Cabinet – 24 June 2009

Walsall Council Workforce Plan 2009-12

Portfolio:	Councillor Towe, Finance and personnel
Service:	Human Resources and Development
Wards:	All
Key decision:	No
Forward plan:	No

1.   Summary of report

To seek Cabinet approval the Walsall Council Workforce Plan 2009-12.

2.   Recommendations

That Cabinet approves the Walsall Council Workforce Plan 2009-12.

3.   Background information

3.1   This is the first workforce plan that has been produced for the Council and it represents a major step forward, setting out a vision for the workforce of the future and establishing a firm foundation for workforce planning across the Walsall Partnership.

3.2   Workforce planning is our mechanism for ensuring that we have *the right people with the right skills in the right place at the right time*. Whilst workforce planning is a relatively new concept to Walsall, it is as important as service planning and financial planning. Integrating these three aspects of planning within the Council and aligning these plans to those of partner organisations will help secure the medium to longer term future of the council's services.

3.3   The plan draws together for the first time, the critical workforce issues for the Council, together with the resourcing and development strategies that will help the Council achieve the priorities that are set out in the Sustainable Community Strategy.

3.4   The information contained in this plan is based on an analysis of employment data and trends, together with work with senior managers to identify issues that are critical to the maintenance and development of Council services. This is evidence of the considerable progress that has already been made in integrating workforce planning into the Council's internal performance and planning framework; it will be used to inform financial planning and organisation decision making.

3.5   The workforce plan is set in the context of a changing population that affects both the demand for services and the availability of a suitably skilled pool of potential workers. Our existing workforce is part of this pool; good intelligence on its composition and the skills available is required.

The current analysis highlights a number of issues in relation to workforce composition that the workforce plan seeks to address. These include:
- The council's workforce is ageing, with the 42.5% aged 46 or over and only 9% under 25
- Whilst the workforce is broadly representative of the local community there is significant under representation of women and employees from black and ethnic minorities at more senior levels in the organisation.

3.5   The critical issues in the plan have been prioritised in terms of relative importance and status and summarised in an action plan.

3.6   The proposed actions to address the key issues and trends identified in the workforce plan will be included in service plans and directorate workforce plans, which have been updated as part of the 2009/10 service planning process.

3.7   The council is currently acting as a national workforce planning pilot site for the IDeA. The workforce plan has been commended by Joan Munro, National Advisor Workforce Strategy, who has recognised it as an excellent document which places Walsall ahead of other authorities generally and specifically in relation to links with the local economy and promoting the well being of the local community, through addressing issues such as worklessness.

3.8   Once approved by Cabinet, the workforce plan will be made available for publication on the Council's website. An executive summary has also been produced and will be distributed to senior managers together with the action plan

3.9   While workforce planning is a continual process, it will be necessary to formally review and refresh the workforce plan on an annual basis. Timescales will be agreed so that they are appropriately aligned to the Corporate Integrated Planning and Performance Framework (CIPPF) which is currently being reviewed. The plan will be presented to cabinet annually for approval.

3.10   The action plan will be reviewed quarterly and reported to CMT Performance Board, together with the new people indicator scorecard.

4. Resource considerations

4.1 Financial:

None directly. There is, however, a strong link between workforce planning and financial planning in ensuring that all staffing costs are used optimally.

4.2 Legal:

A strategic approach to workforce planning will help to provide a suitably skilled and resourced workforce, which will assist the Council in maintaining statutory services.

4.3 Staffing:

The priorities contained within this workforce plan are reflected in the service plan for the Human Resources & Development service.

Working collaboratively with other agencies across strategic partnerships will provide a better understanding of the local workforce and opportunities for sharing resources to deliver joined up services

5. Citizen impact

None directly arising from this report. .

6. Community safety

Not applicable.

7. Environmental impact

Not applicable.

8. Performance and risk management issues

8.1 Risk:

Without a systematic approach to the recruitment, retention and development of employees, the Council may be in a situation where it is:
- unable to deliver statutory duties and deliver key services
- failing to achieve its national objectives and locally agreed priorities
- ineffective in competing for scarce skills and resources within the labour market
- incurring unnecessary expenditure on agency and temporary staff and external consultants

Without workforce reform valuable employee resources will remain tied to unproductive processes and traditional ways of working. Managing turnover, flexible employment arrangements and the use of ICT will all help to create efficiency gains.

8.2 **Performance management**:

The reporting suite of people indicators is being re-designed to include appropriate indicators of the critical issues that are identified within the workforce plan. This will be made available as part of regular briefing to the portfolio member. This will enable progress to be monitored and corrective action identified

9. Equality implications

The council's commitment to equal opportunities is at the heart of its employment Practices and is reflected in the critical issue and actions contained in the workforce plan.

10. Consultation

10.1 Initial presentations have been made to directorate management teams, Assistant Directors and the employee relations forum (ERF) to raise awareness of the critical workforce issues that are identified in this plan.

10.2 Further work will be required with all stakeholders, including elected members, trade unions/employee representatives and partner organisations to ensure that workforce issues are given a high priority at strategic and operational levels.

10.3 Employee networks will continue to be involved in the analysis of workforce monitoring data and identification of measures required to address under-representation and build a diverse workforce.

Background papers

All published.

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15 June 2009

Walsall Council
Workforce Plan
2009/2012

Walsall Council

Chief Executive Foreword

With a greater emphasis on the role of local authorities as commissioners of services and as leaders within local strategic partnerships, the agenda for workforce planning is becoming ever more challenging.

The transformation of public services and new ways of working require visionary leadership and a workforce that is more flexible and adaptable to change. Understanding the skills that will be required of our employees is essential to the successful delivery of services to local communities. Skills in commissioning, innovative working and community engagement will be at a premium.

This plan represents a major step forward for the Council, setting out a vision for the workforce of the future, and establishes a firm foundation for workforce planning across the strategic partnership. It identifies, for the first time, the critical workforce issues for the Council, together with the resourcing and development strategies that are required to help the Council achieve the priorities set out in the Sustainable Community Strategy.

The information contained within this plan is evidence of the considerable progress that has been made in integrating workforce planning into the Council's internal performance and planning framework and it will continue to inform our decision making.

The next stage is to develop a clearer view of the wider workforce, including mapping the workforce in private and third sector organisations that will play a key role in the future delivery of council services.

Together with a better understanding of the local economy and labour market, this will improve the effectiveness of our workforce planning, enable us to deliver significant organisational change and ensure that we have the right people with the right skills to deliver services to the citizens of Walsall.

	Provide training to meeting occupational standards and statutory training Develop skills in customer service and community engagement Identify resources to support Continuing Professional Development Expand delivery of multi-agency learning opportunities	
7. Developing leadership and management capacity	Priorities for action Context Current arrangements Future approach Implementation of leadership and management framework Provide development opportunities for Elected Members Develop a robust approach to succession planning Facilitate team leadership development and promote cross-directorate learning Equip managers with technical skills and knowledge	67
8. Developing the organisation	Priorities for action Implement "People and Change" Implement workforce reform Develop an employee well being strategy	76
9. Pay and rewards	Priorities for action Implement the Single Status agreement Manage the implementation of the new pay structure Develop a 'Total Rewards' approach to employee benefits	79
Part IV *Moving Forward*		
10. Moving forward together	Critical workforce issues Action plan Communicating workforce planning priorities Risk Equalities impact Monitoring and review of the plan	81

Chapter 1

Introduction

1.1 Purpose

This is Walsall Council's first workforce plan. It identifies the critical workforce issues that need to be addressed to enable the Council to deliver its priorities and to develop as an organisation in the longer term. It sets out the actions to be delivered in the next three years that will establish a firm foundation for achieving the Council's longer term vision.

The issues identified in this plan help to inform the decision making of our leaders and managers about the future workforce that will be required to provide services to the people of Walsall. The Human Resources and Development service will have a major contribution to make to the delivery of this plan.

The emphasis of this plan is, therefore, upon the measures which are required by the Council to achieve workforce reform and support the development of the organisation as a whole.

1.2 Scope

The main focus of this workforce plan is on those who are directly employed by the Council and most of the statistical analysis contained with Chapter 3 is based on data compiled on Council employees.

While this is a useful starting point, an increasing number of services are delivered in partnership or through commissioning arrangements. It is becoming more important, therefore, to gain an understanding of the profile of the workforce that is employed by other organisations that are involved in the delivery of council services or allied services. This will become essential as we move to a model of seamless delivery of services.
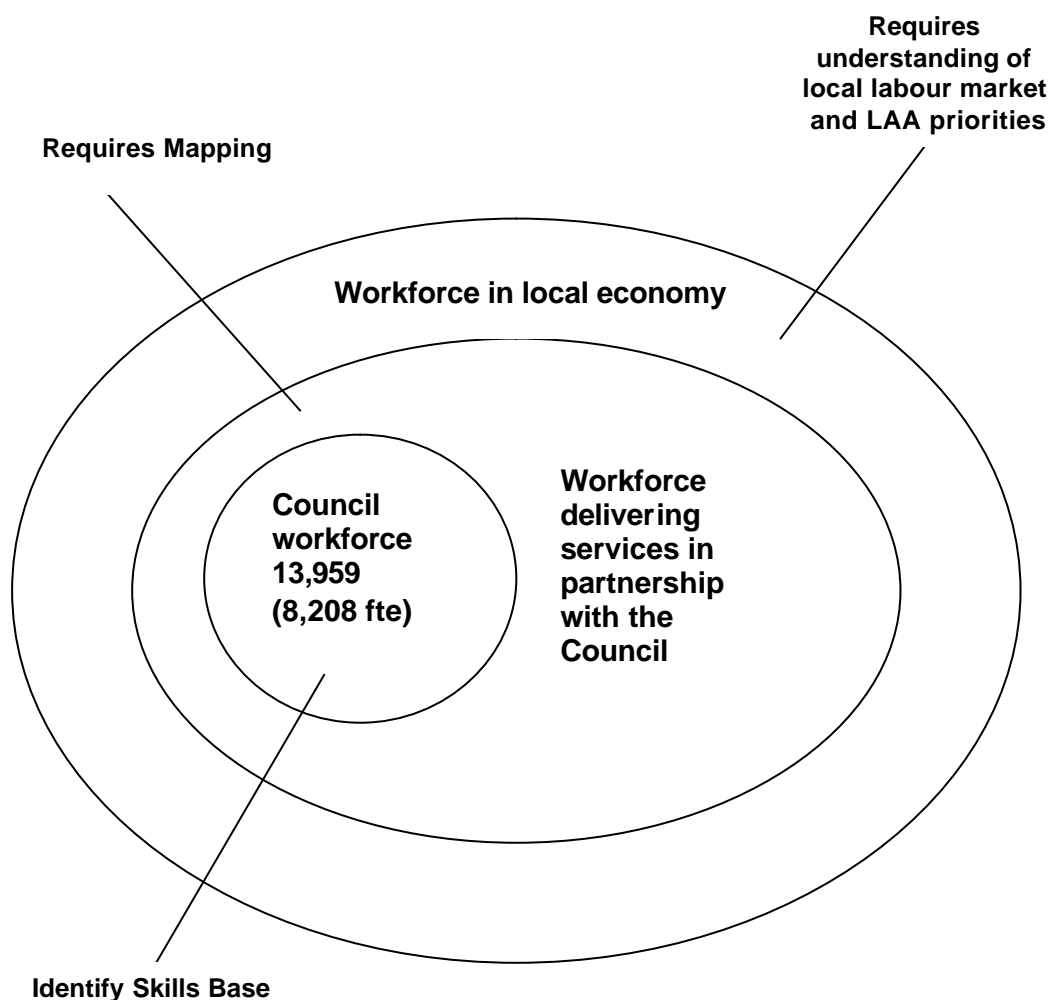
At present there is limited information available on the workforce of partner organisations. Some data is already available from major partners, such as the NHS and Serco, as well as the national minimum data set for social care independent sector organisations. Understanding and interpreting the implications of employee data across the statutory, private and third sector organisations, however, represents a workforce planning challenge for the Council in its role both as an employer and as lead agency in the LAA.

