Local Government Workforce Survey 2013/14

Research report
March 2015

To view more research from the Local Government Association's Research and Information team please visit: http://www.local.gov.uk/local-government-intelligence

Contents

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 and its partners. We recommend that the survey is used to inform local discussions on organisational and workforce issues. This foreword looks very briefly at some of the highlights.

It is important to point out that we cannot make comments on changes from the previous survey with true statistical rigour because of variations in the sample. However, it is clear that any changes have been marginal. This is encouraging because it suggests that there has been no strong additional squeeze on investment in the workforce. It will be interesting to see what happens over the period of the next spending review.

It is also welcome that, given the resource commitment required, many councils continue to provide opportunities for apprenticeships and work placements.

The findings on managerial skills gaps and priorities are important and suggestive of where programmes need to be concentrated. Skills in organisational change and the consequences for people are strongly emphasized, as well as technological savvy. Rather less emphasis is put on ensuring skills concerned with the day job such as commissioning and finance. Respondent organisations are changing fast and they need people to deliver change rather than continuity.

Caution has already been noted about comparisons between surveys but there is an apparent marked increase in the percentage of days lost due to sickness (3.6% compared with 2% in the last survey) that is worth discussing. Sample sizes and variations will of course account for a lot of this so it is important not to jump to conclusions. Nevertheless the sector needs to think about the productivity costs associated with sickness and focus on the continuing problems noted around stress, depression and anxiety as major causes of absence. Linking this to the findings around managerial skills there is a narrative around ensuring that managers are able to help staff to improve their resilience and well-being.

Overall the local government workforce remains remarkably robust and councils continue to invest in their people in affordable ways. However, there is no room for complacency and some important decisions need to be made about priorities over the next two-to-five years.

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 2013/14 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 website[1].

All 353 heads of human resources (or equivalent position) in England were asked to complete an online survey between September 2014 and March 2015. The overall response rate achieved was 43 per cent (153 councils). By council type, the response rate was highest from shire counties and metropolitan districts (both 56 per cent / 15 and 19 councils, respectively) and lowest from London boroughs (33 per cent / 10 councils).

Regionally, response was highest from Yorkshire and the Humber (59 per cent / 13 councils) and lowest from the Greater London region (33 per cent / 10 councils)

Summary of results

- The median gross training expenditure per full time equivalent employee was £145.

- The median gross training expenditure on member development per councillor was £105.

- On average 0.9 days were spent on off-the-job training per employee.

- In 2013/14 there was a median of 9 apprentices, 15 work experience placements and 1 graduate placement per council.

- Around half of councils have a trade union learning representative.

- The most common capability or capacity skills gap across England was in relation to change management (68 per cent). The biggest skills priority was also change management (45 per cent).

- There was a median average 11.9 per cent labour turnover rate and a

---

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

median average vacancy rate of 8.2 per cent.

- On average, 3.6 per cent of days were lost due to sickness and 8.4 days per FTE employee.

- The most common cause of sickness absence was "stress, depression, anxiety, mental health and fatigue" (22.8 per cent).

- On average 44 per cent of the top five per cent of earners were women, two 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 (47 per cent) and slightly less for other senior officers (41 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.

- Just over half of councils (53 per cent) carried out an employee engagement survey during 2012/13.

- Most councils (85 per cent) had not received requests for employee-led organisations, but where they had all respondents said these requests had been supported.

Introduction

The Local Government Workforce Survey 2013/14 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 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 September 2014 and March 2015.

The final overall response rate achieved was 43 per cent (153 councils).

By council type, the response rate was highest from shire counties (56 per cent / 15 councils) and lowest from London boroughs (30 per cent / 10 councils).

Table 1: Response rates by council type		
Council type	**Completed**	**Response rate (%)**
Shire County	15	56
Shire District	81	40
London Borough	10	30
Metropolitan District	19	53
English Unitary	18	50
Total	153	43

Regionally, response was highest from Yorkshire and the Humber (59 per cent / 13 councils) and lowest from the Greater London (30 per cent / 10 councils).

