

Local Government Workforce Survey 2012/13

Research report February 2014





Contents

Foreword	2
Summary	3
Summary of results	3
Introduction	5
Methodology	5
Local Government Workforce Survey 2012/13	7
Training and development	7
Recruitment and retention	9
Sickness absence	10
External unacceptable behaviour	12
Leadership	13
Pay, rewards and performance management	15
Employee-led organisations	19
Workforce efficiency, productivity and innovation	19

Foreword

Once again, we would like to thank all those who took the time to complete this survey. The results make fascinating reading and will help shape strategic workforce priorities for the LGA. We recommend that the survey is used to inform local discussions on vital organisational and workforce issues. This commentary looks very briefly at one or two highlights.

Overall, the survey results have to be seen in the context of continuing budgetary pressure; investment in the workforce is not just a "nice thing to do", it is essential for innovation and efficiency. However, councils are clearly prioritising their expenditure for maximum effect. For example, while average spending on training and development continues to be squeezed, the results on performance management, employee engagement and employee innovation are strong.

Specifically, the use of personal objectives and personal development plans is encouraging and half of respondents had carried out recent employment engagement surveys. Three-fifths also actively encourage employee-led innovation. In addition, larger councils especially are working hard to take on apprentices and work experience placements.

The findings on pay and rewards continue to be of interest. Around seven out of 10 councils continue to use incremental progression which is quite a consistent figure. We would encourage councils to look at ensuring that incremental progression is based on a proper assessment. For senior staff, it is encouraging that around half of respondents have a remuneration committee but we would encourage others to think about the concept.

The dominant answers to the question about workforce costs show that the focus continues to be on reducing jobs, shared services and management restructuring. Outsourcing is not a major focus and the responses to the question on employee-led spinout organisations show solid work but in a limited number of councils.

Sickness absence has neither sky-rocketed nor plunged to levels where we might need to worry about "presenteeism", although effort still needs to be focused on dealing with pockets of stress. In addition, turnover and vacancy rates remain consistent.

Encouragingly, the outcome seems to be a remarkably resilient workforce and a focus on the future, despite many challenges.

The Local Government Association's Workforce Team

Summary

The Local Government Workforce Survey 2012/13 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 September and December 2013. The final overall response rate achieved was 46 per cent (161 councils). By council type, the response rate was highest from shire counties (70 per cent / 19 councils) and lowest from shire districts (37 per cent / 72 councils).

Regionally, response was highest from Yorkshire and the Humber (64 per cent / 14 councils) and lowest from the East Midlands (29 per cent / 13 councils)

Summary of results

- The median gross training expenditure per full time equivalent employee was £148.
- The median gross training expenditure on member development per councillor was £98.
- On average 0.8 days were spent on off-the-job training.
- In 2012/13 there was a median of 10 work experience placements, 11 apprentices and 1 graduate placement per council.
- Three out of 10 councils (29 per cent) had a formal process to spot talent from amongst staff.
- Half of councils have a trade union learning representative.
- There was a median average 11.4 per cent labour turnover rate and a median average vacancy rate of 6.5 per cent.

_

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

- On average, two 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" (21.9 per cent).
- On average 44 per cent of the top five per cent of earners were women, three per cent were black, Asian or from other minority ethnic (BAME) groups and three per cent had a disability.
- About half of councils had a remuneration committee to oversee the rewards packages for the chief executive (52 per cent) and other senior officers (47 per cent).
- Seven out of 10 councils (68 per cent) use "time served (i.e. annual incremental progression)" as the system of individual pay progression for the majority of staff.
- Half of councils (50 per cent) carried out an employee engagement survey during 2012/13.
- Most councils (83 per cent) had not received requests for employee-led organisations, but where they had many of these had been supported (85 per cent / 11 respondents).
- Seven out of 10 respondents (71 per cent) said their council had reduced the number of staff posts in order to reduce workforce costs.
- Three-fifths of respondents (61 per cent) said their council undertakes programmes or initiatives to encourage employee innovation.

Introduction

The Local Government Workforce Survey 2012/13 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 18 September 2013 and 10 January 2014.