The Council's leadership role within local communities and its status as the largest employer in the borough give added dimensions to both the challenge and potential of workforce planning. Developing a greater understanding of the local economy and the local labour market will clearly improve our ability to plan the workforce and services of the future.

Measures to reduce worklessness, included as part of our approach to recruitment, are just one example of how we are beginning to tackle this broader agenda.

A model depicting the potential scope of workforce planning is shown below:

Diagram 1.1
Defining the workforce

Requires understanding of local labour market and LAA priorities

Requires Mapping

Workforce in local economy

Council workforce 13,959 (8,208 fte)

Workforce delivering services in partnership with the Council

Identify Skills Base

As this workforce plan progresses it will become possible to demonstrate how effective workforce planning is not only contributing to the development of the Council as an organisation and the delivery of council services, but also to the achievement of the Local Area Agreement targets and the regeneration of the local economy.

1.3 Outcomes of workforce planning

It is, therefore, important, that we are clear about the outcomes that we are seeking from this workforce plan.

Workforce planning is our mechanism for ensuring that we have **the right people with the right skills in the right place at right time** to deliver the priorities of the organisation.

We can only be clear that we are achieving this outcome if we understand our priorities; these are set out in The Sustainable Community Strategy, Corporate Plan and the emerging Organisation Improvement Plan, which are explained in the following chapter.

Other outcomes are:

- **Clarity of vision for the workforce of the future** (see Chapter 4.)

- **Maintaining service delivery and achieving organisational transformation by having a clear focus on critical workforce issues.**

- **having a flexible workforce that takes responsibility for improving performance**

Achieving these outcomes will help the Council to adapt to the challenges and demands that are set out in Chapters 2-4.

These will be achieved through the implementation of the priorities set out in Chapters 5-9 under the five themes of:

- Resourcing the workforce
- Developing the workforce
- Developing the organisation
- Developing leadership and management capacity
- Pay and rewards

A detailed action plan will be developed to implement the priority actions.

Chapter 2

Context

This section identifies the Council's priorities, within the context of changing demands on local government, and its plans to improve performance. It also describes the Council's approach to workforce planning.

2.1 The Council's priorities

The council's priorities are informed by global forces and the national context within which local government operates. These priorities are set out in the Sustainable Communities Strategy and the Council's Corporate Plan.

Global forces and national context

The following is a brief summary of global and national forces that are impacting on local government:

- The impact of the global financial crisis on the local economy and the regeneration of the Borough, with potential business failure and increase in worklessness.
- Rising energy costs, high commodity prices and UK price inflation, which all have implications for the way in which the council manages its resources.
- Changing migration patterns caused by the global movement of people
- Changing trends in the migration of European Union workers as the relative position of the UK economy changes, with a potential for labour shortages in some sectors of the local economy
- Technological advances, changing the way that organisations do business, requiring new skills, professions and jobs.
- Requirements for new skills, professions and jobs
- The lack of consensus and coherent views from political parties on the future of Local Government. This leads to uncertainty; the only certainty is continued financial constraint.
- The LGPIH Act 2007 places a duty on local authorities to inform, consult and involve local people, which will require a higher level of engagement.
- Increasing political and social expectation that public services will provide tailored, personalised services based on the concept of 'customer determined' services.
- The shift of power and funding to regional government, and a potential Single Integrated Regional Strategy, including developments at sub regional level and potential multi area agreements.
- Demographic forces and, in particular, an ageing workforce (see Chapter 3)

Local context – the Sustainable Community Strategy

The Sustainable Community Strategy, July 2008, is the new overarching strategy for the Borough, setting out the long term vision to 2021 and priorities in the first six years.

Vision for the borough of Walsall, priorities and pledges for 2008/09

During 2007/08, the council worked closely with partner organisations, through the Walsall Partnership, to develop and deliver the wide ranging consultation programme 'Vision 2021'. This has informed the development of the new Sustainable Community Strategy, the overarching community plan for the borough, and, internally, the preparation of the council's corporate priorities.

The Sustainable Community Strategy (SCS) includes clear targeted plans to be delivered by local partners, singly and in partnership. The SCS informs, and sits at the heart of the plans of the individual partners, including the council. The council is committed to the SCS, and to delivering its own contribution to its implementation and the action plans, including the Local Area Agreement, which will make it happen. To this end, the council has endorsed, and signed up to the new shared vision for the borough of Walsall, looking ahead to 2021:

"Walsall will be a great place to live, work and invest, where………

- people get on well with each other
- growing up is as good as it can be and young people fulfil their potential
- people are our strength and have the skills and attitude required by employers
- people consider the impact of what we do now on future generations
- people feel proud to live, having high quality distinctive design of buildings and spaces
- there is a wide range of facilities for people to use and enjoy
- everyone has the chance to live in a home fit for their purpose and for the future
- people can get around easily and safely
- there are more and better jobs for local people
- people support and look after each other
- people can live an independent and healthy life"

The themes of people, places and prosperity all have implications for workforce planning:

People - achieving potential
Places - improving access to employment and services
        - improving quality of the environment, which will encourage people to
          live and work in Walsall

Prosperity – better education, improved knowledge and skills
                    - working with employers to create jobs and opportunities

Citizen outcomes

To ensure that the council focuses its resources on the new vision, and delivers its contribution to the achievement of that vision, a new outcomes framework including key organisational drivers for the council has been developed, and adopted. This is built around seven citizen outcomes, each focussed on action to ensure that citizens are:

- Healthy
- Safe and secure
- Aspiring and achieving
- Enjoying a high quality of life – clean, green, and mobile
- Active - contributing to their communities
- Financially & materially secure - achieving economic well-being
- Free from discrimination or harassment

The citizen outcomes, together with the internal drivers (see below) are supported and 'made real' by a set of pledges which are included in the corporate plan.

The Local Area Agreement,

- Signed off by the Government in June 2008, the LAA is the three year delivery plan for the Sustainable Communities Strategy.
- The focus is on 25 indicators that have been selected from the set of 198 National Indicators.
- Improving skills and addressing worklessness are included in the 25 indicators.
- Effective use of the Area Based Grant and Working Neighbourhoods Fund will improve the economic prosperity of the Borough.

Community Cohesion Strategy

This strategy places an emphasis on cohesive communities and provides an opportunity to capitalise on diversity within the Borough. It has been developed by the Council with a range of other organisations to build on the community cohesion priorities in the Sustainable Community Strategy.

These priorities relate to the themes of people, places and prosperity that are identified above and make a specific commitment to long term workforce planning.

In order to make sure that the workforce of the future represents and benefits from the broad diversity of the Borough, consideration will be given to the long term opportunities of workforce planning, across employers, across sectors and across the Borough. Such a partnership approach would improve the

likelihood of reaching those groups who have not traditionally been part of the skilled labour market and would open up access to the economy.

The actions contained within this strategy are as follows:

- Undertake some action research into workforce planning models which reach traditionally 'hard to reach' groups.

- Make strong connections between this strategy and action plan and the innovative of the Walsall Regeneration Company around opening up access to the SME market; skilling people differently through the virtual academy; identifying appropriate technologies; developing individual enterprise and social capital.

The Council's Corporate Plan

The council publishes a Corporate Plan each year as a key element of the corporate integrated planning and performance framework (CIPPF). This plan sets out the council's vision for the borough, its aims and objectives, and the key priorities for the year ahead, both corporately and within each directorate.

The plan reflects the council's contribution to the work of the Walsall Partnership, the new Sustainable Community Strategy for the borough and the Local Area Agreement which will take it forward.

The Corporate Plan is published alongside the council's annual budget, as it is a key driver in setting the budget for the year and the medium term.

'People & Place Perspectives: a picture of our community'

The Corporate Plan, the budget, and other key plans and strategies of the council, and of the wider partnership, are informed by an understanding of the people, nature and demographics of the borough, captured within a comprehensive document 'People & Place Perspectives: a picture of our community' which is available on the council's web site. This document combines a range of primary statistical and trend data, customer feedback, and analysis which has been used along with other information to inform the Workforce Plan.

Internal drivers

Three internal drivers provide the momentum to deliver the council's commitment to the SCS, the shared vision, and citizen outcomes. These are:

- Effective use of resources
- Delivering quality services and meeting customer expectations
- Taking forward the transformation agenda

Together, these provide a tightly drawn framework through which this council can set out directorate, service and team priorities, and deliver the outcomes

of the SCS. All require a workforce that is appropriately resourced, skilled and qualified.

Directorate priorities

Within the context provided by the new shared vision for the borough and the framework of citizen outcomes and internal drivers, directorates have each identified a set of priorities. These are set out in directorate plans, assistant directorate plans and individual service plans. The workforce implications of all plans have been analysed to identify common themes across the council, and priorities for each directorate, as well as issues that are specific to individual services.

Improving Performance and changing culture

While, in terms of performance, there is much to celebrate, the current challenges for local government mean that further improvement needs to be achieved within the three year time-frame of this plan.

Council performance

- The overall corporate assessment of the Council is a 3 Star local authority that is performing well
- There were positive outcomes in 2008 from the Joint Area Review of Children's services and Corporate Performance Assessment
- With the move to the Comprehensive Area Assessment, there is a changing performance framework and clear focus on outcomes, designed to measure the effectiveness of local partnership working in delivering services in the local area

Areas for Improvement

The following improvement areas have been highlighted from the 2008 Corporate Assessment:

- Given the ageing population, develop an approach to supporting the quality of life and independence of all people over 50
- Fully develop and optimise capacity in support services, senior management, scrutiny linked to outcomes and improvements in the voluntary sector infrastructure and relationships

The following next steps are proposed to address the above:

- Integrate improvement actions into the corporate planning framework
- Align actions to the Sustainable Community Strategy and Council outcomes
- Monitor progress via the Performance Information Management System (PIMS) using initiative tracking
- Develop an improvement plan for the organisation

Culture

Taking into account the above, the culture of the organisation will need to be developed along the following lines:

- Changing performance and partnership culture to reflect the changing performance framework, outcomes focus and emphasis on the Council as the lead agency within the Borough.
- A new era where the rights and responsibilities of both managers and employees are exercised to change and improve the organisation
- A move away from the grievance culture
- Changing the procedure based culture to free up resources and do things differently
- An organisation that is driven by values more than processes
- Use the opportunities provided by single status and implementation of Job Evaluation and the new pay model to embed a new approach across the organisation
- Ensure there is sufficient managerial capacity to address these challenges

The Organisation Improvement Plan

The development of the Improvement Plan for the organisation is at a very early stage; its purpose is to translate the priorities contained with the LAAs and National Indicator Set into actions for the organisation in terms of achieving change through people and culture.