Table 2: Response rates by region		
Region	Completed	Response rate (%)
East Midlands	17	38
East of England	20	38
Greater London	10	30
North East	7	58
North West	19	46
South East	34	46
South West	14	34
West Midlands	19	58
Yorkshire and the Humber	13	59
Total	153	43

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 2013/14

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 Survey[2], was used to calculate the expenditure on training per employee.

The median gross amount that councils had spent per employee in 2013/14 was £145. In shire districts the reported median was £206 per employee and in upper / single tier areas the median was £89. Please see Table 3.

Table 3: Gross training expenditure per employee			
Response	**Shire district**	**Single/upper tier**	**England**
Mean (£)	216	102	165
Median (£)	206	89	145
Base	*64*	*52*	*116*

Base: all respondents (116)

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

The median gross amount spent per councillor was £105 across England. In shire districts the median amount spent was £91 per member and in single and upper tier councils the median was £129. Please see Table 4.

Table 4: Gross training expenditure on member development per councillor			
Response	**Shire district**	**Single/upper tier**	**England**
Mean (£)	175	166	169
Median (£)	91	129	105
Base	*54*	*49*	*104*

Base: all respondents (104)

---

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

Only 38 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 into by council type.

The median number of days of off-the job training per employee was 0.9. 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
Median (days)	-	-	0.9
Base	-	-	*38*

Base: all respondents (38)

The median number of apprentices taken on by councils in 2013/14 was nine. In district councils the median was three and in single and upper tier councils there was a median average of 42 apprentices. In terms of work experience, there was a median of 15 placements provided by councils in 2013/14. In district councils there was a median of eleven work experience placements and in single and upper tier councils the median was 39.

Respondents were also asked how many graduates their council provided placements for in 2013/14. 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 four. 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 2013/14…				
Response category	**Response**	**Shire district**	**Single/upper tier**	**England**
Apprentices	Mean	5	57	28
	Median	3	42	9
	Base	*80*	*65*	*145*
Work experience placements	Mean	12	52	29
	Median	11	39	15
	Base	*63*	*47*	*110*
Graduate placements	Mean	1	8	4
	Median	0	4	1
	Base	*73*	*54*	*127*

Base: all respondents (apprentices: 145; work experience placements: 110; graduate placements: 127)

Around half of respondents (48 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 (65 per cent) had trade union learning representatives. About a third of shire districts (33 per cent) reported having trade union learning representatives.

Table 7: Does your council currently have trade union learning representatives?			
Response	Shire district	Single / upper tier	England
Yes (%)	33	65	48
No (%)	57	28	43
Don't know (%)	10	7	8
Total (%)	100	100	100

Base: all respondents (153)

Councils were asked whether they had any capability or capacity skills gaps in a number of management areas. A capability skills gap is where managers in a council require additional training and development or support to close the skills gap. A capacity skills gap is where there managers have the skills, but have no capacity to utilise them effectively.

The top three capability or capacity skills gaps across England were in relation to change management (68 per cent), people management (64 per cent) and programme and project management (63 per cent). Table 8 shows the percentages of councils saying that there was either a capacity or capability skills gap. Table 27 in the annex of this report shows a more detailed breakdown of the results.

Table 8: Does your council have any capability or capacity gaps in the following skill areas?			
Response	Shire district	Single / upper tier	England
Change management	54	84	68
People Management (%)	54	76	64
Programme and project management (%)	56	71	63
Selling & marketing public services (%)	51	73	62
Developing new business models (%)	57	69	62
Business process improvement (%)	49	73	60
Maximising the use of technology (%)	46	70	58
Strategic commissioning (%)	46	62	53
Working in political environment (%)	28	62	43
Procurement (%)	35	47	41
Financial management (%)	26	52	38
Partnership working (%)	26	50	37
Community engagement (%)	18	46	31
Understanding local implications of government policy (%)	14	30	21

Base: all respondents (127)

For each of the management skill areas, respondents were also asked whether each of the skill areas were a priority, meaning it was a skills gap that would be addressed in the next 12 months. The top three skills priorities across England were change management (45 per cent), people management (38 per cent) and maximising the use of technology (32 per cent).

