



Report to Joint Consultative and Safety Committee

Subject People Management Strategy

Date 31st October 2007

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1. Purpose of the Report

To present to the JCSC the draft People Management Strategy for 2007 - 2009

2. Background

The council's first People Management Strategy was written in July 2006. With the introduction of the Vision for the Council of the future and the transformational changes which this is bringing, the strategy has been updated for the next two years.

The attached draft has been considered by Senior Management Team and following consideration by the JCSC will be presented to Personnel and Resources Committee for approval.

3. Recommendation

It is recommended that the People Management Strategy be referred to Personnel and Resources Committee for approval.

PEOPLE MANAGEMENT STRATEGY

Introduction

1. The Council has recently reviewed its priorities, and these have been agreed as:

- A high quality local environment
- A safer Community
- Good health for everyone
- A good start in life for Children and Young People

2. The Chief Executive has also reviewed the way in which the Council will deliver these priorities taking into account the external environment, judgements on the Council's services and other pressures. The Vision for the Council into the future was agreed by Council in December 2006. The Chief Executive has now started on the process of organising the Council to match the vision.

3. In the paper to Council, the Vision is defined as follows.

'The fundamental role and purpose of the Council in the future will be to define and then deliver the vision of the Borough and its future as set out in the Community Strategy. To do this it will:

- Be a strategic planning and commissioning organisation procuring service delivery in whatever way will reflect the best interests of the Borough and the customer and also deliver best value.
- Have a positive approach to community engagement and communications in order effectively to develop community aspirations.
- Have a clear customer focus and willingness to design services around the needs of the customer, rather than the presumed needs of the organisation.
- Be willing to work in partnership with other organisations - whether in the public or private sector - in order to secure the delivery of services which are of the right quality and at the right price.

4. The Council for the future will need to be:

- More strategic
- More technological and automated
- Delivering fewer services directly by itself
- Working more with other partners to design and deliver services.
- Smaller

2. How a People Management Strategy helps to deliver these

2.3 The key to delivering the vision is the people employed by the Council. A people management strategy is needed to ensure that the Council is able to attract, develop and retain people who are able to deliver the aims. This is both by being an employer that people want to work for and ensuring that

those people employed by the organisation are appropriately skilled to deliver the Council's aims. Part of this is to ensure that the Council is able to recruit and retain people because they want to work for us, this is not just about the pay and reward package but also about creating a culture that makes Gedling an attractive place to work.

3. What are the key issues facing the Council

3.1 The Council like others is facing a number of challenges over the next 3-5 years which impact on the people who are employed by the Council and how they deliver public services. It is these priorities which are addressed in this people management strategy, and by addressing these, we are enabling the Council to realise its vision and priorities.

1. CSR07 has presented an efficiency challenge to the Council, as we are required to contribute to the delivery of cashable savings of 3% each year through to 2011
2. Other partnership arrangements in the delivery of services and understanding the interdependencies with other organisations, both public and private sector
3. The changes in process and skills needed to deliver these challenges and the implications for training and development of existing and future employees
4. Changes in work roles arising from investment in ICT, demands of customer service and greater emphasis in planning and procuring than direct delivery
5. The demographic and workforce changes which lead to an ageing workforce and some professional areas where there are shortages of qualified candidates

3.2 The Employers Organisation have published a Pay and Workforce Strategy for the whole of Local Government to help deliver the efficiency agenda. There are actions to be taken at a national level, but the themes within this strategy are linked with those relevant to the Council. As part of the local government community, this Council will play a part in the whole and therefore this HR Strategy needs to be consistent with the overall picture. The proposed actions are mapped below against the people management interventions within the National Strategy.