It will include a clear statement of preferred culture and the actions that are required to build and sustain the environment that will embed this culture.

A key feature of this culture will be the need to be customer focused and to drive out waste, expanding capacity and improving the responsiveness of services.

The Strategic Transformation programme, which uses business improvement techniques and includes work-streams on people and change, customer experience and agile working will be a major vehicle for delivering this change within the organisation. The achievement of this will require the development and utilisation of in-house knowledge and expertise. Equal importance must be given to the measures that will be needed to sustaining this approach.

Since the Organisation Improvement Plan (OIP) will be at the heart of the Council's planning framework, there will be a two way relationship with the workforce plan. Hence the priorities contained in the Council's workforce plan will be informed by this agenda and the delivery of these priorities will help the organisation to deliver this change. A clear understanding of workforce issues now and in the future, will thus help to shape the OIP.

2.2 Approach to workforce planning in Walsall

Corporate Integrated Planning and Performance Framework (CIPPF)
The CIPPF diagram below shows how services are designed, delivered and performance managed, and how service delivery and financial planning are reflected in, and informed by the Corporate Plan.

Diagram 2.1 : The Council's Corporate Integrated Planning & Performance Framework
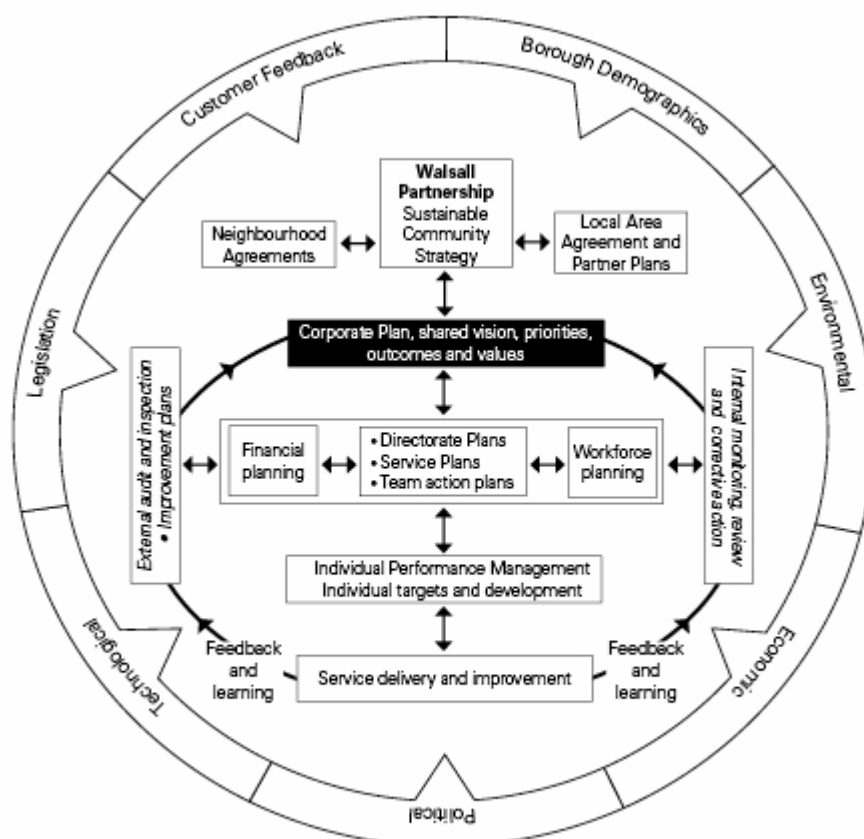
Consultation with service managers

During the latter part of 2007/08, and aligned with the formulation of service plans for 2008/09, Heads of Service were interviewed and workforce planning priorities were identified. Common themes and cross cutting issues have been included in the Council's Workforce Plan. More detailed work is continuing within individual services to address specific issues.

Workforce planning in directorates

As part of the approach to embed workforce planning within the management of council services, senior managers have been identified within directorates to act as champions for workforce planning. Work at corporate level is sponsored by the executive director for Regeneration and Performance.

A workforce plan for Adult Social Care Services was produced in 2007 and service specific plans are already well established in the Disabilities Service and in Mental Health Service, both of which are integrated across the Council and local NHS organisations.

Implementation of the Integrated Children's Workforce Strategy also commenced in the autumn of 2007. This has been designed to reflect current partnership arrangements with the broad range of statutory, private and third sector organisations who are delivering services to children and families in Walsall. This includes the NHS, Serco, who manage education services in Walsall, and other learning providers, such as the University of Wolverhampton.

The Council's workforce plan has been informed by these documents, which are currently undergoing their first annual review. Draft plans for other Council directorates and services, including Neighbourhood Services, Regeneration and Performance, Finance and Legal are currently in production.

Chapter 3

The Council Workforce in the Local Labour Market – analysing supply

This chapter identifies the local and national demographics and provides an analysis of the Council workforce.

Sources of data collection

This analysis of workforce data and findings has been drawn from the following documents and sources:

- 2001 Census Atlas for Walsall
- Employment Monitoring Report 2006/07 and 2007/08
- Walsall People and Places Perspectives document
- Walsall migration and travel to work report
- Trent (Human Resources information system)

3.1 Population of Walsall

The resident population in Walsall, according to the 2001 census, was 253,499. This compares with the 1991 Census resident population of 259,488 and represents a loss of 5,989 people (2.3%).

This is in the context of a population decrease by 0.2% in the West Midlands, whereas nationally, the population of England and Wales increased by 4.1%.

The resident projected population for Walsall in 2007 is 252,000. Figures for 2008 and 2009 project a drop of 0.3% each year. In 2010 the figure is projected to drop by 0.2%, with a population of 251,200.

A breakdown of the economically active population by age and gender is shown below; regional and national comparisons are included.

[Chart 3.1]

Demographics	Local	Regional	National
Total Population	253,499	5,267,308	49,138,831
Male	48.6%	48.9%	48.7%
Female	51.4%	51.1%	51.3%
0 - 4 Years	6.2%	5.7%	6%
5 -15 Years	14.9%	14.7%	14.2%
16 - 64 Years	59.3%	60.7%	61.4%
65+ Years	18.9%	18.5%	18.5%
Economically Active Female	54.7%	58.5%	59.5%
Economically Active Male	71.9%	73.4%	73.8%

[Source: Trent]

Analysis of population changes by wards reveals significant variations, from an increase of 9.6% in Brownhills to a decrease of 8.8% in Blakenall.

[Chart 3.2]

2001 Census Population and % Change Since 1991

Key:

☐   Ward Boundaries

(+ / - %)   Percentage Change
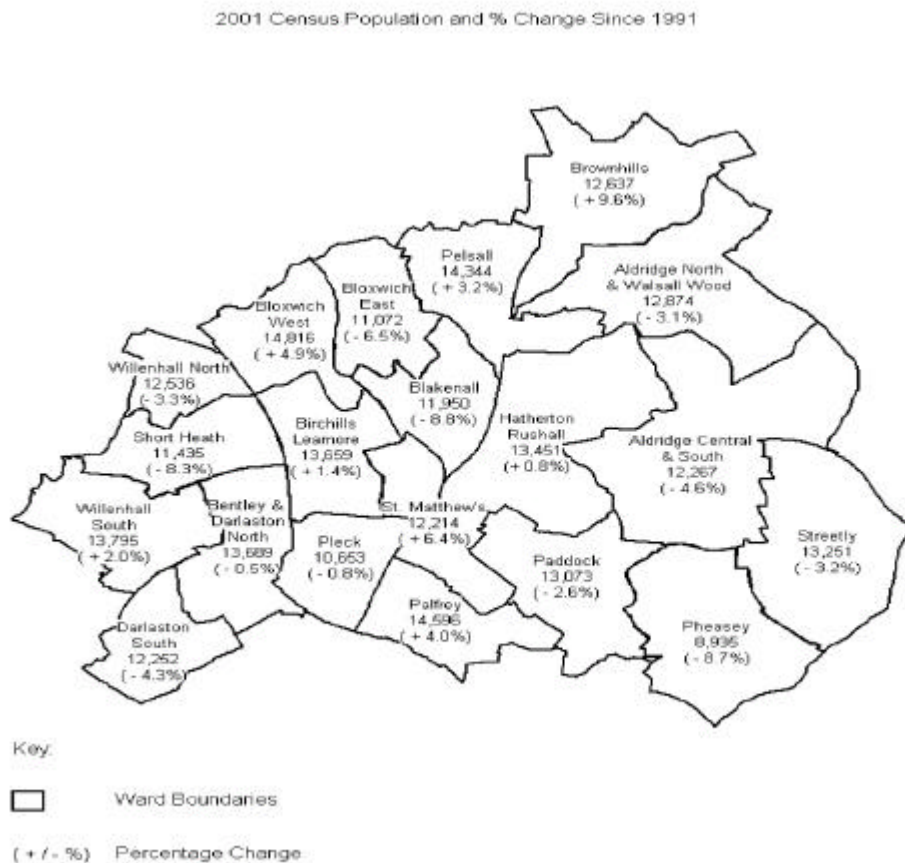
Age profile of population

The working age population, as defined by the 2001 Census, includes those from 16 years to retirement age (60 years for females and 65 years for males.)

The working age population is falling at a time when the dependent population, particularly the old, is increasing. Therefore, there are fewer people to sustain the economic and social needs of dependent children and the increasing number of older people.

There has also been a fall in the actual working age population from 160,231 in 1991 to 156,603 persons in 2001, representing a decrease of 2.3%. As at 2007 the working age population has fallen to 149,700, a further decrease of 4.4% since 2001.

Due to the declining population, however, the working age population as a proportion of the overall population has increased slightly by 0.5% to 61.7% during the same period. Comparisons with the figures for the West Midlands and England and Wales in Chart 3.3 below show in Walsall the percentage of the population that is of working age is slightly lower.