Table 9: Skills priorities			
Response	Shire district	Single/up per tier	England
Change management (%)	26	67	45
People Management (%)	20	58	38
Maximising the use of technology (%)	19	47	32
Developing new business models (%)	21	43	31
Programme and project management (%)	17	33	25
Business process improvement (%)	16	35	25
Selling & marketing public services (%)	17	35	25
Partnership working (%)	9	38	22
Working in political environment (%)	11	33	22
Strategic commissioning (%)	7	36	21
Community engagement (%)	5	36	20
Financial management (%)	6	32	18
Procurement (%)	7	26	16
Understanding local implications of government policy (%)	4	18	10
Base	72	81	153

Base: all respondents (153)

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 2013/14 was 11.9 per cent.

The vacancy rate is the number of vacancies on 1 April 2014 as a percentage of the overall headcount on the same date. The median percentage reported by councils for this was 8.2 per cent. Please see Table 10.

Table 10: Labour turnover and vacancy rate				
Response category	**Response**	**Shire district**	**Single/up per tier**	**England**
Labour turnover	Mean (%)	11.6	13.9	12.7
	Median (%)	11.0	12.7	11.9
	Base	*72*	*66*	*138*
Vacancy rate	Mean (%)	7.6	8.1	7.8
	Median (%)	7.7	8.4	8.2
	Base	*32*	*29*	*61*

Base: all respondents (labour turnover: 138; vacancy rate: 61)

Eighteen per cent of councils said that, at some point during 2013/14, their council had used a recruitment freeze. See Table 11.

Table 11: Did your authority have a recruitment freeze in place at any point during 2013/14?			
Response	**Shire district**	**Single / upper tier**	**England**
Yes (%)	16	19	18
No (%)	84	79	82
Don't know (%)	0	1	1
Total (%)	100	100	100

Base: all respondents (153)

Seventy four per cent of respondents said their council was currently experiencing recruitment or retention difficulties. See Table 12.

Table 12: Is your authority currently experiencing any recruitment or retention difficulties?			
Response	**Shire district**	**Single / upper tier**	**England**
Yes (%)	63	86	74
No (%)	35	11	24
Don't know (%)	2	3	3
Total (%)	100	100	100

Base: all respondents (153)

For single and upper tier councils, the top three posts with recruitment difficulties were children's social workers (85 per cent), mental health social workers (50 per cent) and adults' social workers (48 per cent). In district councils the top three posts were planning officers (43 per cent), legal professionals (31 per cent) and ICT professionals (25 per cent).

In terms of retention difficulties in single and upper tier councils, the top three posts were children's social workers (69 per cent), adult social workers (35

per cent) and adult occupational therapists (23 per cent). For district councils the top three posts were planning officers (31 per cent), building control officers (12 per cent) and ICT professionals (8 per cent)

To see the full breakdown of posts where councils reported experiencing recruitment and retention difficulties, please see Table 28 and Table 29.

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. Sixty three councils were able to provide a breakdown and the medians for short and long-term sickness absence were 1.5 per cent and two per cent, respectively. Please see Table 13.

Table 13: Percentage of days lost due to sickness				
Response category	Response	Shire district	Single/up per tier	England
Short-term sickness absence rate	Mean (%)	2.0	1.6	1.8
	Median (%)	1.4	1.5	1.5
	Base	*31*	*32*	*63*
Long-term sickness absence rate	Mean (%)	3.1	2.2	2.6
	Median (%)	1.7	2.2	2.0
	Base	*31*	*32*	*63*
Total sickness absence rate	Mean (%)	4.9	3.7	4.3
	Median (%)	3.0	3.9	3.6
	Base	*37*	*41*	*78*

Base: all respondents (short-term: 63; long-term: 63; total: 78)

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 8.4 days lost per FTE employee in 2013/14. The median for short term absence was 3.7 and the median for long-term absence was 4.7. Please see Table 14.

