per cent of days lost).
- On average 45.4 per cent of the top five per cent of earners were women, 4.2 per cent were black, Asian or from other minority ethnic (BAME) groups and 3.1 per cent had a disability.
- The majority of respondents (83 per cent) reported that their council was using “other flexible benefits (including salary sacrifice schemes)” in their approach to employee rewards
- Seven out of 10 councils (70 per cent) use “time served (i.e. annual incremental progression)” as the system of individual pay progression for the majority of staff.
- Three quarters of councils (75 per cent) said they used health and care

practitioners on Accredited Registers to support their staff's health and wellbeing.

Introduction

The Local Government Workforce Survey 2015/16 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 (LGA) and updates previous surveys in the series.

Methodology

The survey was conducted by the LGA's Research and Information team using an online form. An email containing a unique link was sent to all 353 heads of human resources (or equivalent position) in English councils.

The survey was available to complete online between November 2015 and March 2016.

The final overall response rate achieved was 47 per cent (165 councils).

Table 1 shows response rate by council type. The response rate was highest from shire counties (67 per cent / 18 councils) and lowest from shire districts (39 per cent / 78 councils).

Table 1: Response rates by council type		
Council type	Completed	Response rate (%)
Shire County	18	67
Metropolitan District	22	61
English Unitary	31	55
London Borough	16	48
Shire District	78	39
Total	153	47

Regionally, response was highest from Yorkshire and the Humber (68 per cent / 15 councils) and lowest from the North East (33 per cent / 4 councils) (Table 2).

Table 2: Response rates by region		
Region	Completed	Response rate (%)
Yorkshire and the Humber	15	68
North West	23	56
West Midlands	18	55
Greater London	16	48
South West	19	46
East of England	22	42
South East	30	41
East Midlands	18	40
North East	4	33
Total	165	47

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 each question. Please note that bases vary throughout the survey.

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 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 2015/16

This section contains analysis of the full set of results.

Training and development

Councils provided their gross training expenditure on employees. Data on numbers of employees, derived from the Quarterly Public Sector Employment Survey², was used to calculate the average expenditure on training per employee.

The median gross amount that councils had spent per employee in 2015/16 was £159. In shire districts the reported median was £203 per employee and in upper / single tier areas the median was £122. Please see Table 3.

Table 3: Gross training expenditure per employee			
Response	Shire district	Single/upper tier	England
Mean (£)	234	142	187
Median (£)	203	122	159
<i>Base</i>	<i>57</i>	<i>58</i>	<i>115</i>

Base: all respondents (115)

Similarly, data provided by councils on gross training expenditure for member development and data on the number of councillors (held by the LGA) was used to calculate average expenditure on member development per councillor.

The median gross amount spent per councillor was £95 across England. In shire districts the median amount spent was £95 per member and in single and upper tier councils the median was also £95. Please see Table 4.

Table 4: Gross training expenditure on member development per councillor			
Response	Shire district	Single/upper tier	England
Mean (£)	137	124	130
Median (£)	95	95	95
<i>Base</i>	<i>51</i>	<i>55</i>	<i>106</i>

Base: all respondents (106)

² http://www.local.gov.uk/research-pay-and-workforce-/journal_content/56/10180/2991184/ARTICLE

Only 49 councils could provide a figure for the number of days of off-the job training per employee, so the values reported here should be taken as indicative only and the figures are not broken down by council type.

The median number of days of off-the job training per employee was 0.95. Please see Table 5.

Table 5: Days of off-the-job training per employee			
Response	Shire district	Single/upper tier	England
Mean (days)	-	-	1.23
Median (days)	-	-	0.95
<i>Base</i>	-	-	49

Base: all respondents (49)

There was a median of 11 apprentices directly employed by each council in 2015/16. In district councils there was a median of 4 apprentices and in single and upper tier councils there were 37.

In terms of work experience, there was a median of 14 placements provided by councils. In district councils there was a median of eight work experience placements and in single and upper tier councils the median was 30.

Respondents were also asked how many graduates their council provided placements for in 2015/16. For districts there was a median of zero, since most did not provide any graduate placements, and in single and upper tier areas the median was three. Overall, across all council types, the median was one. Please see Table 6.