National Intervention	Local Objective
Developing the Organisation	To encourage more flexible working arrangements with people working remotely, at home and/or hot desking
Developing Leadership Capacity	Ensuring Managers have skills to work in different ways Delivering Leadership Certificate at Levels 3 and 5
Developing workforce skills and capacity	Ensuring that any partnership work recognises the impact on our employees Ensure that all existing employees are ICT literate

	<p>Enabling existing employees to move into different roles</p> <p>Ensuring that all employees have training and development opportunities</p>
Resourcing Local Government	<p>Ensure that all new employees are ICT literate or have a development plan to become so</p> <p>Identify in advance where there are changes to in roles, staffing requirements and skill development</p> <p>Ensuring that new recruits to the Council possess the necessary skills and abilities to match the Council's values</p> <p>Developing a succession planning mechanism</p> <p>Identify gaps and implement ways of reflecting the make-up of the borough's population</p>
Pay and rewards	<p>Promote flexible working to secure performance improvement</p> <p>Establish career grade posts and encourage creation of 'technician' posts</p> <p>Reviewing the pay and grading structure</p>

3.4 Local Government Employers recently carried out a survey amongst all Councils to identify how they were meeting these themes and to judge the national picture. We participated in this survey and a comparison of our results against the national out turn is attached as Appendix A.

3.5 The survey, sent to all councils, was to measure progress on a number of indicators which relate to the National Strategy. It offers to Gedling a picture of how we compare to other organisations in terms of people management strategies and interventions.

The key messages from this survey where we responded positively are:

- 87% of Authorities have Investors in People for all or some of their workforce (Gedling has the award for all the workforce)
- 82% of Authorities have a People Management Strategy
- 62% of Authorities have a Workforce Development Plan
- 30% of Authorities have a pay and reward strategy
- 77% of Authorities have time served incremental progression
- 88% of Authorities have appraisals

Areas where we were unable to respond positively include:

- Involvement of Trade Unions in the Workforce Development Plan
- Integrating the Workforce Development plan into overall improvement and service planning
- Use of apprenticeships and skills for life

- Carrying out skills audits

These will be areas for future development

3.6 Overall we are able to compare favourably with the results of the survey in terms of the People Management interventions which are in place and are considered to be good practice.

4. Gedling Transformation Programme

4.1 In order to deliver the Vision for the Council, a programme of different activities has been constructed which will take place over 2007 – 2009. The key elements of this programme are:

- Restructuring of Senior Management responsibilities (report to Personnel and Resources Committee 5th march 2007)
- Transfer of existing functions to new reporting arrangements (from March 2007 to October 2007)
- Business Process Re-engineering of Customer Service and Corporate Service activities, department by department, commencing July 2007 with ongoing programme during 2008
- Ongoing Development of new arrangements for:
 - § Customer Services
 - § Corporate Services
 - § Neighbourhood Services
 - § Strategic Services
 - § Operational Services
- Review of Senior Management Structure (2009)

4.2 There is a Project Board overseeing this programme, led by the Chief Executive with support from the Head of Customer Services and Organisational Development and the Personnel Manager. The programme contains many elements, but the inclusion of people management specialists in leading this, ensures that people management issues are addressed.

5. People Management Strategy

5.1 This is the council's second People Management Strategy, a review of the previous one is integrated into the realigning of the strategy to deliver the Vision.

5.2 There were a number of People Management Objectives, tasks and indicators within the previous strategy, these have been carried forward and linked into the new Vision. The Gedling Transformation Programme will itself require people management support and these have been integrated into the strategy.

6. What is the Role of the People Management specialists?

6.1 The Council is supported by an experienced and well qualified personnel section. This resource includes a full time Training Officer. The Health and Safety Officer previously part of this resource has now transferred to Corporate Services.

6.2 Much of the work of the personnel section is transactional, centering around the processing of job advertisements, recruitment, selection and terms and conditions. There is also support to welfare cases and policy development. Further improvements in processes can be made following the introduction of a new payroll and personnel IT system. Improvements have already been seen particularly in terms of access to information, there has been a corresponding reduction in administrative resources to support the recruitment processes.