The final overall response rate achieved was 46 per cent (161 councils). By council type, the response rate was highest from shire counties (70 per cent / 19 councils) and lowest from shire districts (37 per cent / 72 councils).

Table 1: Response rates by council type				
Council type	Completed	Response rate (%)		
Shire County	19	70		
Shire District	74	37		
London Borough	15	45		
Metropolitan District	23	64		
English Unitary	30	54		
Total	161	46		

Regionally, response was highest from Yorkshire and the Humber (64 per cent / 14 councils) and lowest from the East Midlands (29 per cent / 13 councils).

Table 2: Response rates by region				
Region	Completed	Response rate (%)		
East Midlands	20	29		
East of England	13	38		
Greater London	15	45		
North East	5	42		
North West	22	54		
South East	36	49		
South West	17	41		
West Midlands	19	58		
Yorkshire and the Humber	14	64		
Total	161	46		

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 2012/13

This section contains analysis of the full set of results.

Training and development

Councils provided their gross training expenditure on employees. Data on full time equivalent employees (FTE), derived from the Quarterly Public Sector Employment Survey², was used to calculate the expenditure on training per employee.

The median amount that councils had spent per employee in 2012/13 was £148. In shire districts the reported median was £208 per employee and in upper / single tier areas the median was £138. Please see Table 3.

Table 3: Gross training expenditure per employee				
Response Shire district Single/upper tier England				
Mean (£)	206	138	169	
Median (£)	208	131	148	
Base	60	71	131	

Base: all respondents (131)

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

The median amount spent per councillor was £98 across England. In shire districts the median amount spent was £86 per member and in single and upper tier councils the median was £114. Please see Table 4.

Table 4: Gross training expenditure on member development per councillor						
Response	Response Shire district Single/upper tier England					
Mean (£)	116	174	147			
Median (£)	86	114	98			
Base	57	64	121			

Base: all respondents (121)

7

² http://www.local.gov.uk/local-government-intelligence/-/journal_content/56/10180/2991184/ARTICLE

Only 19 district councils and 34 single and upper tier 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.

The median number of days of off-the job training per employee was 1 day for district councils, 0.8 days for single and upper tier councils and 0.8 in total. Please see Table 5.

Table 5: Days of off-the-job training per employee					
Response Shire district Single/upper tier England					
Mean (days)	1.2	0.8	1.0		
Median (days)	1.0	0.8	0.8		
Base	19	34	53		

Base: all respondents (54)

The median number of apprentices taken on by councils in 2012/13 was 10. In district councils the median was four and in single and upper tier councils there was a median average of 29 apprentices. In terms of work experience, there was a median of 11 placements provided by councils in 2012/13. In district councils there was a median of six work experience placements and in single and upper tier councils the median was 20.

Respondents were also asked how many graduates their council provided placements for in 2012/12. 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 two. Overall across all councils types the median was one. Please see Table 6.

Table 6: How many of the following were directly employed or placed in 2012/13				
Response category	Shire district	Single/up per tier	England	
	Mean	4	46	27
Apprentices	Median	4	29	10
	Base	73	86	159
	Mean	14	65	39
Work experience placements	Median	6	20	11
piacements	Base	60	57	117
	Mean	1	8	5
Graduate placements	Median	0	2	1
	Base	66	63	129

Base: all respondents (apprentices: 159; work experience placements: 117; graduate placements: 129)

Three out of 10 councils (29 per cent) reported that they had a formal process to identify talent spotting among employees. Please see Table 7.

Table 7: Does your council have a formal process to identify talent within your authority?				
Response	Shire district	Single / upper tier	England	
Yes (%)	28	30	29	
No (%)	66	66	66	
Don't know (%)	5	5	5	
Total (%)	100	100	100	

Base: all respondents (161)

Half of respondents (50 per cent) said their council had trade union learning representatives. In single and upper tier councils specifically, the figure was higher where about two-thirds (62 per cent) had trade union learning representatives. About a third of shire districts (35 per cent) reported having trade union learning representatives.