[Chart 3.3]

Working Age population 1991 and 2001
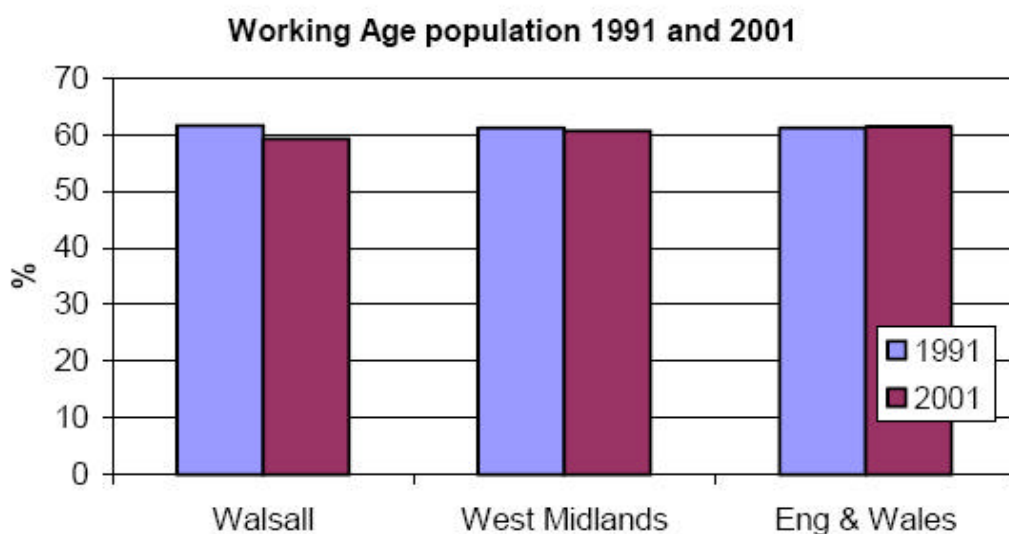
[Source Data: People and Places Perspective Document]

[Chart 3.4]

Walsall Population Mid 2005
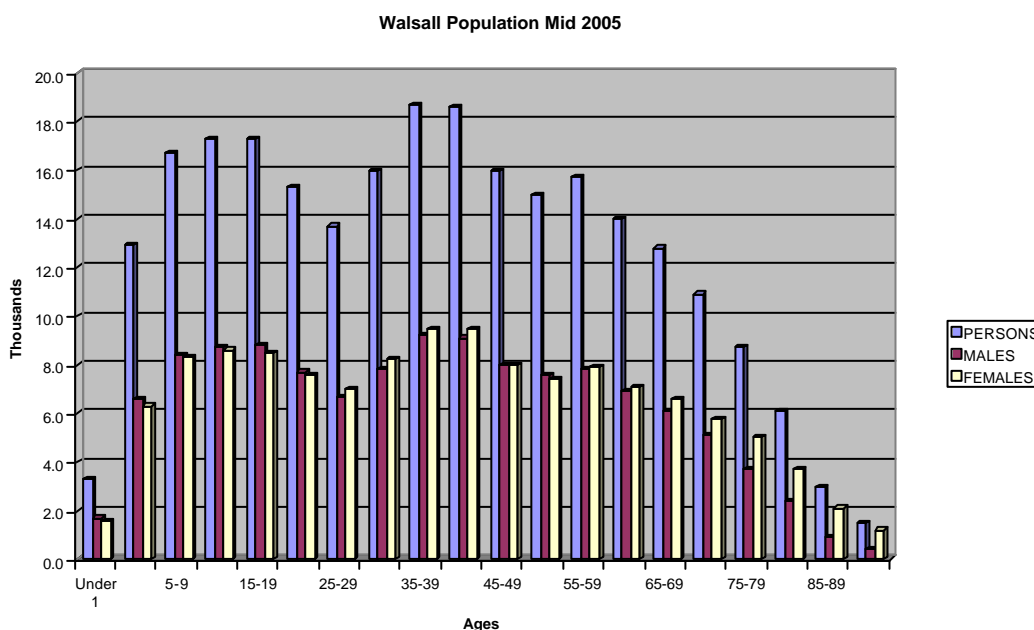
[Source Data: People and Places Perspective Document]

Economically Inactive

In Walsall 36.8% of the population aged 16-74 is economically inactive. A breakdown of this is displayed in the chart below. The largest proportion of the economically inactive are retired. However, 6.6% of all people aged 16-74 are inactive due to illness or disability; the equivalent figure for England and Wales is 5.5%
7% are inactive due to looking after home or family compared to 6% in England & Wales.

The percentage of all people aged 16-74 who were economically inactive in the period from August 2006 to March 2007 was 27.5%. This is high compared to the West Midlands and England figures of 22.7% and 21.4% respectively.

[Chart 3.5]
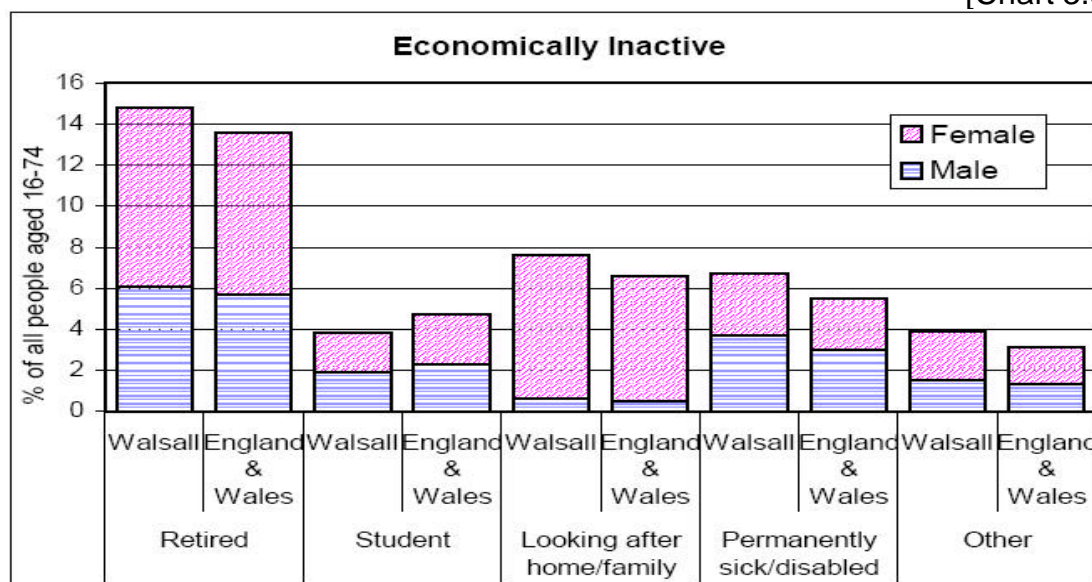
[Source: 2001 census of population – report 1 key statistics and summary findings]

Not in Employment, Education or Training (NEET)

[Chart 3.6]

Status	Actual number	As a percentage of those NEET (not active in the labour market)
Supporting family – young carers	0	0
Supporting family – teenage parents	11	33.3
Illness	3	9.1
Pregnancy	12	36.4
Custodial sentence	5	15.2
Asylum seekers without citizenship	0	0
Other reason	2	6
Total NEET (Not active in the labour market)	**33**	**100**

[Source: Walsall Year 11 Destination 2007]

The 2007/08 out turn figure for the number of young people who are deemed as NEET is 9.1%. An analysis of year 11 school leavers for 2007 is shown below.

[Chart 3.7]

2007 Year 11 Destinations -Walsall
(Figures rounded to nearest 0.1% and add up to 100.3%)

Voluntary and part-time activities
0.7%

(NEET) Active in the labour market
7.3%

(NEET) Not active in the labour market
0.7%

Moved out of contact/No response/Refused to participate
3.0%

Full-time employment (without training)
3.7%

Full-time employment (with training) *
3.0%

Work based learning *
5.6%

Full-time education
76.3%

Comparisons with 2006 destinations reveal the following:

Males

- A decrease of 1.5% continuing in full-time education (from 72.3% in 2006 to 70.8% in 2007).
- A decrease of 0.7% entering work-based learning (from 7.4% in 2006 to 6.7% in 2007).
- An increase of 0.3% entering full-time employment (with training) (from 3.5% in 2006 to 3.8% in 2007).
- An increase of 1.3% entering full-time employment (without training) (from 4.0% in 2006 to 5.3% in 2007).
- The voluntary and part-time activities figure remains the same at 0.7%.
- An increase of 2.0% in the NEET (active in the labour market), (from 7.0% in 2006 to 9.0% in 2007).
- A decrease of 0.1% in the NEET (not active in the labour market), (from 0.2% in 2006 to 0.1% in 2007).
- A decrease of 1.3% of those in the Moved out of contact/Gave no response/Refused to participate category (from 4.9% in 2006 to 3.6% in 2007).

Females

- A decrease of 1.5% continuing in full-time education (from 83.6% in 2006 to 82.1% in 2007).
- An increase of 1.1% entering work-based learning (from 3.2% in 2006 to 4.3% in 2007).
- The number entering full-time employment (with training) figure remains the same at 2.1%.

16

- An increase of 0.2% entering full-time employment (without training), (from 1.8% in 2006 to 2.0% in 2007).
- A decrease of 0.5% entering voluntary and part-time activities (from 1.1% in 2006 to 0.6% in 2007).
- An increase of 0.7% of those NEET (active in the labour market), (from 4.8% in 2006 to 5.5% in 2007).
- The NEET (not active in the labour market) figure remains the same at 1.2%.
- An increase of 0.1% of those in the Moved out of contact/Gave no response/Refused to participate category (from 2.2% in 2006 to 2.3% in 2007).

Continuing previous trends:

- A significant difference between the proportion of males and females continuing in full-time education. In 2007, 70.8% of males continued in education, compared to 82.1% of females.
- A significant difference between the proportion of males and females entering full-time employment. In 2007, 9.1% of males entered full-time employment, compared to 4.1% of females.

Ethnicity profile

The analysis of the total population by BME groups in Walsall is as follows:

According to the 2001 census, 13.6% of Walsall's population belongs to BME groups. This is considerably greater than the proportion of the population in England and Wales, which stands at 8.2%.

The most significant difference between Walsall and England and Wales is that Walsall has more than twice the proportion of people from Asian groups.

[Chart 3.8]
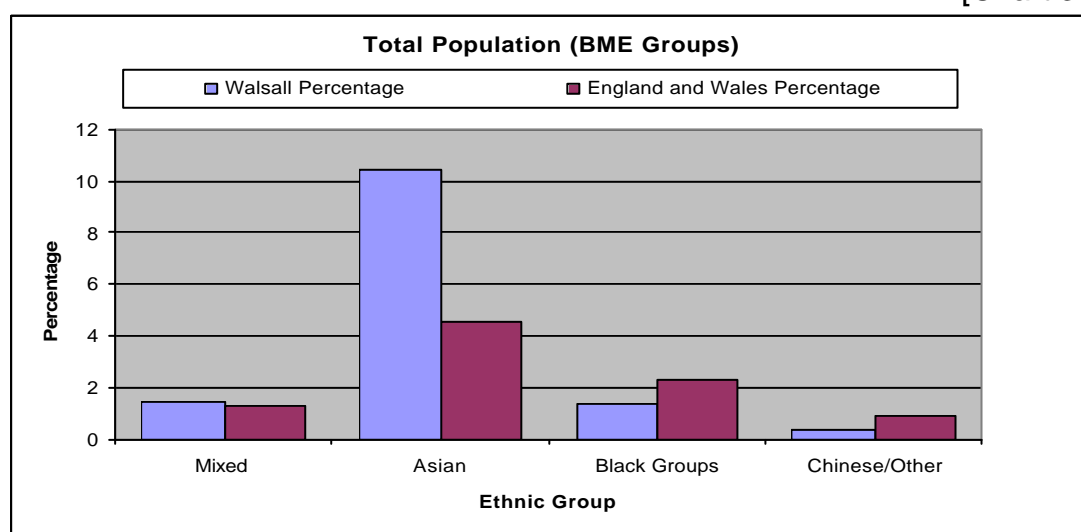
Source Data: 2001 Census [Key Statistics for Local Authorities]

[Chart 3.9]