6.3 A recent benchmarking exercise has been carried out through CIPFA and the results compare Gedling's personnel service and resources with comparator districts. The main themes are:

	Cost of HR per 1000 employee	HR ftes per 1000 employees	Cost per HR fte
Gedling	£261	9.6	£27
Average	£334	10.6	£32

6.4 This indicates that the service is tightly resourced in terms of numbers within the personnel team and the overall costs. Other benchmark data indicates that the salary levels are low for the personnel team, with higher numbers of lower graded staff by comparison. In terms of professional qualifications, however the number is close to average. Sickness levels in the personnel team compare very favourably. The benchmarking questionnaire also asked for comparisons in respect of HR Good Practice, in total Gedling scored 56% against 64% as an average. The areas where scores were particularly at odds with the average were in respect of 'links with other agencies' this related to the existence of SLAs with departments. This may be an area for development for the future.

6.5 The lower level of resource, particularly at a senior level, does impact on the ability of the Section to deliver some of the actions within this strategy, and timescales need to be realistic. In terms of priorities, the Section is currently actively involved in the Gedling Transformation Programme which brings its own tasks and pressures. There is also significant work ongoing in terms of the Corporate Workforce Development Plan and the employment related aspects of the Councils equality schemes.

6.6 The benchmarking also indicated the following comparisons:

Health and Safety

	Cost of H&S per 1000 employee	H&S ftes per 1000 employees	Cost per H&S fte
Gedling	£56.6	1.4	£41
Average	£56.4	1.7	£34

The costs per 1000 employees are comparable to the average, however Gedling has fewer H&S resources. The costs at Gedling for H&S are higher than average, this probably reflects the lower resource, in that where there are more employees, the costs are spread over jobs at different grades whereas at Gedling there is only the one.

Training

	Cost of Training per 1000 employee (staffing only)	Training ftes per 1000 employees	Cost per Training fte
Gedling	£33.6	1.1	£31
Average	£65.8	2.3	£29

The costs of training are lower than comparators, as is the level of resource per 1000 fte. However the cost per Trainer are higher, this is probably indicative of the lower resource. Where there are more resources, the costs are spread over jobs at different grades, whereas at Gedling there is only one job.

7. What we do now?

7.1 The Council has implemented single status, introduced job evaluation and implemented a pay and grading structure. In this respect we have tackled key employment issues which are affecting local government in terms of equal pay. This has not been an easy process, but it is now established and gives a firm foundation for moving forwards.

7.2 The Council achieved Investors in People status for all Departments in October 2004 and was reaccredited in February 2007. At this assessment the Council submitted for Profile Assessment and achieved Level 2 across all indicators, with some indicators at level 3. This is recognition that there are good communication systems in place, that employees are receiving training and development in line with their needs and those of the Council and that there are evaluation systems in place.

7.3 There is a well established set of personnel policies and procedures and a series of health, safety and welfare policies and guidance notes which underpin a people management strategy these include:

People Values	Performance and Development Review
Absence Management	Redundancy and Redeployment
Recruitment and Selection	Training and Development
Internal Communications	Employee Assistance (and PALS)
Flexible working	Management Development (team leaders and NVQs)
Management Standards	Equal Opportunities Policy
Discipline, grievance and harassment procedures	Workforce Development Plan
	Redundancy, flexible and early retirement policies

7.4 There is an established Joint Consultative and Safety Committee for agreement of policies between Elected Members and Trade Unions. This meets as required, most recently to consider issues around absence management. The Chief Executive and Deputy Chief Executive meet on a quarterly basis with the Trade Unions to discuss key issues and concerns.

7.5 An employee consultation and involvement group has been set up with representatives from all Departments, including Trade Unions, called STEP2. This group is established to be a forum for discussing people management issues prior to developing policies to ensure they reflect the needs of the organisation.

8 People Management Objectives

8.1 In order to deliver the Vision for the Council, a number of People Management objectives have been identified. These have been linked below to the description of the Council for the future. To achieve these objectives relevant tasks have been developed. In some instances these are ongoing interventions in others they are new. For each objective, indicators have been identified which will track whether this objective is being achieved.

8.2 Some of the People Management Objectives were contained in the previous People Management Strategy. These have now been linked to the vision. There is commentary on the success of these objectives where there is information tracking the indicators.