Table 8: Does your council currently have trade union learning representatives? Single / upper Response Shire district **England** tier 35 62 50 Yes (%) 54 29 40 No (%) 11 9 Don't know (%) 10 100 100 100 Total (%)

Base: all respondents (161)

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 percentage reported by councils for 2012/13 was 11.4 per cent.

The vacancy rate is the number of vacancies on 1 April 2013 as a percentage of the overall headcount on the same date. The median percentage reported by councils for this was 6.5 per cent. Please see Table 9.

Table 9: Labour turnover and vacancy rate				
Response category	Response	Shire district	Single/up per tier	England
	Mean (%)	10.6	13.3	12.0
Labour turnover	Median (%)	10.6	12.4	11.4
	Base	67	77	144
	Mean (%)	6.3	8.4	7.3
Vacancy rate	Median (%)	4.9	8.6	6.5
	Base	40	40	80

Base: all respondents (labour turnover: 144; vacancy rate: 80)

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 3.7 per cent of days lost due to sickness overall. Eighty one councils were able to provide a breakdown and the medians for short and long-term sickness absence were 1.6 per cent and two per cent, respectively. Please see Table 10.

Table 10: Percentage of days lost due to sickness				
Response category	Response Shire Single/up district per tier		England	
	Mean (%)	1.8	1.7	1.7
Short-term sickness absence rate	Median (%)	1.6	1.7	1.6
absence rate	Base	36	45	81
	Mean (%)	1.8	2.2	2.0
Long-term sickness absence rate	Median (%)	1.8	2.2	2.0
absence rate	Base	36	45	81
	Mean (%)	3.6	3.8	3.7
Total sickness absence rate	Median (%)	3.5	3.9	3.7
abscrice rate	Base	48	51	99

Base: all respondents (short-term: 81; long-term: 81; total: 99)

More 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 8.8 days lost per FTE employee in 2012/13. The median for short term absence was 3.9 and the median for long-term absence was five. Please see Table 11.

Table 11: Days lost due to sickness per FTE employee				
Response category	Response Shire Single/up district per tier		England	
01 - 1 (Mean	4.0	3.9	3.9
Short-term sickness absence per FTE	Median	4.0	3.8	3.9
absence per i i'L	Base	58	68	126
	Mean	4.5	5.3	4.9
Long-term sickness absence per FTE	Median	4.3	5.3	5.0
absence per i i'L	Base	57	68	125
	Mean	8.3	9.0	8.7
Total sickness absence per FTE	Median	8.1	9.4	8.8
absence per i i L	Base	70	81	151

Base: all respondents (short-term: 126; long-term: 125; total: 151)

Councils were also asked to provide a breakdown of the number of days lost due various illnesses. In total 63 were able to provide figures relating to each of the categories we requested³. The percentages were calculated by dividing each cause by the total number of days across the categories.

The biggest cause of sickness in 2012/13 was stress, depression, anxiety, mental health and fatigue (21.9 per cent), followed by other musculo-skeletal problems (15 per cent) and infections (10.5 per cent). Please see Table 12.

_

³ 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. Councils were also excluded who provided figures for only some of the categories.

Table 12: Percentage of days lost to sickness by causes				
Response	Shire district	Single / upper tier	Englan d	
Stress, depression, anxiety, mental health and fatigue (%)	19.6	22.0	21.9	
Other musculo-skeletal problems (%)	18.9	14.9	15.0	
Infections (%)	11.9	10.4	10.5	
Stomach, liver, kidney, digestion (%)	11.3	9.7	9.8	
Back and neck problems (%)	7.6	7.6	7.6	
Chest, respiratory (%)	5.7	6.0	6.0	
Eye, ear, nose & mouth/dental; sinusitis (%)	3.4	4.0	4.0	
Neurological; headaches and migraines (%)	3.4	3.3	3.3	
Genito-urinary; menstrual problems (%)	2.1	3.2	3.1	
Heart, blood pressure, circulation (%)	3.6	2.5	2.6	
Pregnancy related (%)	1.1	1.3	1.3	
Other (%)	11.5	15.1	14.9	
Base	27	36	63	

Base: all respondents (63)

External unacceptable behaviour

Respondents were asked how many incidents where directly employed staff suffered unacceptable behaviour by a person not working at the council. The incidents recorded included verbal abuse, threats of violence and actual physical assault. In shire district councils there was a median of seven incidents of external unacceptable behaviour committed on staff. In single and upper tier councils, where there are more staff overall, there was a median of 119 incidents. Please see Table 13. The overall figure equates to approximately 23 incidents per 1000 FTE employees.