Aged 0-15 Years June 2005	Walsall	Variance with West Midlands	Variance with England
All Ethnic Groups	**21.1%**	**-1.2%**	**-1.9%**
White	**16.5%**	**-0.3%**	**-0.1%**
White: British	16.3%	-0.4%	-0.4%
Mixed	**1.0%**	**-0.2%**	**-0.3%**
Mixed: White and Black Caribbean	0.6%	-0.2%	-0.3%
Asian or Asian British	**3.2%**	**-0.9%**	**1.9%**
Asian or Asian British: Indian	1.3%	-0.5%	-0.8%
Asian or Asian British: Pakistani	1.4%	-0.3%	-0.9%
Asian or Asian British: Bangladeshi	0.4%	-0.2%	-0.2%
Black or Black British	**0.4%**	**0.1%**	**0.2%**
Black or Black British: Caribbean	0.2%	0.1%	0.2%
Black or Black British: African	0.1%	0.1%	0.2%
Chinese or Other Ethnic Group	**0.1%**	**0.2%**	**0.2%**

Source Data: Office for National statistics @Crown copyright

The ethnic composition of the economically active population in Walsall is as follows:

[Chart 3.10]

Economically Active Population (%)

0.7   8.6   1.5   0.4

White
Mixed
Asian
Black
Chinese/Other

88.8
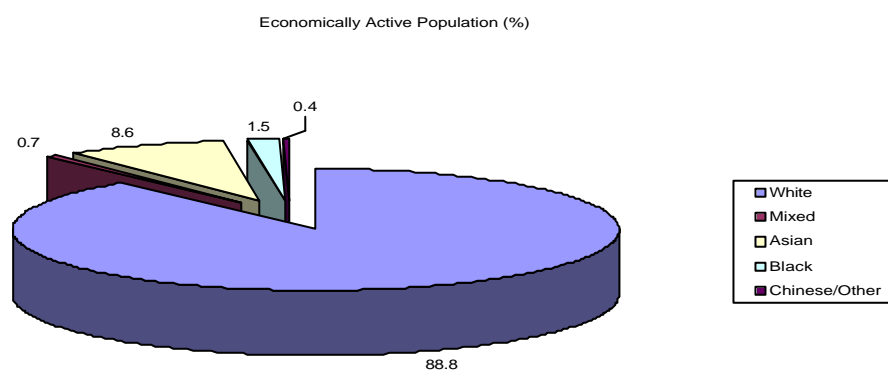
Source Data: 2001 Census [Key Statistics for Local Authorities]

The ethnic composition of the economically active population of the Borough is similar to the total population.

There is a slightly lower proportion of economically active people from Asian groups. This reflects lower female economic activity rates within this group.

The 2004 mid-year estimates reveal the following points:

- 32.6% of all BME residents are aged under 25, compared to a national average of 31.0%
- 20.0% of all BME residents are under 16 compared to a national average of 18.2%.
- The backgrounds of BME residents are as follows: Indian 40%, Pakistani 27.1%, Bangladeshi 7.3% and Mixed and Black Groups 10.3% and 10.2% respectively.

The Borough has participated in the Government's dispersal programme for asylum seekers and currently has very small numbers of residents from Kosovo, Afghanistan, Iraq and from some African countries.
Around 40 different languages are spoken in the Borough

[Source:Walsall Headline Data information Shared Partnership inforamtion resource(SPIR)]

Although there is some anecdotal information about recent migration patterns from the A8 EU accession countries, there is little reliable data available at local and national level that can be used to determine the impact on the population and the workforce. More information is required.

The Table below provides a breakdown of the population by age and ethnicity. An analysis of the data indicates that Walsall's BME population has a higher overall proportion of young people up to the age of 15 years when compared with the white population. This is particularly noticeable in the Indian/Pakistani/Bangladeshi and Mixed groups. This indicates the need for further research to identify the needs and aspirations of young people and the implications this will have on the future labour market.

[Chart 3.11]

Age by Ethnic Group	All people	All people %	White %	Mixed %	Indian/ Pakistani/ Bangladeshi %	Black %	Chinese or Other %
0 to 4	16,416	6.48	5.71	23.65	10.64	5.75	4.55
5 to 15	38,661	15.25	14.10	41.36	21.06	15.97	17.18
16 to 29	42,182	16.64	15.33	19.32	26.89	16.22	25.39
30 to 44	54,573	21.53	21.52	11.32	20.84	35.62	28.38
45 to 59	46,831	18.47	19.57	2.56	12.71	10.41	16.19
60 to 64	13,822	5.45	5.90	0.39	2.66	4.75	2.22
65 to 74	23,208	9.15	9.99	0.65	3.67	7.87	4.77
75 +	17,814	7.03	7.88	0.76	1.51	3.40	1.33

Source 2001 Census (key statistics for local authorities) Crown Copyright

[Source: BME Strategy Oct 05]

Destinations by occupational area

Of all the young people in Walsall who entered work-based learning and employment, 66.5% were male and 33.6% were female.

The table below shows the occupational areas that attracted young people who entered work-based learning and employment.

[Chart 3.12]

Occupational area	Males as a % of total entering work-based training & employment		Females as a % of total entering work-based training & employment		Males and females total	
	Actual Numbers	%	Actual Numbers	%	Actual Numbers	%
Managerial/Professional Occs.	10	2.1	3	0.6	13	2.7
Clerical/Secretarial Occs.	12	2.5	22	4.5	34	7.0
Skilled Construction Occs.	52	10.7	0	0	52	10.7
Skilled Engineering Occs.	5	1.0	0	0	5	1.0
Electrical/Electronic Occs.	13	2.7	0	0	13	2.7
Metal Forming Trades	3	0.6	0	0	3	0.6
Vehicle Trades	16	3.3	0	0	16	3.3
Textile/Garments Trades	1	0.2	1	0.2	2	0.4
Other Skilled Trades	20	4.1	1	0.2	21	4.3
Protective Service Occs.	13	2.7	0	0	13	2.7
Catering Occs.	2	0.4	5	1.0	7	1.4
Health Care Occs.	0	0	7	1.4	7	1.4
Childcare and Related Occs.	0	0	13	2.7	13	2.7
Hairdressing and Related Occs.	2	0.4	34	7.0	36	7.4
Other Personal Service Occs.	4	0.8	3	0.6	7	1.4
Sales Occs.	8	1.6	16	3.3	24	4.9
Plant/Machine Operatives	14	2.9	4	0.8	18	3.7
Agric/Forestry/Fishing Occs.	1	0.2	1	0.2	2	0.4
Labouring/Unskilled Industrial Occs.	17	3.5	1	0.2	18	3.7
Mail Workers	0	0	0	0	0	0
Unskilled Service Sector Occs.	10	2.1	1	0.2	11	2.3
Other Elementary Occs.	12	2.5	0	0	12	2.5
Unknown Occs.	108	22.2	52	10.7	160	32.9
Total	**323**	**66.5**	**164**	**33.6**	**487**	**100.1**

[Source: Walsall Year 11 Destination 2007]

Comparisons with 2006 school leaver work-based learning and employment destinations show the following:

Males

- There has been very little change over the twelve month period in the occupational destinations of males, with skilled construction, electrical/electronic, vehicle trades and other skilled trades

occupations continuing to account for the majority of male employment and work-based learning destinations.

- Health care, childcare and related occupations, hairdressing and related occupations and other personal service occupations continue to account for only a small proportion of male school leaver employment and work-based learning destinations.

Females

- As in previous years, the majority of female employment is accounted for by a small number of occupations (clerical/secretarial, childcare, hairdressing and sales), with females largely under-represented in other occupations.

Qualifications

Another issue highlighted by the Census results is the relatively low skill level of the population in Walsall. A large proportion of the population, (42.7%) have no qualifications. This is considerably higher than the average for England and Wales, which is 29.1%. Nationally Walsall ranks 7th highest out of 376 for the proportion of its population having no educational qualifications. A significant proportion of Walsall's population has not continued into further or higher education. As the following chart demonstrates, only 16.4% have achieved A-levels (or equivalent) or higher.

[Chart 3.13]

Skill Level
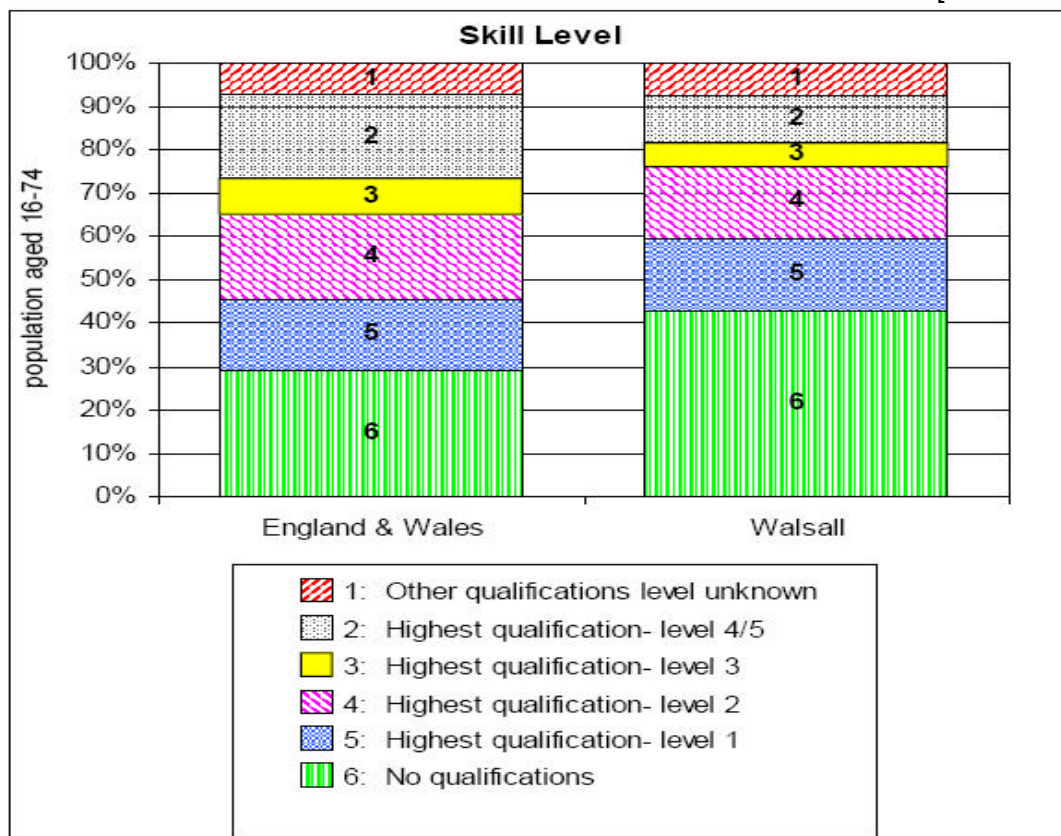
Notes

Level 1: 1+'O' level passes, 1+CSE/GCSE any grades; NVQ level 1; Foundation GNVQ.

Level 2: 5+ 'O' level passes; 5+ CSEs (grade 1's); 5+GCSEs (grades A-C); School Certificate; 1+'A' levels/AS levels; NVQ level 2; Intermediate GNVQ.