Table 6: How many of the following were directly employed or placed in 2014/15...				
Response category	Response	Shire district	Single/up per tier	England
Apprentices	Mean	5	43	25
	Median	4	37	11
	<i>Base</i>	77	81	158
Work experience placements	Mean	10	43	26
	Median	9	26	10
	<i>Base</i>	58	51	109
Graduate placements	Mean	2	5	3
	Median	0	3	1
	<i>Base</i>	68	49	117

Base: all respondents (apprentices: 158; work experience placements: 109; graduate placements: 117)

Recruitment and retention

Labour turnover is the total number of leavers as a percentage of the average headcount of employees over the financial year. The median average turnover reported by councils for 2015/16 was 13.2 per cent.

The vacancy rate is the number of vacancies on 1 April 2016 as a percentage of the overall headcount on the same date. The median vacancy rate reported by councils was 5.4 per cent. Please see Table 7.

Table 7: Labour turnover and vacancy rate				
Response category	Response	Shire district	Single/up per tier	England
Labour turnover	Mean (%)	12.5	14.3	13.5
	Median (%)	12.3	14.0	13.2
	<i>Base</i>	69	83	152
Vacancy rate	Mean (%)	7.1	9.6	8.1
	Median (%)	4.7	8.0	5.4
	<i>Base</i>	40	27	67

Base: all respondents (labour turnover: 148; vacancy rate: 77)

The Workforce Survey 2015/16 included additional questions on the numbers of staff who were transferred into and out of employment by councils under the Transfer of Undertakings (Protection of Employment) Regulations 1981 (TUPE).

Forty per cent of councils had at least some staff transferred into employment under the TUPE regulations, and the numbers transferred ranged from zero to 156. The median number of people transferred was zero, since most councils did not have staff transferred. Sixty-three per cent of councils had staff transferred out of the employment of the council to another organisation, and the numbers transferred ranged from zero to 1761 people. The median number of people transferred out of the employment of the council was five.

The figures for transfers under the TUPE regulations, and in particular for people transferred out of the employment of the council, are substantially affected by transfers of large numbers of employees in a small number of councils. This is reflected in the mean averages which are higher than the medians. Please see Table 8.

Table 8: During 2015/16, how many people were transferred into and out of the employment of your council under the Transfer of Undertaking (Protection of Employment) Regulations 1981 (TUPE)?

Response category	Response	Shire district	Single/up per tier	England
TUPE into employment of the council	Mean	3	16	9
	Median	0	7	0
	Base	71	58	129
TUPE out of employment of the council	Mean	8	194	104
	Median	0	52	5
	Base	70	75	145

Base: all respondents (TUPE in: 129; TUPE out: 145)

Twelve per cent of councils said they had a recruitment freeze in place at some point during 2015/16. See Table 9.

Table 9: Did your authority have a recruitment freeze in place at any point during 2015/16?

Response	Shire district	Single / upper tier	England
Yes (%)	6	17	12
No (%)	92	80	86
Don't know (%)	1	2	2
Total (%)	100	100	100
Base	77	86	163

Base: all respondents (163)

Seventy-one per cent of respondents said their council was currently experiencing recruitment and retention difficulties. See Table 10.

Table 10: Is your authority currently experiencing any recruitment or retention difficulties?

Response	Shire district	Single / upper tier	England
Yes (%)	55	85	71
No (%)	42	8	24
Don't know (%)	4	7	6
Total (%)	100	100	100
Base	77	86	163

Base: all respondents (163)

For single and upper tier councils, the top three posts with recruitment difficulties were children's social workers (74 per cent), adult social workers (45 per cent) and mental health social workers (38 per cent). In district councils the top three posts were planning officers (55 per cent/23 councils),

building control officers (45 per cent/19 councils) and chartered surveyors (29 per cent/12 councils).³

In terms of retention difficulties in single and upper tier councils, the top three posts were children's social workers (71 per cent), adult social workers (33 per cent) and planning officers (23 per cent). For district councils the top three posts were planning officers (31 per cent/13 councils), building control officers (21 per cent/nine councils) and civil enforcement officers (12 per cent/five councils).

The post with the highest number of market supplements in single and upper tier councils were children's social workers (43 per cent) and 14 per cent of district councils gave market supplements to building control officers (11 councils), followed closely by planning officer posts at 13 per cent (10 councils).

To see the full breakdown of posts where councils reported experiencing recruitment and retention difficulties and posts receiving market supplements, please see Table 24 and Table 25 in the annex to this report.