Table 13: Incidents of external unacceptable behaviour						
Response Shire district Single/upper tier England						
Mean	11	216	141			
Median	7	119	58			
Base	35	61	96			

Base: all respondents (96)

Leadership

The median average for the percentage of the top five per cent of earners in councils who were women was 44 per cent. In shire districts the median was 31 per cent and in single and upper tier councils the median 53 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 three per cent. In single and upper tier councils the median was five per cent, but in shire districts the median was zero per cent. The reason there was a median of zero per cent for district councils is because most had no officers in the top five per cent of earners who were from BAME groups.

The median average for the percentage of the top five per cent of earners in councils who had a disability was 3 per cent. Please see Table 14.

Table 14: Percentage of the top five per cent of earners who are women, BAME or disabled					
Response category	Response	Shire district	Single/up per tier	England	
Percentage of the	Mean (%)	31	51	42	
top 5% earners who are women	Median (%)	31	53	44	
	Base	70	85	155	
Percentage of the	Mean (%)	2	7	5	
top 5% of earners	Median (%)	0	5	3	
who are BAME	Base	66	85	151	
Percentage of the top 5% of earners with a disability	Mean (%)	5	4	4	
	Median (%)	3	3	3	
	Base	66	84	150	

Base: all respondents (women: 155; BAME: 151; disability: 150)

About half of respondents (52 per cent) reported that their council had a remuneration committee to oversee the rewards package for the chief executive. Of the 83 respondents whose council had a remuneration committee already in place, around nine out of 10 (87 per cent) said that it did not include representation from outside the council. Please see Table 15.

Table 15: Does your organisation have a remuneration committee to oversee the rewards package for the chief executive? / Does the committee include representation from outside your authority?

Response category	Response	Shire district	Single / upper tier	England
	Yes, already in place (%)	39	62	52
Chief executive remuneration	Yes, implementing in the next financial year (%)	0	1	1
committee	No (%)	57	33	44
	Don't know (%)	4	3	4
	Total	100	100	100
	Yes (%)	(2) 7	4	5
Outside	No (%)	(25) 86	87	87
representation	Don't know (%)	(2)7	9	8
	Total	(29)100	100	100

Base: whether has a remuneration committee: all respondents (161); whether the committee includes outside representation: asked to respondents who answered that their chief executive's remuneration committee was already in place (83)

About half of respondent councils (47 per cent) reported that their council had a remuneration committee to oversee the rewards package for other senior officers. Of the 75 respondents who had a remuneration committee for other senior officers about nine out of 10 (88 per cent) said that it did not include representation from outside the council. Please see Table 16.

Table 16: Does your organisation have a remuneration committee to oversee the rewards package for other senior officers? / Does the committee include representation from outside your authority?

Response category	Response	Shire district	Single / upper tier	England
	Yes, already in place (%)	30	62	47
Other senior officer remuneration	Yes, implementing in the next financial year (%)	0	1	1
committee	No (%)	66	33	49
	Don't know (%)	4	3	4
	Total	100	100	100
	Yes (%)	(1) 5	4	4
Outside	No (%)	(20) 91	87	88
representation	Don't know (%)	(1) 5	9	8
	Total	(22) 100	100	100

Base: whether has a remuneration committee: all respondents (161); whether the committee includes outside representation: asked to respondents who answered that their senior officers' remuneration committee was already in place (75)

Pay, rewards and performance management

The majority of respondents (84 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" (67 per cent). Please see Table 17 for the full results to this question.