9 Review

9.1 The indicators in this strategy will be reviewed in a year's time. The overall strategy will be reviewed in 2009 to enable the actions to embed and when the GTP is completed which will provide the opportunity for reflection on the future direction for the People Management Strategy.

**The Council in the Future will be
More Strategic**

People Management Objective

1.1 Ensure that managers have the skills to work effectively in different ways.

Why is this important?

- Managers able to work in partnership and to support teams in similar work

How will we know if we have been successful?

Numbers of managers participating in the Leadership Development Course
Target 2006/07 12 Target 2007/08 24
Actual 22

How will this be achieved?

- i. By providing training for leadership for Senior Managers
(May 06)
- ii. Developing the Leadership Development certificate and diploma programme
(June 06)
- iii. Develop the use of management competencies to provide a good foundation of skill (ongoing)

Who is responsible?

Heads of Service/Training Officer

Commentary

The numbers attending the Leadership courses are higher than originally anticipated, a course at level 3 and level 5 was run. A further level 3 course started in September 2007.

Senior Management Team had a two day leadership development event facilitated externally during 2006.

People Management Objective

1.2 helping the council to identify training interventions to support this new way of working

Why is this important

- managers can support their teams

How will this be achieved

- iv. Delivering coaching training and action learning sets for all managers
- v. Delivering Project Management training for all managers.
- vi. Taking the vision forwards – outcomes of focus groups

Numbers attending Coaching development
Target 2007/08 30
Target 2008/09 15

Numbers attending Project Management Training
Target 2007/08 20

People Management Objective

1.3 Ensure the pay strategy and Job evaluation structure meets the changing needs of the Council

Why is this important?

To ensure that the pay and grading structure attracts and retains good employees and that the means of evaluation continues to reflect the changes in types of jobs

Assessment of pay and grading structure for continued fit for purpose by 31st March 2010

How will this be achieved?

- vii. A review of the job evaluation scheme, consideration of workforce data and benchmarking

Who is responsible?

Head of Customer Services and Organisational Development

**The Council in the future will be.....
More technological and automated**

People Management Objective

2.1 To encourage more flexible working arrangements with people working remotely, at home and/or hot-desking

Why is this important?

- It will reduce accommodation needs
- It provides attractive working conditions to encourage recruitment
- Employees can be more productive

How will we know if we have been successful?

Number of people working remotely		
Target	Actual	
2005/06	0	0
2006/07	10	1
2007/08	20	

How will this be achieved?

- viii. Implement ICT infrastructure to support homeworking
(March 06)
- ix. Consult on and agree a policy to support different ways of working
(March 06)
- x. Identify and support a pilot for 6 months and then to evaluate
(December 06)

Office space released (avg 10.5 m2 per person Central charges £242.14)		
2006/07	£25,425	£2,542
2007/08	£50,850	

Who is responsible?

Head of Personnel and
Organisational Development

Commentary

Only one employee has taken advantage of the homeworking policy. This has been successful for her.

People Management Objective

2.2 Ensure that all existing employees are ICT literate

Why is this important?

- Employees able to work efficiently and confidently with ICT

How will this be achieved?

- xi. Establish ICT masterclasses using the ICT training room, facilitated by internal experts (July 07)

How will we know if we have been successful?

Number of different Master classes held:

Target		Actual
2006/07	6	2
2007/08	12	

Who is responsible?

Training Officer

Commentary

Feedback from this course was good. ICT training has been identified in the Workforce Development Plan as an ongoing need. A trainer for these masterclasses needs to be identified so that the events can be offered on an ongoing basis.

People Management Objective

2.3 Ensure that all new employees are ICT literate or have a development plan to become so

Why is this important?

- Employees able to work efficiently and confidently with ICT

How will this be achieved?

- xii. Include ICT literacy on all person specifications (Ongoing)
- xiii. Supervisors to ensure all PDRs cover ICT literacy (Ongoing)

How will we know if we have been successful?

See target for masterclasses above

Who is responsible?

Personnel Officer

**The Council in the future will be.....
Delivering fewer services directly by itself**

People Management Objective

3.1 Promote flexible working to secure performance improvement

Why is this important?