Level 3: 2+ 'A' levels; 4+ AS levels; Higher School Certificate; NVQ level 3; Advanced GNVQ.

Level 4/5: First degree; Higher degree; NVQ levels 4 and 5; HNC; HND; Qualified Teacher Status; Qualified Medical Doctor; Qualified Dentist; Qualified Nurse; Midwife; Health Visitor.

[Source: 2001 census of population – report 1 key statistics and summary findings]

The following tables for 2006 show the relatively low level of educational achievement in Walsall at key stage 4 (GCSE/GNVQ) in chart 3.14 and NVQ in chart 3.15. Regional and national comparisons are included. This suggests that there needs to be additional investment in qualifications at this level to improve workforce capability.

[Chart 3.14]

GCSE/GNVQ Performance (2006)

Area	Percentage of pupils at the end of Key Stage 4 achieving at GCSE and equivalents:											
	5+A*-C grades			5+A*-C inc. English & mathematics			5+A*-G grades			Any passes		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Dudley	51.3	60.7	55.8	40.0	46.3	43.0	90.7	94.6	92.6	97.7	98.8	98.2
Sandwell	44.1	50.8	47.3	27.2	32.6	29.7	82.5	88.1	85.1	95.2	97.0	96.1
Walsall	43.9	56.8	50.0	30.6	39.6	34.9	82.7	90.4	86.4	94.8	96.8	95.7
Wolverhampton	49.3	62.2	55.9	27.5	41.5	34.7	82.5	90.3	86.5	94.8	97.1	96.0
West Midlands	51.4	61.7	56.4	37.4	46.0	41.6	88.1	93.1	90.5	96.9	98.0	97.4
England	54.6	64.0	59.2	41.6	50.2	45.8	88.3	92.8	90.5	97.3	98.3	97.8

Source: DfES (2007)

[Chart 3.15]

Proportion of young people reaching level 2 threshold

Local Authority	Aged 19 at the end of 2003/04 %	Aged 19 at the end of 2004/05 %	Aged 19 at the end of 2005/06 %	Percentage point change 2003/04 to 2005/06
Dudley	63	66	66	3
Sandwell	50	53	55	4
Walsall	56	59	60	4
Wolverhampton	58	61	63	6
West Midlands	64	67	70	6
England	66	69	71	5

Source: FFT matched administrative dataset 2005/06

Labour market

The following table shows the breakdown of occupations in Walsall. People employed in skilled trades represent 17% of those who live and work in Walsall, administration and secretarial represent 11.5% and managerial and secretarial 10%. These make up the largest part of those people who live and work in Walsall.

There are substantial movements of managers and senior employees.19% of those who work in Walsall live outside the borough.16% of those who live in Walsall work outside the borough.

Overall, 43% of the outflow relates to administrative and secretarial occupations, and 43% of the inflow relates to managers and seniors.

[Chart 3.16]

Occupation	Live in Walsall but work outside	Live & work in Walsall	Live outside but work in Walsall	Net flow
Managers & Seniors	6,753	6,288	7,545	+792
Professional Occupations	4,170	3,694	4,150	-20
Assoc Profess/Technical	5,564	5,158	4,882	-682
Admin. & Secretarial	5,932	7,407	4,757	-1,175
Skilled Trades	5,606	10,756	6,031	+425
Personal Service	1,813	5,215	1,434	-379
Sales & customer service	2,586	5,252	2,276	-310
Process; plant & machine operatives	5,082	9,906	5,713	+631
Elementary occupations	3,942	10,466	3,755	-187
All occupations	41,448	64,142	40,543	-905

Source: 2001 Census of Population (Standard Theme Table 10) © Crown Copyright

[Source: Walsall migration and travel to work report]

Travel to work patterns

The travel pattern for Walsall shows that 64,142 employees live and work in Walsall. The net flow of migration in and out of Walsall is -905 for all industries and services within Walsall.

95% of the flow of migration to and from Walsall is from the other surrounding boroughs of the West Midlands, predominantly Wolverhampton, Sandwell and Dudley.

An understanding of these travel to work patterns can be used to inform targeted recruitment initiatives.

The following diagrams represent global figures for Walsall migration and travel to work.   The gender split indicates highest mobility among men.

[Chart 3.17]
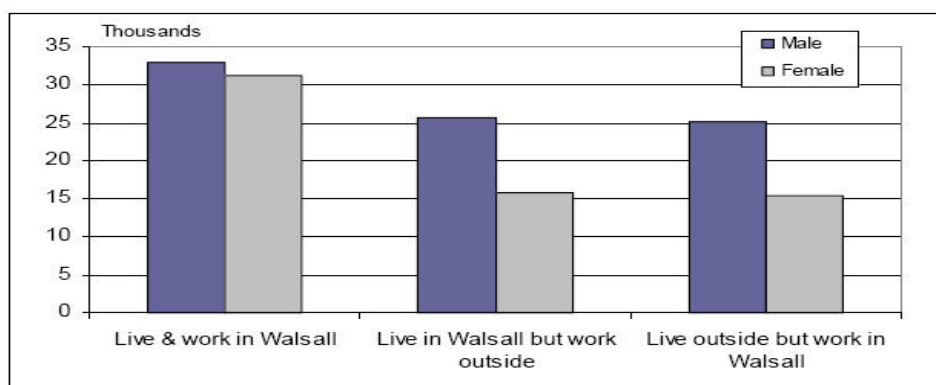
Source: 2001 Census of Population (Standard Theme Table 10) © Crown Copyright

The maps below show that most workers live and work in Walsall. A high proportion migrate from Wolverhampton and then the other surrounding areas. This could be due to work life balance, transport links or more success with local advertising media.

These patterns may change with increased use of the internet for recruitment.

[Chart 3.18]

The home location of workers in Walsall, 2001
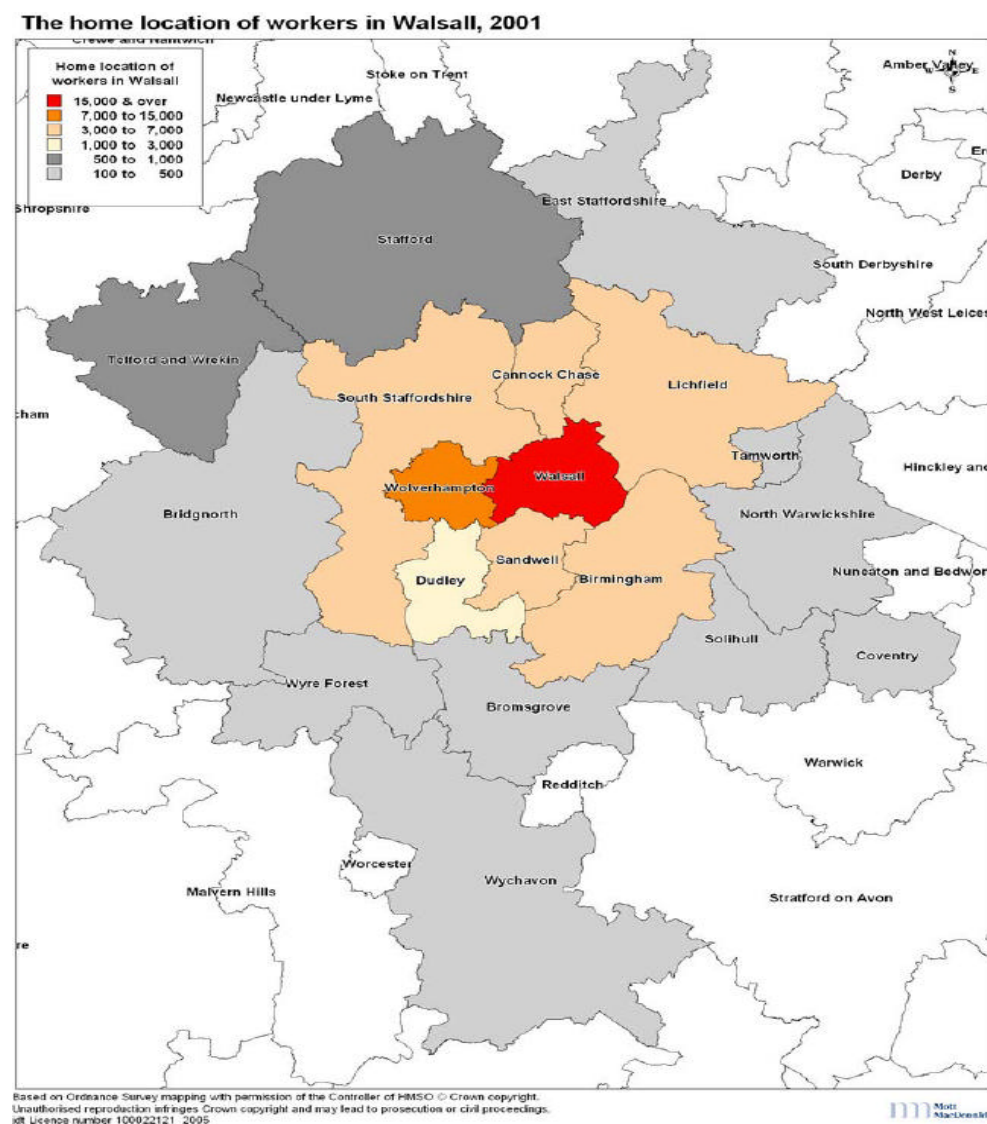
[Source: Walsall migration and travel to work report]

The pattern of work location of Walsall residents is to the south, with Sandwell and Birmingham being preferred migration routes to the other surrounding areas and Wolverhampton. Both maps do show however that majority of residents choose to stay within the Black Country for employment.

[Chart 3.19]

The work locations of Walsall residents, 2001

[Source: Walsall migration and travel to work report]

3.2 Current Council Workforce

The current council workforce, as at 31st March 2008, is set out below by directorate. Figures are by post count, full time equivalent and head count.

[Chart 3.20]

	Head Count total 11,644	Post Count total 13,959	FTE based on post count
Children's Services	6525	8156	4481.49
Corporate Management Team	5	5	13.10
Corporate Services	826	833	761.26
Neighbourhood Services	2845	3512	1693.36
Regeneration Services	178	180	169.19
Social Care & Inclusion	1265	1273	1028.89
Total	**11644**	**13959**	**8147.29**

[Source: Trent]

Gender:

76.7% of the council's workforce are female with just 23.3% male. The council figure for the top 5% earners that are women, however, is only 39.15%.