Table 17: Which, if any, of the following elements do you use, or are you planning to use in your approach to rewards? Single / Shire Response Response upper **England** category district tier Yes, already in use (%) 27 32 30 Implementing in the next 3 5 4 financial year (%) No, not implementing 64 52 57 Trading leave (%) Don't know (%) 7 11 9 Total (%) 100 100 100 Yes, already in use (%) 68 67 67 Implementing in the next 1 3 2 financial year (%) Other flexible No, not implementing 26 20 22 leave benefits Don't know (%) 5 10 8 Total (%) 100 100 100 Yes, already in use (%) 7 7 7 Implementing in the next 4 8 11 financial year (%) Total reward No, not implementing 82 66 73 benefit statements Don't know (%) 7 12 16 100 Total (%) 100 100 Yes, already in use (%) 14 4 9 4 Implementing in the next 9 7 Survey of financial year (%) employee No, not implementing 81 59 69 reward (%)preferences Don't know (%) 15 11 18 Total (%) 100 100 100 Yes, already in use (%) 78 90 84 Implementing in the next 3 2 2 Other flexible financial year (%) benefits No, not implementing 14 3 8 (including salary sacrifice (%)Don't know (%) schemes) 5 5 5 Total (%) 100 100 100

Base: all respondents (161)

About seven out of 10 respondents (68 per cent) said that 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 quarter of councils (23 per cent).

Table 18: 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) (%)	70	67	68		
Performance/contribution related progression (%)	22	24	23		
Spot salaries (i.e. no incremental progression) (%)	4	6	5		
Other (%)	4	2	3		
Don't know (%)	0	1	1		
Total (%)	100	100	100		

Base: all respondents (161)

Nine out of 10 respondents (92 per cent) said their council had a performance management process in place for employees.

Table 19: Does your council have a performance management process in place for employees?						
Response	Shire district Single / upper tier England					
Yes (%)	88	95	92			
No (%)	11	5	7			
Don't know (%)	1	0	1			
Total (%)	100	100	100			

Base: all respondents (161)

All respondents were also asked to look at a pre-coded list of employee performance management measures and select which, if any, their council had in place during 2012/13. A majority of respondents selected each measure and no respondent reported that their council had none of the measures in place. Please see Table 20 for the full list of performance management measures and the frequency with which each was used amongst respondent councils.

Table 20: Which of the following measures, if any, did your authority
have in place to manage performance in the 2012/13 financial year?

Response	Shire district	Single / upper tier	England
Regular meetings between staff and their line manager (%)	96	97	96
Annual appraisal for all employees (%)	95	95	95
Objectives set for each member of staff and reviewed at regular intervals (%)	86	94	91
Probation period for all new employees (%)	89	89	89
Personal development plans for all employees (%)	85	86	86
None of the above (%)	0	0	0
Don't know (%)	0	0	0
Total (%)	100	100	100

Base: all respondents (161)

Half of respondents (49 per cent) said their council carried out an employee engagement survey in 2012/13. Those indicating that they had conducted a survey were asked about employee engagement priorities identified as a result of the research. From a pre-determined list about half (52 per cent) of respondents indicated that "engaging managers" was identified as a priority, followed by "strong employee voice", which about two-fifths (43 per cent) selected. A third (35 per cent) also indicated that "empowering leadership" was identified as a priority. Please see Table 21.

Table 21: Which of the following measures, if any, did your authority have in place to manage performance in the 2012/13 financial year?

Response	Shire district	Single / upper tier	England
Engaging managers (%)	(13) 41	(28) 60	52
Strong employee voice (%)	(10) 31	<i>(24)</i> 51	43
Empowering leadership (%)	(9) 28	(19) 40	35
Organisational integrity (%)	(8) 25	(9) 19	22
Other (%)	<i>(4)</i> 13	(13) 26	20
No priorities identified (%)	(8) 25	(3) 6	14
Total (%)	(32) 100	<i>(47)</i> 100	100

Base: respondents who indicated that their council had conducted an employee engagement survey during 2012/13 (79)

Employee-led organisations

A minority of respondents (eight per cent) indicated that their council had received requests from staff to set up an employee-led organisation during 2012/13. However, of the 13 respondents who said that they had received such requests, most (85 per cent / 11 respondents) said that they had been supported by the council.