Table 14: 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)	3.8	3.7	3.7
	Median (days)	3.6	3.7	3.7
	Base	*61*	*51*	*112*
Long-term sickness absence per FTE	Mean (days)	4.4	5.2	4.8
	Median (days)	4.2	5.1	4.7
	Base	*61*	*51*	*112*
Total sickness absence per FTE	Mean (days)	8.2	8.7	8.4
	Median (days)	7.9	8.5	8.4
	Base	*75*	*61*	*136*

Base: all respondents (short-term: 112; long-term: 112; total: 136)

Councils were also asked to provide a breakdown of the number of days lost due various illnesses. In total, 91 were able to provide figures relating to each of the categories we requested[3]. The percentages were calculated by dividing each cause by the total number of days across the categories.

The biggest cause of sickness in 2013/14 was *stress, depression, anxiety, mental health and fatigue* (22.8 per cent), followed by *other musculo-skeletal problems* (14.4 per cent) and *infections* (9.6 per cent). Please see Table 15.

---

[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.

Table 15: Percentage of days lost to sickness by causes			
Response	Shire district	Single / upper tier	England
Stress, depression, anxiety, mental health and fatigue (%)	18.2	23.1	22.8
Other musculo-skeletal problems (%)	17.6	14.3	14.4
Infections (%)	11.1	9.6	9.6
Stomach, liver, kidney, digestion (%)	10.6	8.4	8.6
Back and neck problems (%)	9.2	7.6	7.7
Chest, respiratory (%)	5.5	5.3	5.3
Eye, ear, nose & mouth/dental; sinusitis (%)	3.5	3.6	3.6
Neurological; headaches and migraines (%)	3.5	3.3	3.4
Genito-urinary; menstrual problems (%)	3.1	3.0	3.0
Heart, blood pressure, circulation (%)	2.3	3.0	2.9
Pregnancy related (%)	1.1	1.5	1.5
Other (%)	13.1	15.5	15.4
Unknown (%)	1.2	1.8	1.7
Base	*41*	*50*	*91*

Base: all respondents (91)

External unacceptable behaviour

Respondents were asked for the number of incidents in which council employed staff had 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 five 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 154 incidents. Please see Table 16. The overall figure equates to approximately 23 incidents per 1000 FTE employees.

Table 16: Incidents of external unacceptable behaviour			
Response	Shire district	Single/upper tier	England
Mean	10	243	138
Median	5	154	33
Base	44	53	97

Base: all respondents (97)

Respondents were also asked, where possible to break down the number of incidents of external unacceptable behaviour into the individual categories of verbal abuse, threats of violence and physical abuse.

Table 17: Incidents of external unacceptable behaviour				
Response category	Response	Shire district	Single/upper tier	England
Verbal abuse	Mean	7.9	47.4	29.1
	Median	4	27	10.5
	Base	*37*	*43*	*80*
Threats of violence	Mean	2.3	24.7	14.5
	Median	0.5	1	1
	Base	*36*	*43*	*79*
Physical assault	Mean	0.9	166.9	94.0
	Median	0	97	5
	Base	*36*	*46*	*82*
Other	Mean	0.7	18.9	10.8
	Median	0	0	0
	Base	*34*	*43*	*77*

Base: all respondents (verbal abuse: 80; threats of violence: 79; 112; total: 136)

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 32 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 two per cent. In single and upper tier councils the median was four 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 a majority 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 three per cent across England, three 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/up per tier**	**England**
Percentage of the top 5 earners who are women	Mean (%)	32	53	42
	Median (%)	32	53	44
	Base	*73*	*66*	*139*
Percentage of the top 5 of earners who are BAME	Mean (%)	2	6	4
	Median (%)	0	4	2
	Base	*71*	*66*	*137*
Percentage of the top 5 of earners with a disability	Mean (%)	3	3	3
	Median (%)	0	3	3
	Base	*68*	*64*	*132*

Base: all respondents (women: 139; BAME: 137; disability: 132)

About half of respondents (47 per cent) reported that their council had a remuneration committee to oversee the rewards package for the chief executive. Of the 72 respondents whose council had a remuneration committee already in place, around eight out of 10 (81 per cent) said that it did not include representation from outside the council. Please see Table 19.