[Chart 3.21]
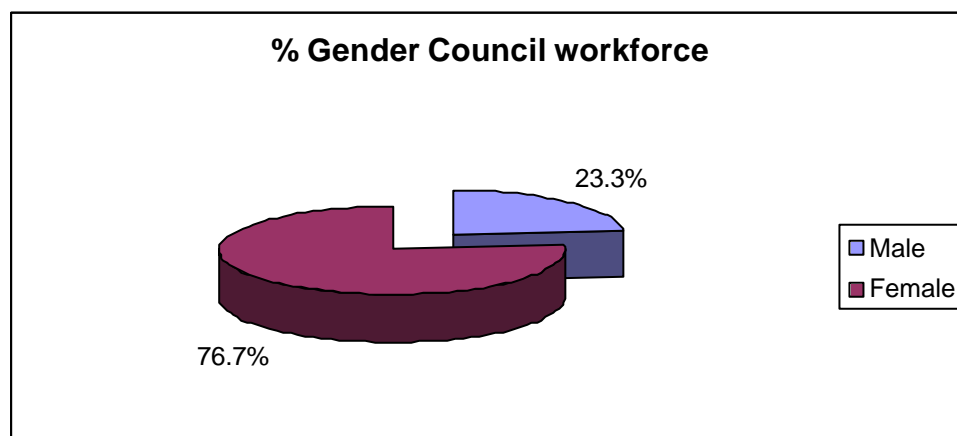
[Source: Trent]

Age profile by gender, ethnicity and disability as at 31st March 2008   [Chart 3.22]

Based on Head count 11644	Under 18		19 - 25		26 - 35		36 - 45		46 - 55		56 - 65		65 +		Ethnicity & Disability Totals
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Bangladeshi	1	2		12	2	16	4	5		1					43
Black African			2	3	6	11	8	10	4	7	1	3			55
Black Caribbean		1	5	5	11	33	43	82	17	58	6	9	2		272
Chinese						5	1					1			7
Indian	1	10	10	46	36	128	43	152	20	108	6	23	1		584
Irish			2	2		4	3	11	3	11	4	13	1		54
Not Stated			5	7	1	9	3	18	3	9	2	5		1	63
Other Asian		1		1	4	7	2	13	5	3	2	1			39
Other Black	1		1	2	1	9	9	29	4	8	1	5			70
Other Ethnic Group					2	8	2	6		8		1			27
Other Mixed			3	3	1	6	2	6	1	2		1			25
Other White			3	8	9	23	9	22	5	27	6	31		1	144
Pakistani	3	4	4	30	15	60	14	35	4	7					176
White and Asian			2	4	2	5	1	5	1	1	2	1			24
White & Black African				1	1	2	1	1	1	2		1			10
White & Black Caribbean	1	1	11	6	7	10	4	12	1	3					56
White British	40	60	213	534	384	1289	537	2342	645	2193	429	1190	54	85	9995
Disabled	1		4	7	10	16	26	71	34	64	31	40		1	305
Total	47	79	261	664	482	1625	686	2749	714	2448	459	1285	58	87	11644

Age Profile

- 1.08 % of the workforce is aged 16 -18
- 72.8% of the workforce is aged 36 and over
- 43.3% of the workforce is aged 46 and over
- 16.2% are age 56 and over
- 1.24% is over 65
- Only 9.07% of the workforce is under 25.

[Chart 3.23]

Age Profile by head count
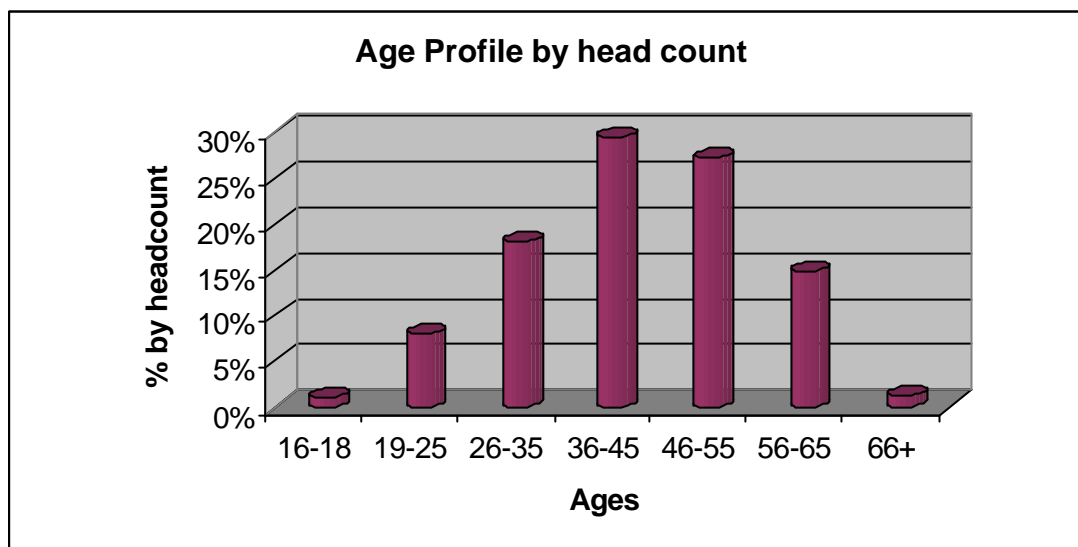
[Source: Trent]

Full-time and part-time working as at 31st March 08

[Chart 3.24]

	Permanent		Temporary		Casual		Fixed Term		Full time		Part time		Job share		Service Area Post Count total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Children's Services	953	4613	30	269	352	1383	74	482	813	2009	591	4730	5	8	8156
Corporate Management Team	1	4							1	4					5
Corporate Services	213	594	2	5	2		9	8	218	494	7	93	1	20	833
Neighbourhood Services	892	1754	14	55	466	306	6	19	732	373	479	1872	14	42	3512
Regeneration Services	84	85	2	4	1		2	2	84	83	5	8			180
Social Care & Inclusion	236	1016	3	8	2		3	5	186	394	55	629	3	6	1273
Total	2379	8066	51	341	823	1689	94	516	2034	3357	1137	7332	23	76	13959

[Source: Trent]

Analysis of the council workforce shows that:

60.6% of the 13,959 posts are contracted as part time; this is significant within Neighbourhood Services, as 66.9% of the workforce is contracted as part time.

In comparison Regeneration service workforce is 92.7% full time.

2.80 % of employees are on temporary contracts with 74.8% in permanent positions (by post count).

Ethnicity profile of Council employees:

[Chart 3.25]

Ethnicity 2007/08 based on head count
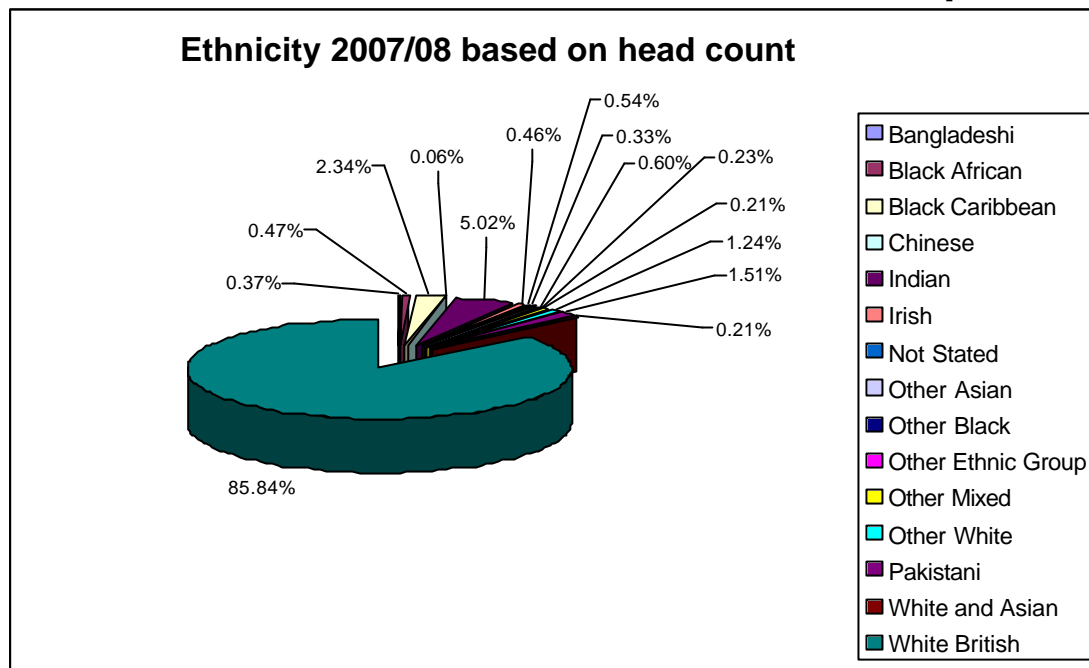
Comparison of the workforce with demographic statistics shows that 14.2% of the Council workforce is from BME communities, compared with 13.57% of the general population and 11.2% of the economically active population (eap) in Walsall.

There is a high level of representation from Black groups in the council (3.41%) relative to the local economically active population (1.5%).

There is a much lower level of representation from Asian communities (7.23%) compared to 8.6 % in the economically active population (10.5% in the general population.)

Under-representation is especially noticeable for people of Pakistani (1.51% workforce / 2.2% eap) and Bangladeshi origin (0.37% workforce / 0.5% eap.)

[Source: Source:Trent]

[Chart 3.26]

	% in Borough 2001 census	% Council workforce	Variance
Male	48.6	23.3	-25.3
Female	51.4	76.7	25.3
Bangladeshi	0.98	0.36	-0.62
Black African	0.14	0.47	0.33
Black Caribbean	0.94	2.33	1.39
Chinese	0.23	0.06	-0.17
Indian	5.43	5.01	-0.42
Irish	0.57	0.46	-0.11
Other Asian	0.34	0.33	-0.01
Other Black	0.11	0.60	0.49
Other Ethnic Group	0.12	0.23	0.11
Other Mixed	0.14	0.21	0.07
Other White	0.65	1.23	0.58
Pakistani	3.68	1.51	-2.17
White and Asian	0.65	0.20	-0.45
White & Black African	0.03	0.08	0.5
White & Black Caribbean	0.82	0.48	-0.34
White British	85.1	85.8	0.7

[Source: Trent]

Vacancies, turnover and retention

The outturn of vacant post for 2007/08 is 16.75%. An analysis by directorate is shown below. Figures do not include casual posts that are vacant.

[Chart 3.27]

	People in Post	Vacancies	%
Neighbourhood	3512	857	19.62
Corporate	833	137	14.14
Children's	728	168	18.75
School Based	7433	631	7.82
Social Care & Inclusion	1273	482	27.53
Regeneration	180	63	25.93
Total Walsall Council	**13959**	**2338**	**14.35**

[Source: Trent]

[Chart 3.28]

% Directorate vacancies by employment status
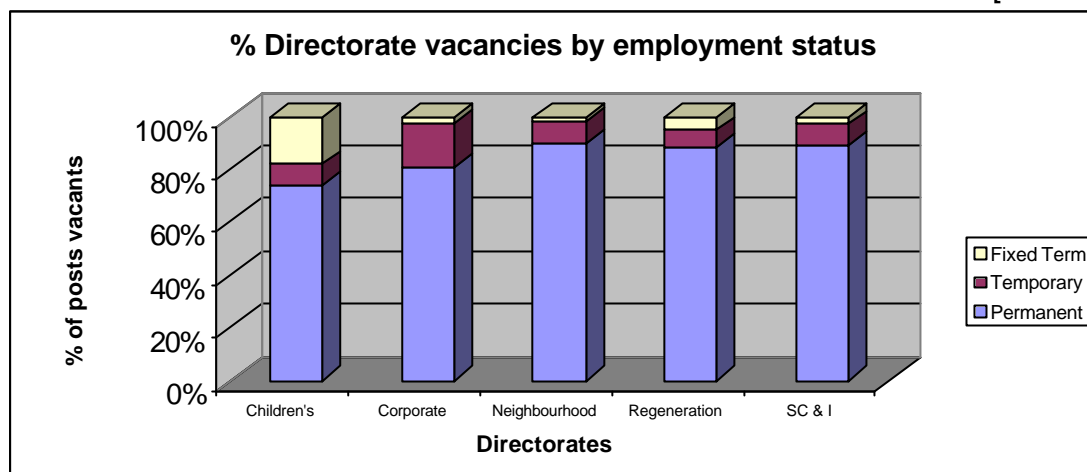
[Source: Trent]

More analysis is needed here to determine the trends and ascertain whether the balance between permanent, fixed term and temporary posts is changing.