³ For questions related to recruitment and retention in shire district councils the number of councils is reported alongside the percentage since the response base was less than 50 (42).

Flexible working

The Workforce Survey 2015/16 included a series of questions about flexible working. Almost all councils (98 per cent) said they encourage staff to work flexibly. See Table 11.

Table 11: Does your council encourage staff to work flexibly?			
Response	Shire district	Single / upper tier	England
Yes (%)	97	99	98
No (%)	3	0	1
Don't know (%)	0	1	1
Total (%)	100	100	100
<i>Base</i>	77	86	163

Base: all respondents (163)

Over nine out of 10 council (93 per cent) said flexible working is available to employees at all levels and across all departments within the organisation, where it is operationally feasible. See Table 12.

Table 12: Is flexible working available to employees at all levels and across all departments within your organisation, where it is operationally feasible?			
Response	Shire district	Single / upper tier	England
Yes (%)	94	92	93
No (%)	6	7	7
Don't know (%)	0	1	1
Total (%)	100	100	100
<i>Base</i>	77	86	163

Base: all respondents (163)

Just under half (46 per cent) said they include a statement in job adverts to say they are open to discussing flexible working options from day one e.g. that there can be flexibility on hours or location, or start and finish times for the right candidate. Please see Table 13.

Table 13: Does your Council include a statement on your job adverts to say you are open to discussing flexible working options from day one e.g. that there can be flexibility on hours or location, or start and finish times for the right candidate?			
Response	Shire district	Single / upper tier	England
Yes (%)	42	50	46
No (%)	57	45	51
Don't know (%)	1	5	3
Total (%)	100	100	100
<i>Base</i>	77	86	163

Base: all respondents (163)

Over half (55 per cent) said hiring managers and recruiters are trained in how to answer questions from candidates about flexible working practices during the recruitment process. Please see Table 14.

Table 14: Are hiring managers and recruiters trained in how to answer questions from candidates about flexible working practices during the recruitment process?			
Response	Shire district	Single / upper tier	England
Yes (%)	42	50	55
No (%)	57	45	37
Don't know (%)	1	5	9
Total (%)	100	100	100
<i>Base</i>	77	86	163

Base: all respondents (163)

Sickness absence

Councils were asked to provide their sickness absence rate in two different ways: sickness absence as a percentage of days lost and the days lost to sickness absence per FTE employee. For both rates, councils were asked to provide a breakdown into short and long-term absence as well as the total. Short-term absence is defined as absence lasting up to and including 20 days and long-term is any absence over 20 days.

The sickness absence rate as a percentage is calculated by dividing the total number of days absence by the total days contracted to be worked and multiplied by 100. Councils reported a median of 3.6 per cent of days lost due to sickness overall. The medians for short and long-term sickness absence were 1.5 per cent and 2.0 per cent, respectively. Please see Table 15.

Table 15: Percentage of days lost due to sickness				
Response category	Response	Shire district	Single/up per tier	England
Short-term sickness absence rate	Mean (%)	2.6	1.6	2.1
	Median (%)	1.5	1.5	1.5
	<i>Base</i>	45	55	100
Long-term sickness absence rate	Mean (%)	3.2	2.6	2.9
	Median (%)	1.5	2.4	2.0
	<i>Base</i>	43	55	98
Total sickness absence rate	Mean (%)	5.7	4.2	4.9
	Median (%)	3.2	3.9	3.6
	<i>Base</i>	44	62	106

Base: all respondents (short-term: 100; long-term: 98; total: 106)

A greater number of respondents were able to provide data on the number of days lost due to sickness per FTE employee. Councils calculate this by dividing the total number of days of absence by the total number of FTE employees.

Councils reported a median of 8.5 days lost per FTE employee in 2015/16. The median for short term absence was 3.7 days and the median for long-term absence was 5.0 days. Please see Table 16.

Table 16: Days lost due to sickness per FTE employee				
Response category	Response	Shire district	Single/up per tier	England
Short-term sickness absence per FTE	Mean (days)	3.7	4.4	4.1
	Median (days)	3.7	3.7	3.7
	<i>Base</i>	66	70	136
Long-term sickness absence per FTE	Mean (days)	4.2	6.3	5.3
	Median (days)	4.4	5.6	5.0
	<i>Base</i>	66	70	136
Total sickness absence per FTE	Mean (days)	8.2	9.4	8.8
	Median (days)	8.1	9.3	8.5
	<i>Base</i>	73	82	155

Base: all respondents (short-term: 136; long-term: 136; total: 155)

Councils were also asked to provide a breakdown of the number of days lost due to various illnesses. In total 134 were able to provide figures relating to each of the categories we requested⁴. The percentages were calculated by dividing each cause by the total number of days across the categories.