Table 19: 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**
Chief executive remuneration committee	Yes, already in place (%)	35	62	47
	Yes, implementing in the next financial year (%)	0	1	1
	No (%)	56	28	43
	Don't know (%)	10	8	9
	Total	100	100	100
Outside representation	Yes (%)	(4) 14	(4) 9	11
	No (%)	(20) 71	(28) 86	81
	Don't know (%)	(4) 14	(2) 5	8
	Total	(28) 100	(44) 100	100

Base: whether council has a remuneration committee: all respondents (153); whether the committee includes outside representation: asked to respondents

who answered that their chief executive's remuneration committee was already in place (72)

Forty one per cent reported that their council had a remuneration committee to oversee the rewards package for other senior officers. Of the 63 respondents who had a remuneration committee for other senior officers about nine out of 10 (86 per cent) said that it did not include representation from outside the council. Please see Table 20.

Table 20: 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**
Other senior officer remuneration committee	Yes, already in place (%)	26	59	41
	Yes, implementing in the next financial year (%)	0	0	0
	No (%)	64	32	49
	Don't know (%)	10	8	9
	Total	100	100	100
Outside representation	Yes (%)	*(1)* 5	*(3)* 7	6
	No (%)	*(17)* 81	*(37)* 88	86
	Don't know (%)	*(3)* 14	*(2)* 5	8
	Total	*(21)* 100	*(42)* 100	100

Base: whether has a remuneration committee: all respondents (153); whether the committee includes outside representation: asked to respondents who answered that their senior officers' remuneration committee was already in place (63)

Pay, rewards and performance management

The majority of respondents (88 per cent) reported that their council was using "other flexible benefits (including salary sacrifice schemes)" in their approach to employee rewards. This was followed in popularity by "other flexible leave benefits" (71 per cent). Please see Table 21 for the full results to this question.

Table 21: 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 (%)	26	34	30
	Implementing in the next financial year (%)	6	7	7
	No, not implementing (%)	60	51	56
	Don't know (%)	7	8	8
	Total (%)	100	100	100
Other flexible leave benefits	Yes, already in use (%)	70	72	71
	Implementing in the next financial year (%)	0	4	2
	No, not implementing (%)	25	21	23
	Don't know (%)	5	3	4
	Total (%)	100	100	100
Total reward benefit statements	Yes, already in use (%)	6	1	4
	Implementing in the next financial year (%)	9	7	8
	No, not implementing (%)	80	77	79
	Don't know (%)	5	14	9
	Total (%)	100	100	100
Survey of employee reward preferences	Yes, already in use (%)	12	8	11
	Implementing in the next financial year (%)	6	8	7
	No, not implementing (%)	70	69	70
	Don't know (%)	11	14	13
	Total (%)	100	100	100
Other flexible benefits (including salary sacrifice schemes)	Yes, already in use (%)	86	89	88
	Implementing in the next financial year (%)	0	4	2
	No, not implementing (%)	10	4	7
	Don't know (%)	4	3	3
	Total (%)	100	100	100

Base: all respondents (152)

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 (20 per cent).

Table 22: 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	65	68
Performance/contribution related progression (%)	19	21	20
Spot salaries (i.e. no incremental progression) (%)	5	6	5
Other (%)	6	7	7
Don't know (%)	0	1	1
Total (%)	100	100	100

Base: all respondents (152)

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

Table 23: Does your council have a performance management process in place for employees?			
Response	Shire district	Single / upper tier	England
Yes (%)	89	96	92
No (%)	10	3	7
Don't know (%)	1	1	1
Total (%)	100	100	100

Base: all respondents (152)

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 2013/14. A majority of respondents selected each measure and only one respondent reported that their council had none of the measures in place. Please see Table 24 for the full list of performance management measures and the frequency with which each was used amongst respondent councils.

Table 24: 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
Annual appraisal for all employees (%)	93	100	96
Regular meetings between staff and their line manager (%)	93	99	95
Probation period for all new employees (%)	94	93	93
Objectives set for each member of staff and reviewed at regular intervals (%)	81	96	88
Personal development plans for all employees (%)	74	87	80
None of the above (%)	1	0	1
Don't know (%)	0	0	0
Total (%)	100	100	100

Base: all respondents (152)

Just over half of respondents (53 per cent) said their council carried out an employee engagement survey in 2013/14. 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, 60 per cent of respondents indicated that "engaging managers" was identified as a priority, followed by "empowering leadership", which about half (51 per cent) selected. Just under half (45 per cent) also indicated that "strong employee voice" was a priority. Please see Table 25.