One in 10 respondents (10 per cent) indicated that their council was going to be actively promoting employee-led organisations in 2013/14. Over half (58 per cent) said they would not be promoting employee-led organisations and the remainder (32 per cent) were unsure. Shire district respondents were more likely to be sure that such organisations would not be actively promoted in 2013/13, with 77 per cent saying as much and with fewer "don't knows" (16 per cent).

Table 22: Employee-led organisations						
Response category	Response	Shire district	Single/up per tier	England		
Did you receive any	Yes (%)	3	13	8		
requests from staff to	No (%)	93	75	83		
set up an employee led	Don't know (%)	4	13	9		
organisation?	Total (%)	100	100	100		
	Yes (%)	(2) 100	(9) 82	(11) 85		
Has your authority	No (%)	(0) 0	<i>(0)</i> 0	(0) 0		
supported these requests?	Don't know (%)	<i>(0)</i> 0	<i>(</i> 2 <i>)</i> 18	(2) 15		
roquosio.	Total (%)	(2) 100	(11) 100	(13) 100		
Is your authority going	Yes (%)	7	13	10		
to be actively promoting employee led organisations in the next	No (%)	77	41	58		
	Don't know (%)	16	46	32		
financial year (2013/14)?	Total (%)	100	100	100		

Base: received requests: all respondents (161); requests that were supported: asked to respondents who indicated that they had received requests (13); promotion of employee-led organisations in 2013/14: all respondents (161)

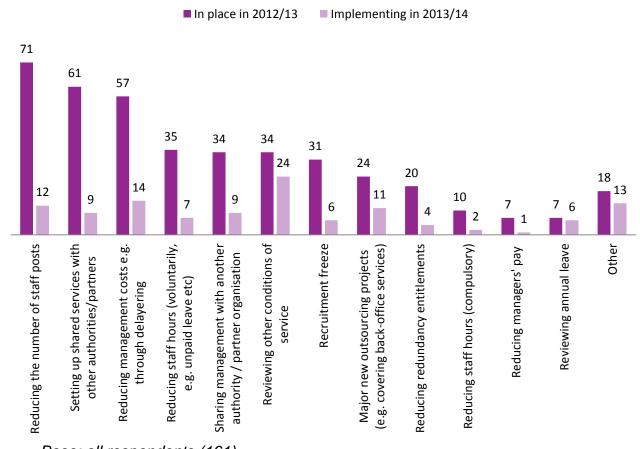
Workforce efficiency, productivity and innovation

Respondents were shown a list of measures and asked which, if any, their council had implemented in 2012/13, or were planning to implement in 2013/14, in order to reduce workforce costs. The most popular workforce cost-reducing measure was "reducing the number of staff posts" (71 per cent), followed by "setting up shared services with other authorities / partners" (61

per cent and) and "reducing management costs eg through delayering" (57 per cent).

In 2013/14 a quarter (24 per cent) of councils were also planning to implement "reviewing other conditions of service". Please see Figure 1.

Figure 1: In which of the following ways, if any, has your authority reduced or is planning to reduce its workforce costs?



Base: all respondents (161)

Three-fifths of respondents (61 per cent) indicated that their council undertakes programmes or initiatives to encourage employee innovation.

to encourage employee innovation?				
Response	Shire district	Single / upper tier	England	
Yes (%)	54	68	61	
No (%)	35	22	28	
Don't know (%)	11	10	11	
Total (%)	100	100	100	

Base: all respondents (161)

For more information please contact

Matt Vincent Local Government Association

Local Government House Smith Square London SW1P 3HZ

Email: matthew.vincent@local.gov.uk

Telephone: 020 7664 3000



Local Government Association

Local Government House Smith Square London SW1P 3HZ

Telephone 020 7664 3000 Fax 020 7664 3030 Email info@local.gov.uk www.local.gov.uk

© Local Government Association, November 2013

For a copy in Braille, larger print or audio, please contact us on 020 7664 3000. We consider requests on an individual basis.