⁴ This excludes councils who stated that over 25 per cent of their days lost was caused by 'other' types of sickness absence. This is because it suggests that their system for coding sickness absence was not equivalent to the categories requested by us, and would therefore negatively affect the validity of this analysis.

The biggest cause of sickness in 2015/16 was *stress, depression, anxiety, mental health and fatigue* (22.3 per cent), followed by *other musculo-skeletal problems* (14.8 per cent) and *stomach, liver kidney and digestion* (8.5 per cent). Please see Table 17.

Table 17: Percentage of days lost to sickness by causes			
Response	Shire district (%)	Single / upper tier (%)	England (%)
Stress, depression, anxiety, mental health and fatigue	18.9	22.4	22.3
Other musculo-skeletal problems	16.0	14.7	14.8
Stomach, liver, kidney, digestion	10.0	8.5	8.5
Infections	10.8	8.0	8.2
Back and neck problems	7.8	6.7	6.7
Chest, respiratory	5.0	5.7	5.6
Neurological; headaches and migraines	3.7	4.3	4.3
Eye, ear, nose & mouth/dental; sinusitis	3.0	4.0	4.0
Heart, blood pressure, circulation	2.5	2.9	2.8
Genito-urinary; menstrual problems	1.5	2.8	2.7
Pregnancy related	1.0	1.6	1.6
Other	19.3	15.7	15.9
Unknown	0.4	2.7	2.6
<i>Base</i>	<i>56</i>	<i>78</i>	<i>134</i>

Base: all respondents (134)

Leadership

The median average for the top five per cent of earners in councils who were women was 47.7 per cent. In shire districts the median was 35.5 per cent and in single and upper tier councils the median was 54.5 per cent.

The median average for the percentage of the top five per cent of earners in councils who were black, Asian or from other minority ethnic groups (BAME) was 4.2 per cent. In single and upper tier councils the median was 5.1 per cent, and in shire districts the median was 0.1 per cent.

The median average for the percentage of the top five per cent of earners in councils who had a disability was 3.1 per cent across England, 3.3 per cent in single and upper tier councils and zero per cent in shire districts. Please see Table 18.

Table 18: Percentage of the top five per cent of earners who are women, BAME or disabled				
Response category	Response	Shire district	Single/upper tier	England
Percentage of the top 5 earners who are women	Mean (%)	35.9	53.4	45.4
	Median (%)	35.5	54.5	47.7
	<i>Base</i>	70	83	153
Percentage of the top 5 of earners who are BAME	Mean (%)	3.6	8.2	6.1
	Median (%)	0.1	5.1	4.2
	<i>Base</i>	67	82	149
Percentage of the top 5 of earners with a disability	Mean (%)	3.2	3.9	3.6
	Median (%)	0.0	3.3	3.1
	<i>Base</i>	65	81	146

Base: all respondents (women: 153; BAME: 149; disability: 146)

Pay, rewards and performance management

The majority of respondents (83 per cent) reported that their council was using “other flexible benefits (including salary sacrifice schemes)” in their approach to employee rewards. This was followed by “other flexible leave benefits” (60 per cent). Please see Table 19 for the full results to this question.

Table 19: Which, if any, of the following elements do you use, or are you planning to use in your approach to rewards?				
Response category	Response	Shire district	Single / upper tier	England
Trading leave	Yes, already in use (%)	24	31	28
	Implementing in the next financial year (%)	4	5	4
	No, not implementing (%)	61	45	52
	Don't know (%)	12	16	15
	Total (%)	100	100	100
Other flexible leave benefits	Yes, already in use (%)	55	64	60
	Implementing in the next financial year (%)	0	3	2
	No, not implementing (%)	32	22	27
	Don't know (%)	13	10	12
	Total (%)	100	100	100
Total reward benefit statements	Yes, already in use (%)	5	6	6
	Implementing in the next financial year (%)	3	6	4
	No, not implementing (%)	74	67	70
	Don't know (%)	18	21	20
	Total (%)	100	100	100
Survey of employee reward preferences	Yes, already in use (%)	8	16	12
	Implementing in the next financial year (%)	3	5	4
	No, not implementing (%)	67	62	64
	Don't know (%)	22	17	20
	Total (%)	100	100	100
Other flexible benefits (including	Yes, already in use (%)	76	88	83
	Implementing in the next financial year (%)	4	1	2

salary sacrifice schemes)	No, not implementing (%)	9	6	7
	Don't know (%)	11	5	7
	Total (%)	100	100	100