Table 25: 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
Empowering leadership (%)	*(17)* 40	*(24)* 63	51
Engaging managers (%)	*(19)* 45	*(29)* 76	60
Strong employee voice (%)	*(12)* 29	*(24)* 63	45
Organisational integrity (%)	*(7)* 17	*(9)* 24	20
Other (%)	*(10)* 24	*(13)* 34	29
No priorities identified (%)	*(6)* 14	*(3)* 8	11
Total (%)	*(42)* 100	*(38)* 100	100

Base: respondents who indicated that their council had conducted an employee engagement survey during 2013/14 (80)

Employee-led organisations

A minority of respondents (seven per cent) indicated that their council had received requests from staff to set up an employee-led organisation during 2013/14. However, of the 10 respondents who said that they had received such requests, all said that they had been supported by the council.

Seven in 10 (68 per cent) said they would not be promoting employee-led organisations in 2013/14 and most of the remainder (26 per cent) were unsure.

Table 26: Employee-led organisations				
Response category	**Response**	**Shire district**	**Single/up per tier**	**England**
Did you receive any requests from staff to set up an employee led organisation?	Yes (%)	0	14	7
	No (%)	95	73	85
	Don't know (%)	5	13	9
	Total (%)	100	100	100
Has your authority supported these requests?	Yes (%)	-	*(10)* 100	*(10)* 100
	No (%)	-	*(0)* 0	*(0)* 0
	Don't know (%)	-	*(0)* 0	*(0)* 0
	Total (%)	-	*(10)* 100	*(10)* 100
Is your authority going to be actively promoting employee led organisations in the next financial year (2013/14)?	Yes (%)	1	11	6
	No (%)	75	61	68
	Don't know (%)	23	28	26
	Total (%)	100	100	100

Base: received requests: all respondents (152); requests that were supported: asked to respondents who indicated that they had received requests (10); promotion of employee-led organisations in 2013/14: all respondents (152)

Annex

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

Table 27: Does your council have any capability or capacity gaps in the following skill areas?				
Response category	Response	Shire district	Single/up per tier	England
Change management	No skills gaps (%)	16	45	32
	Capability gap (%)	71	42	56
	Capacity gap (%)	13	12	12
Programme and project management	No skills gaps (%)	29	44	37
	Capability gap (%)	42	41	42
	Capacity gap (%)	29	15	21
Business process improvement	No skills gaps (%)	28	51	40
	Capability gap (%)	52	38	45
	Capacity gap (%)	21	11	15
Partnership working	No skills gaps (%)	50	74	63
	Capability gap (%)	42	19	29
	Capacity gap (%)	8	7	8
Community engagement	No skills gaps (%)	55	82	69
	Capability gap (%)	35	15	24
	Capacity gap (%)	11	3	7
Working in political environment	No skills gaps (%)	39	72	57
	Capability gap (%)	58	25	40
	Capacity gap (%)	4	3	3
People management	No skills gaps (%)	24	46	36
	Capability gap (%)	70	48	58
	Capacity gap (%)	6	6	6
Financial management	No skills gaps (%)	48	73	62
	Capability gap (%)	47	25	35
	Capacity gap (%)	5	1	3
Maximising the use of technology	No skills gaps (%)	30	53	42
	Capability gap (%)	62	38	50
	Capacity gap (%)	8	8	8
Selling and marketing public services	No skills gaps (%)	26	48	39
	Capability gap (%)	62	39	50
	Capacity gap (%)	11	12	12
Strategic commissioning	No skills gaps (%)	38	55	47
	Capability gap (%)	53	38	45

	Capacity gap (%)	9	8	8
Procurement	No skills gaps (%)	53	65	60
	Capability gap (%)	42	29	35
	Capacity gap (%)	5	6	6
Developing new business models	No skills gaps (%)	30	43	37
	Capability gap (%)	58	49	53
	Capacity gap (%)	11	8	9