- o Attractive working conditions to encourage recruitment
- o Reduced sickness absence
- o Ability to meet peaks and troughs in workload (annualised hours)
- o Ability to deliver extensions of service (24/7)

How will this be achieved?

- xiv. Review the flexi-time scheme with provision for time off for medical appointments, 'special event leave'
(December 06)

Who is responsible?

Personnel Manager/Personnel Officer

How will we know if we have been successful?

Sickness Absence reduction:

	Target	Actual
2005/06	10.5	10.9 days
2006/07	9.5	10.2 days
2007/08	9.6 days	

Turnover rates (national average 14% for 2005):

	Target	Actual
2004/05		12.7
2005/06		n/a
2006/07	12	11.7
2007/08	12	

Number of permanent posts advertised more than once because of failure to attract applicants:

	Target	Actual
2006/07	6	1
2007/08	4	

Commentary

Sickness levels have continued to reduce, which is pleasing, however they are still high and further action is needed to achieve upper quartile. Turnover rates have decreased, which indicates satisfaction amongst employees, and there has only been one hard to fill post this year.

**The Council in the future will be.....
Working more with other partners to
design and deliver services**

People Management Objective

4.1 Ensure that working with partners recognises the impact on our employees and this is integrated into the strategy

Why is this important?

- Promoting the best interests of our employees when developing partnerships
- Avoiding redundancies by securing employment for all employees if partnerships are entered into

How will this be achieved?

- xv. Seeking to ensure that TUPE applies in all situations (Ongoing)
- xvi. Agreeing protocols on employee transfers with partner organisations (Ongoing)
- xvii. Consulting with the Trade Unions and employees at the earliest stage in any partnership related work (Ongoing)

Who is responsible?

Head of Personnel and Organisational Development/Heads of Service

How will we know if we have been successful?

Where there have been any 'partnership' arrangements, consultation has been effective this will be measure by:

- Trade Union comments
- No grievances registered about the process
- No Employment Tribunal claims upheld regarding application of TUPE

People management Objective

4.2 To enable a smooth transition of people resources within the GTP

Why is this important?

To minimise disruption to services and to help employees maintain morale and motivation

How will this be achieved?

- xviii. Ensuring people understand the options available
- xix. Offering counselling and training support
- xx. Consultation with the Trade Unions
- xxi. Extensive and consistent communication

Number of placements permanently achieved

Who is responsible?

Head of Customer Services and Organisational Development

**The council in the future will be.....
Smaller**

People Management Objective

5.1 Identifying in advance where there are changes in roles, staffing requirements and skills development

Why is this important?

- Early identification of workforce reductions
- Ability to re-skill employees to avoid redundancies
- Development targeted at priority areas
- Succession planning addressed

How will we know if we have been successful?		
Workforce Development Plans completed by May:		
Target		Actual
2006/07	100%	100%
2007/08	100%	100%

How will this be achieved?

- xxii. Developing a Workforce Plan process to be linked to service planning and Corporate Development Plan
(June 06)
(Ongoing)

Who is responsible?

Head Of Services/Head Of Personnel & Organisational Development.

Commentary

Departments have completed the workforce development plans. This is still an evolving activity and needs further refinement to ensure it is a useful process.

People Management Objective

5.2 Enabling existing employees to move into different roles

Why is this important?

- Employees skilled to undertake new roles as change impacts in their work area
- Minimising redundancy/early retirements as a consequence of job changes

How will this be achieved?

- xv. Identify promotion pathways for 'administration' type posts, and set out skill development routes (December 07)

How will we know if we have been successful?

Number of redeployments successfully achieved
(no targets to be set as this will depend on organisational change initiatives throughout the year)

Who is responsible?

Personnel Officer

People Management Objective

5.3 Ensuring that all employees have training and development opportunities

Why is this important?

- All employees receive continuous training and development to ensure that
- All employees are able to carry out existing and changed roles over time.

How will this be achieved?

- xvi. All employees to have an annual PDR, and training priorities are delivered
(Ongoing)

How will we know if we have been successful?