Base: all respondents (162)

Seven out of 10 respondents (70 per cent) said their council used “time served (ie annual incremental progression)” as the system of individual pay progression for the majority of staff. This was followed by “performance / contribution related progression”, which was used by around a fifth of councils (19 per cent). See Table 20.

Table 20: What system of individual pay progression does your authority use for the majority of staff?			
Response	Shire district	Single / upper tier	England
Time served (i.e. annual incremental progression) (%)	80	60	70
Performance/contribution related progression (%)	16	22	19
Spot salaries (i.e. no incremental progression) (%)	3	7	5
Other (%)	1	8	5
Don't know (%)	0	2	1
Total (%)	100	100	100
Base	76	86	162

Base: all respondents (162)

Around half of councils (48 per cent) indicated that they carried out an employee engagement survey in 2015/16. See Table 21.

Table 21: Did your authority carry out an employee engagement survey in the 2015/16 financial year?			
Response	Shire district	Single / upper tier	England
Yes (%)	49	48	48
No (%)	51	50	51
Don't know (%)	0	2	1
Total (%)	100	100	100
Base	76	86	162

Base: all respondents (162)

Health and wellbeing

The Workforce Survey 2015/16 included questions on accredited health and care practitioners. Three quarters of councils (75 per cent) said they used health and care practitioners on Accredited Registers to support their staff's health and wellbeing. See Table 22.

Table 22: Does your council use health and care practitioners on Accredited Registers to support your staff's health and wellbeing?			
Response	Shire district	Single / upper tier	England
Yes (%)	75	76	75
No (%)	13	15	14
Don't know (%)	12	9	10
Total (%)	100	100	100
<i>Base</i>	76	86	162

Base: all respondents (162)

Of the 23 councils who indicated that they did not use accredited health and care practitioners, nine said this was because they did not employ health and care practitioners at all and four were not aware of Accredited Registers. See Table 23.

Table 23: Please indicate the reason why your council does not use health and care practitioners on Accredited Registers to support your staff's health and wellbeing.						
Response	Shire district		Single / upper tier		England	
	num	(%)	num	(%)	num	(%)
We were not aware of Accredited Registers	3	30	1	8	4	17
We have specific reasons for using other practitioners	2	20	1	8	3	13
We do not employ any practitioners for our staff's health and wellbeing	1	10	8	62	9	39
Other	3	30	2	15	5	22
Don't know	1	10	1	8	2	9
Total	10	100	13	100	23	100

Base: respondents indicating they did not use accredited health and care practitioners (23)

Annex

This section contains large tables that were referenced elsewhere in the report.

Table 24: Please indicate in which of the following occupations your authority is experiencing recruitment and retention difficulties and whether the occupation receives market supplements (single and upper tier councils)			
Response	Recruitment difficulties (%)	Retention difficulties (%)	Market supplements (%)
children's social workers	74	71	43
adult social workers	45	33	8
mental health social workers	38	19	8
planning officers	36	23	3
legal professionals	32	7	9
occupational therapists (adults)	29	18	5
educational psychologists	29	18	3
ICT professionals	29	15	8
engineering professionals	27	16	5
occupational therapists (children's)	21	12	6
chartered surveyors	19	15	8
adult care workers	19	12	0
building control officers	18	12	6
adult care community support worker	18	7	0
teachers	16	18	0
home care workers	16	11	0
children's residential care workers	15	5	1
adult day care workers	14	11	0
school crossing patrol attendants	14	3	0
kitchen and catering assistants	8	7	1
adult residential care managers	8	3	0
environmental health officers	7	5	1
cooks	7	3	1