Base: all respondents (127)

Table 28: Is your council experiencing recruitment or retention difficulties in the following areas (single and upper tier councils)		
Response	**Recruitment difficulties**	**Retention difficulties**
children's social workers (%)	85	69
mental health social workers (%)	50	23
adult social workers (%)	48	35
engineering professionals (%)	40	18
educational psychologists (%)	37	13
ICT professionals (%)	37	11
occupational therapists (adults) (%)	34	24
legal professionals (%)	29	16
occupational therapists (children's) (%)	24	15
planning officers (%)	19	11
adult care workers (%)	16	10
home care workers (%)	15	5
chartered surveyors (%)	15	6
building control officers (%)	13	8
teachers (%)	11	6
school crossing patrol attendants (%)	11	2
children's residential care managers (%)	10	3
environmental health officers (%)	10	5
children's residential care workers (%)	8	2
chartered and certified accountants (%)	8	3
civil enforcement officers (%)	8	5
adult residential care managers (%)	6	0
cleaners, domestics (%)	6	3

adult care community support worker (%)	5	3
call centre agents/operators (%)	5	11
conservation and environmental protection officers (%)	5	0
cooks (%)	5	2
electricians, electrical fitters (%)	5	3
kitchen and catering assistants (%)	5	2
childcare/playgroup assistants (%)	3	3
family support workers (%)	3	0
nursery nurses (%)	3	3
administrative officers/assistants (%)	3	3
benefits and local taxation officers/assistants (%)	3	3
finance officers (%)	3	2
HR and industrial relations officers (%)	3	2
ICT user support officers (%)	3	0
energy managers (%)	3	0
gardeners and groundsmen/women (%)	3	2
community drivers (%)	3	2
street scene operatives (%)	3	3
teaching assistants (%)	2	0
adult day care managers (%)	2	0
adult day care workers (%)	2	3
home care managers (%)	2	2
personal assistants and other secretaries (%)	2	2
housing officers (%)	2	2
librarians (%)	2	2
bricklayers, masons (%)	2	0
carpenters and joiners (%)	2	0
painters and decorators (%)	2	0
plasterers (%)	2	0
plumbers, heating and ventilating (%)	2	0
heavy goods vehicle drivers (%)	2	3
refuse and salvage occupations (%)	2	2
school mid-day assistants (%)	2	3
sports and leisure assistants (%)	2	3
library assistants/clerks (%)	0	2

	Recruitment difficulties	Retention difficulties
other 1 (%)	24	11
other 2 (%)	11	8
other 3 (%)	6	5

Base: upper tier councils indicating that they experience recruitment or retention difficulties (62)

Table 29: Is your council experiencing recruitment or retention difficulties in the following areas (shire district councils)		
Response	**Recruitment difficulties**	**Retention difficulties**
planning officers (%)	43	31
legal professionals (%)	31	6
ICT professionals (%)	25	8
building control officers (%)	24	12
chartered surveyors (%)	20	4
benefits and local taxation officers/assistants (%)	16	4
chartered and certified accountants (%)	16	2
environmental health officers (%)	14	6
housing officers (%)	12	4
ICT user support officers (%)	8	0
economic development officers (%)	6	2
civil enforcement officers (%)	6	4
heavy goods vehicle drivers (%)	6	2
finance officers (%)	4	0
HR and industrial relations officers (%)	4	2
electricians, electrical fitters (%)	4	2
adult day care workers (%)	2	0
administrative officers/assistants (%)	2	0
conservation and environmental protection officers (%)	2	0
energy managers (%)	2	0
engineering professionals (%)	2	0
cooks (%)	2	2
plumbers, heating and ventilating (%)	2	0
cleaners, domestics (%)	2	2
community drivers (%)	2	0
refuse and salvage occupations (%)	2	2
sports and leisure assistants (%)	2	0

street scene operatives (%)	2	2
call centre agents/operators (%)	0	2
gardeners and groundsmen/women (%)	0	2
other 1 (%)	20	12
other 2 (%)	4	0
other 3 (%)	0	0

Base: shire district councils indicating that they experience recruitment or retention difficulties (51)

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

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