Percentage of employees with a current PDR (ie within 12 months) by 31st March each year:

Target		Actual
2006/07	100%	100%
2007/08	100%	59.1%

Who is responsible?

Head of Services

Commentary

The number of completed PDRs has fallen this year which is regrettable. There is increased awareness and emphasis on the importance of these amongst SMT which will follow through to a better outcome for this year.

People Management Objective

5.4 Developing a succession planning mechanism

Why is this important?

- Key posts with unique skills/knowledge identified
- Sharing of skills and knowledge
- Development of individuals to succeed where such posts are vacated

How will this be achieved?

- xvii. Through the workforce planning process, identify those posts where specific skills/knowledge reside, and put in place a succession plan for resilience
(June 07)

How will we know if we have been successful?

Number of internal promotions as a percentage of permanent jobs advertised:

Target		Actual
2006/07	10%	14.3%
2007/08	10%	

Who is responsible?

Personnel Officer

Commentary

It is pleasing that there have been a significant number of internal promotions. This indicator has not previously been tracked and gives a good indication that employees are being trained and developed for the future. A recent change to the recruitment policy for temporary posts will give further opportunities for employees to progress.

People Management Objective

5.5 Establish career grade posts and encourage creation of 'technician' posts

Why is this important?

- Increased ability to recruit to posts
- Investing in individual professional development

How will this be achieved?

- xviii. As posts become vacant and/or difficult to recruit to, consider different ways in which work can be done
(On-going)

How will we know if we have been successful?

Number of career graded posts (ie more than one band linked to achievement of qualifications):
Current 2006/07 24
Target 2007/08 26

Who is responsible?

Heads of Service

People Management Objective

5.6 To identify gaps and implement ways of reflecting the make-up of the Borough's population

Why is this important?

- Increased representation of BME employees in the workforce

How will this be achieved?

- xix. Target job vacancy information to specific community groups (December 06)
- xx. Ongoing training for managers in recruitment and selection skills (On-going)

Who is responsible?

Assistant Personnel Officer

How will we know if we have been successful?

Percentage of workforce from ethnic minority community (BVPI 17a):

Current 2004/05	2.28	
Target		Actual
2005/06	4.0	3.4
2006/07	4.0	2.4
2007/08	4.0	

Percentage of workforce with a disability (BVPI 16a):

Current 2004/05	2.14	
Target		Actual
2005/06	3.5	2
2006/07	3.5	2
2007/08	3.5	

Percentage of the top paid 5% of staff who are women (BVPI 11a):

Current 2004/05	37.1	
Target		Actual
2005/06	30.0	37.9
2006/07	30.0	43.6
2007/08	37.0	

Commentary

Regrettably there has been a decline in numbers of disabled employees and those from minority groups. It should be noted that the numbers are small when expressed as a percentage of the workforce and therefore it is difficult to draw firm conclusions.

People Management Objective

5.7 Understand how people feel about working for the council and how this can be improved

Why is this important?

- Ensuring council's people management is providing a constructive working environment

How will this be achieved?

- xxi. Carry out an employee attitude survey (May 2007)
- xxii. Develop action plan to address issues arising from the survey (September 2007)

How will we know if we have been successful?

The employee survey shows that for each of the People Values, there is an increase in the percentage of employees feeling it is fully or mostly met.

2005/06 survey:

Value 1	59%
Value 2	71%
Value 3	77%
Value 4	63%
Value 5	66%
Value 6	74%

Who is responsible?

Head Personnel & Departmental Organisation

Commentary

The council entered the Best Council competition this year. Although not successful in achieving the shortlist, the information from the survey will be used to analyse employee attitudes. The survey was not completed until September 2007 – therefore the action plan has not yet been drawn up.

People Management Objective

5.8 Ensuring that the Council's pay strategy is addressing equal pay

Why is this important?

- Identification of any areas where there are disparities in pay by gender, ethnicity and disability

How will this be achieved?

- xxiii. Carry out an equal pay audit (Sept 2008)

How will we know if we have been successful?