children's residential care managers	5	3	2
home care managers	5	1	0
cleaners, domestics	4	5	0
childcare/playgroup assistants	4	4	1
call centre agents/operators	4	3	0
electricians, electrical fitters	4	3	0
economic development officers	4	1	2
HR and industrial relations officers	4	1	1
chartered and certified accountants	4	0	5
housing officers	3	5	1
carpenters and joiners	3	3	0
civil enforcement officers	3	3	0
community drivers	3	3	0
family support workers	3	1	0
adult day care managers	3	1	0
heavy goods vehicle drivers	3	1	0
early years specialists	3	0	1
finance officers	3	0	1
benefits and local taxation officers/assistants	1	3	1
energy managers	1	1	1
ICT user support officers	1	1	0
bricklayers, masons	1	1	0
gardeners and groundsman/women	1	1	0
painters and decorators	1	1	0
plasterers	1	1	0
plumbers, heating and ventilating	1	1	0
street scene operatives	1	1	0
sports and leisure assistants	1	0	1
education welfare officers	1	0	0
nursery nurses	1	0	0

conservation and environmental protection officers	1	0	0
countryside and park ranger/warden	1	0	0
school mid-day assistants	1	0	0
refuse and salvage occupations	0	1	0
sports coaches, instructors and officials	0	0	3
playworkers	0	0	0
teaching assistants	0	0	0
administrative officers/assistants	0	0	0
personal assistants and other secretaries	0	0	0
librarians	0	0	0
library assistants/clerks	0	0	0
other 1 (please specify)	27	16	9
other 2 (please specify)	16	11	7
other 3 (please specify)	8	4	8
Total	100	100	100
Base	73	73	86

Base: Recruitment and retention difficulties; single and upper tier councils indicating that they experience recruitment or retention difficulties (73); market supplements: all single and upper tier councils (86)

Table 25: Please indicate in which of the following occupations your authority is experiencing recruitment and retention difficulties and whether the occupation receives market supplements (shire district councils)

Response	Recruitment difficulties (%)	Retention difficulties (%)	Market supplements (%)
planning officers	55	31	13
building control officers	45	21	14
chartered surveyors	29	10	4
legal professionals	24	7	9
environmental health officers	21	7	8
ICT professionals	17	5	5
chartered and certified accountants	17	5	4
civil enforcement officers	12	12	1

finance officers	12	2	5
ICT user support officers	7	5	0
conservation and environmental protection officers	7	0	0
housing officers	7	0	0
benefits and local taxation officers/assistants	5	5	0
economic development officers	5	2	3
bricklayers, masons	5	2	0
electricians, electrical fitters	5	2	0
plumbers, heating and ventilating	5	2	0
engineering professionals	5	0	0
sports and leisure assistants	5	0	0
HR and industrial relations officers	2	2	4
sports coaches, instructors and officials	2	2	4
personal assistants and other secretaries	2	2	0
carpenters and joiners	2	2	0
gardeners and groundsman/women	2	2	0
painters and decorators	2	2	0
plasterers	2	2	0
cleaners, domestics	2	2	0
heavy goods vehicle drivers	2	2	0
energy managers	2	0	0
cooks	2	0	0
refuse and salvage occupations	2	0	0
call centre agents/operators	0	5	0
childcare/playgroup assistants	0	0	0
children's residential care managers	0	0	0
children's residential care workers	0	0	0

children's social workers	0	0	0
early years specialists	0	0	0
education welfare officers	0	0	0
educational psychologists	0	0	0
family support workers	0	0	0
nursery nurses	0	0	0
occupational therapists (children's)	0	0	0
playworkers	0	0	0
teachers	0	0	0
teaching assistants	0	0	0
adult care community support worker	0	0	0
adult care workers	0	0	0
adult day care managers	0	0	0
adult day care workers	0	0	0
adult residential care managers	0	0	0
adult social workers	0	0	0
home care managers	0	0	0
home care workers	0	0	0
mental health social workers	0	0	0
occupational therapists (adults)	0	0	0
administrative officers/assistants	0	0	0
countryside and park ranger/warden	0	0	0
librarians	0	0	0
community drivers	0	0	0
kitchen and catering assistants	0	0	0
library assistants/clerks	0	0	0
school crossing patrol attendants	0	0	0
school mid-day assistants	0	0	0
street scene operatives	0	0	0
other 1 (please specify)	17	0	6
other 2 (please specify)	2	0	1
other 3 (please specify)	0	0	0

Total	100	100	100
Base	42	42	77

Base: Recruitment and retention difficulties; shire district councils indicating that they experience recruitment or retention difficulties (42); market supplements: all shire district councils (77)

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