Equal Pay audit does not identify a disproportionate number of female, bme or disabled employees in lower bands of the salary structure.

Who is responsible?

Personnel Manager

Appendix A

Table 1: Pay and Workforce Strategy key indicators 2004-2006 - England

	2004 %	2005 %	2006 %	GBC Response
People Strategy (% of authorities)				
Developed for whole of the authority	-	82.4	82.2	Yes
<i>The authority's people strategy has / is:</i>				
Designed to support the authority to achieve its key objectives	-	-	88.0	Yes
Senior management commitment and approval	-	-	86.9	Yes
Reflective of the national Pay and Workforce Strategy and addresses the 5 key priority areas	-	-	73.3	Yes
Been developed with widespread involvement of elected members, senior managers, frontline staff, trade unions, etc	-	-	69.6	Yes
Workforce development plan (% of authorities)				
Completed for the whole authority	8	25	48	Yes
<i>The authority's workforce development plan has achieved the following elements:</i>				
Authority aims to agree individual development plans with every employee	-	-	84.5	Yes
Senior management commitment and approval	-	-	76.2	Yes
Trade Union / other staff involved in the process	-	-	68.5	No
Integral to the authority's improvement plan	-	-	65.2	No
Recruitment strategy that is tackling current and future skills shortages	-	-	53.6	Yes
Work / job redesign / workforce remodelling	-	-	53.6	Yes
Incorporation in the service planning process	-	-	51.4	No
Entry-level employment / apprenticeship scheme in shortage skills areas	-	-	50.3	No
Career progression schemes / skills pathways in priority skills shortage areas	-	-	43.6	Yes
A 'whole organisation approach' to Skills for Life	-	-	42.5	No
Union Learning Reps engaged in workforce development	-	-	39.2	Yes
Skills audits used to assess key skills needs / gaps	-	-	25.4	No
Succession Planning (% of authorities)				
Yes, uses	6.4	10.9	28.1	No
Skills needs and development (% of authorities)				
<i>Authorities with a skills gap in:</i>				
Organisational development and change management	-	-	72.1	Yes
Business process redesign and analysis	-	-	61.0	Yes
Performance management	-	-	59.9	No
People management	-	-	59.3	Yes
Managing and promoting diversity	-	-	55.2	Yes
Project and financial management	-	-	54.7	No
Maximising use of technology	-	-	52.3	No
Procurement and client side management	-	-	50.0	Yes
Partnership working and community engagement	-	-	48.8	Yes
Customer relations management	-	-	47.7	Yes
<i>Authorities with a system in place to assess and address skills needed for improvement</i>				
Yes	-	-	80.5	
No	-	-	19.5	No

	2004 %	2005 %	2006 %	GBC Response
Pay and rewards (% of authorities)				
Agreed a Pay and Rewards Strategy	-	-	30.3	Yes
Adopted a Total Rewards Strategy	-	-	7.0	No
<i>System of individual pay progression used by authorities:</i>				
Time Served (i.e. annual incremental progression)				
Used for the whole or part of the authority	-	-	77.8	Yes

Recruitment and retention (% of authorities)				
% of authorities:				
reporting managerial / professional recruitment and retention difficulties	93.4	90.7	87.4	Yes
Reporting non-man/non-pro recruitment and retention difficulties	58.4	61.5	49.2	No

Table 2: Pay and Workforce Strategy key indicators 2001-2006 - England

	2001	2002	2003	2004	2005	2006	GBC Response
Investors in People (% of authorities)							
Awarded to whole or part authority	77	82	84	82	84	87	Yes

Member development							
Median gross training expenditure (per member p.a.)	£172	£153	£193	£235	£252	£263	£200

Median labour turnover (% per annum)	13.0	13.6	14.1	13.6	14.6	13.6	11.3
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Staff development and / or appraisal schemes							
% of authorities conducting staff appraisals and / or staff development plans	99	99	100	100	100	100	Yes
Of which, average % of employees:							
- receiving appraisal	79	82	89	90	89	89	100
- with development plans	73	78	80	83	84	80	100