Breakdown of leavers across the Council April 2007 – March 2008

[Chart 3.29]

Directorate	People in Post as at 01/04/2007	People in Post as at 31/03/2008	Leavers	%
Corporate Management Team	5	5	0	0.00%
Neighbourhood	3533	3512	453	12.86%
Corporate	767	833	93	11.63%
Children's (excl.Schools)	690	726	101	14.25%
School Based	6979	7430	804	11.16%
Social Care & Inclusion	1511	1273	185	13.29%
Regeneration	165	180	26	15.07%
Council Total	**13650**	**13959**	**1662**	**12.04%**

[Source: Trent]

[Chart 3.30]

Leavers by payscale
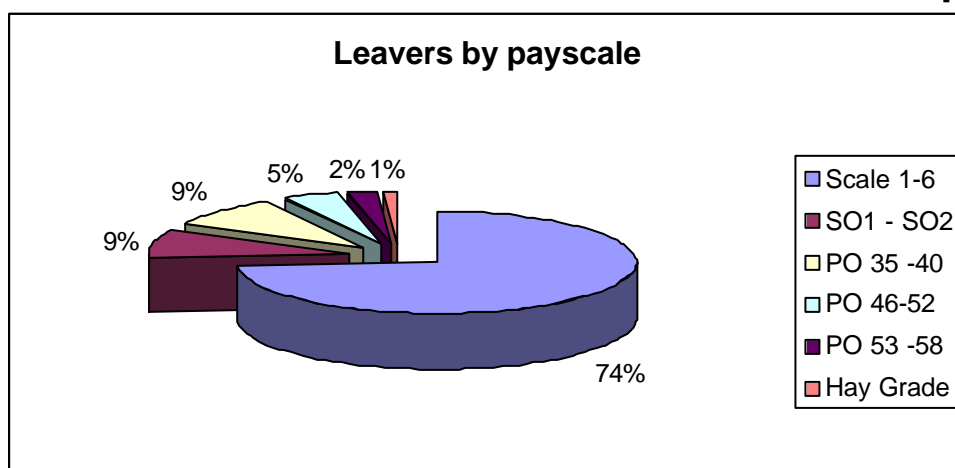
[Source: Trent]

[Chart 3.31]

Reason	Number of Employees	%
Early retirement efficiency of service	6	0.36%
Career break	9	0.54%
Compulsory Redundancy	35	2.10%
Death in Service	12	0.72%
Dismissal	24	1.44%
Dismissal – Ill health	7	0.42%
Early retirement - redundancy	41	2.46%
Emigrating	2	0.12%
End of Fixed Term Contract	133	7.97%
Local Government Transfer	6	0.36%
Resignation	992	59.44%
Ill Health Retirement	191	11.44%
Retirement	22	1.32%
Agreed Termination	28	1.68%
TUPE Transfer	44	2.64%
Transfer Promotion	2	0.12%
Transfer Redeployment	26	1.56%
Transfer Secondment	44	2.64%
Voluntary Redundancy	20	1.20%
Voluntary Early retirement ARB/ Teachers only	25	1.50%
Total	1669	100.00%

[Source: recruitment]

Resignation is the main reason for leaving the council with figures at 60%, with ill health retirement and end of fixed term contract providing 12% and 8% of figures respectively. Further analysis is required of the 'resignation' reason code and exit interview information.

Qualifications

While some data on qualifications in NVQ care level 2, 3, RMA and ILM awards, based on the National Minimum Data Set, is available for employees working in social care services for adults and children, further data and analysis is needed for all directorates.

Predicting retirements and succession planning

Within the next 15 years 32% of the Council workforce will be 65+ years of age. Three areas are above average on this figure with Social care and inclusion and neighbourhood services on 39% and the smaller corporate management team on 35%.

This information does not represent the commencing age of employment of staff. In Neighbourhood services some staff are recruited in the 55-60 age range and higher; in certain teams, i.e. cleaners, caretakers and crossing patrols. This also applies for some Social Care.

[Chart 3.33]

	Head count within Area as at 31st March 08	65+ in 5 years		65+ in 10 years		65+ in 15 years	
		Total within Service area	% within Service Area	Total within Service area	% within Service Area	Total within Service area	% within Service Area
Children's Services	6525	379	6%	1009	15%	1864	28%
Corporate Management Team	5					5	35%
Corporate Services	826	32	4%	110	13%	205	25%
Neighbourhood Services	2845	330	12%	705	25%	1120	39%
Regeneration Services	178	5	3%	23	13%	41	23%
Social Care & Inclusion	1265	108	9%	319	25%	489	39%
Total	11644	854	7%	2168	18%	3724	32%

[Source: Trent]

Recruitment

[Chart 3.34]

Recruitment by Directorate
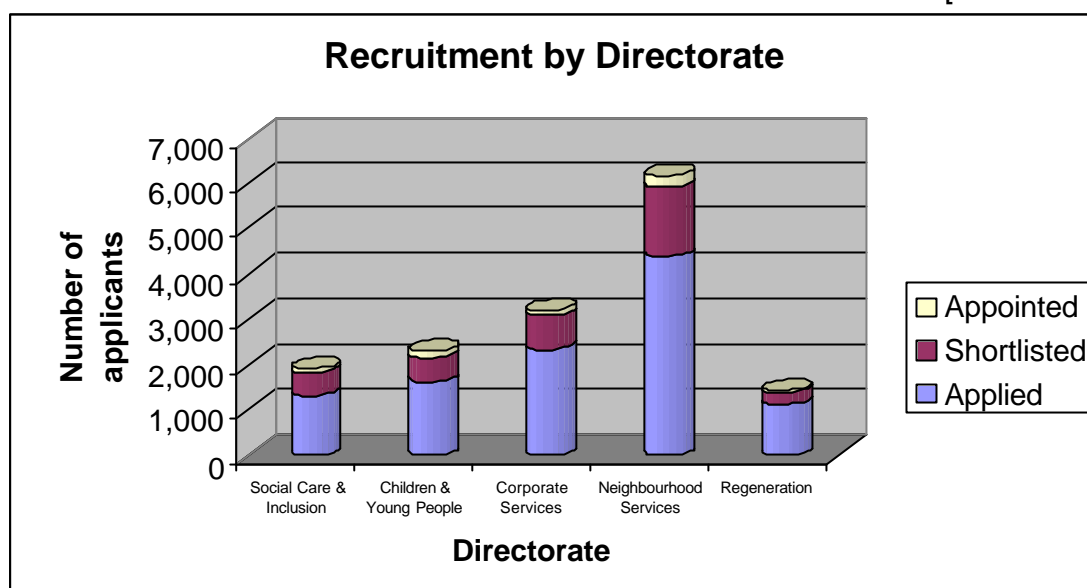
Overall applicants in 2007/08 have increased by 19%, shortlisted applicants have increased by 54% and appointees increased by 48% on last year. There are various methods for receiving applications. Currently application via e-routes is running at 58%.

The figures for the attraction of disabled applicants is fairly constant and a vast improvement on 2005/6 figures. Disabled applicants now represent 5% of the applicant base. More disabled applicants are now being shortlisted (16% increase) and now represent 4% of the candidate base and 2.4% of appointees.

[Chart 3.36]

Year	Males	Females
2007/8	44%	56%
2006/7	38%	62%
2005/6	40.5%	59.5%

The gap between female and male applicants has decreased compared to last year, possibly due to the type of vacancies advertised, for example more recycling operatives. However the Council continues to advertise more of the type of vacancies which have traditionally been more attractive to women i.e. part time caring and cleaning roles.

[Chart 3.37]

Age of Applicants
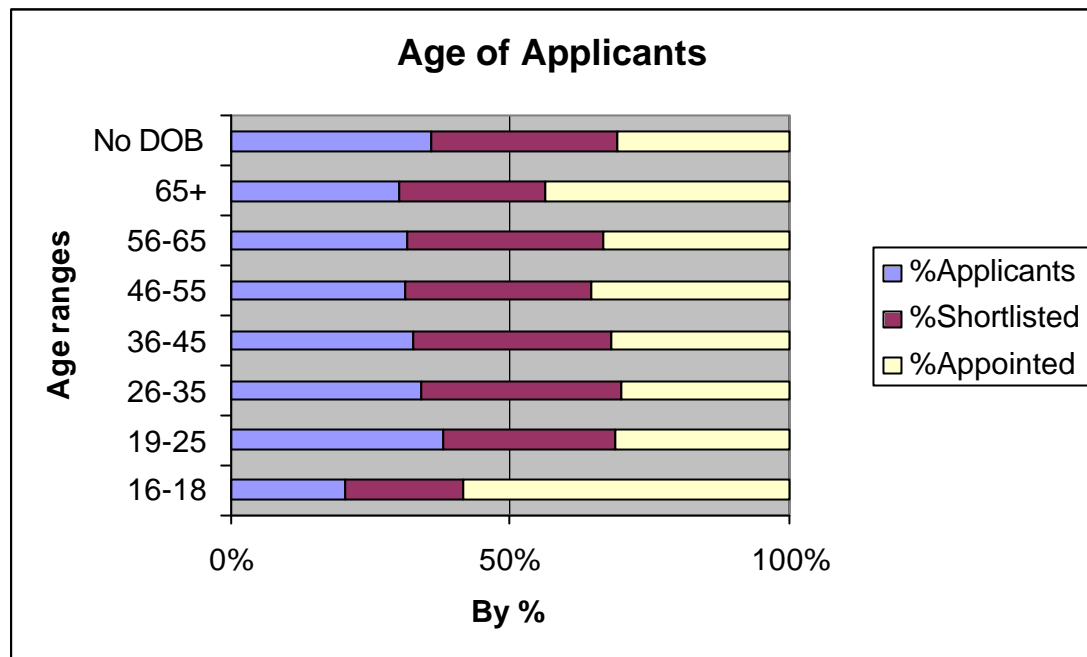
[Source: Employment Monitoring Report 2007/08]

The data shows that the fewest appointments are made from within the 16-18 and 56+ age ranges. Appointments from 16-18 year old, however, have increased from 12 to 56 and 56-65 year olds have increased from 14 to 28.

In the latest projections, the Office of National Statistics indicates that nearly a third of the labour force will be over 50 by 2020. Organisations increasingly need to recognise the benefits of age diversity in the workplace and the evidence suggests that this applies to the Council.

An apprenticeship scheme, linked to an effective work experience programme, as part of a structured career pathway, would provide real career development opportunities for young people. This could be linked to the achievement of NVQ's and would improve the Authority's ability to recruit young people.

[Chart 3.38]

Applicants for employment by ethnicity 2007/2008
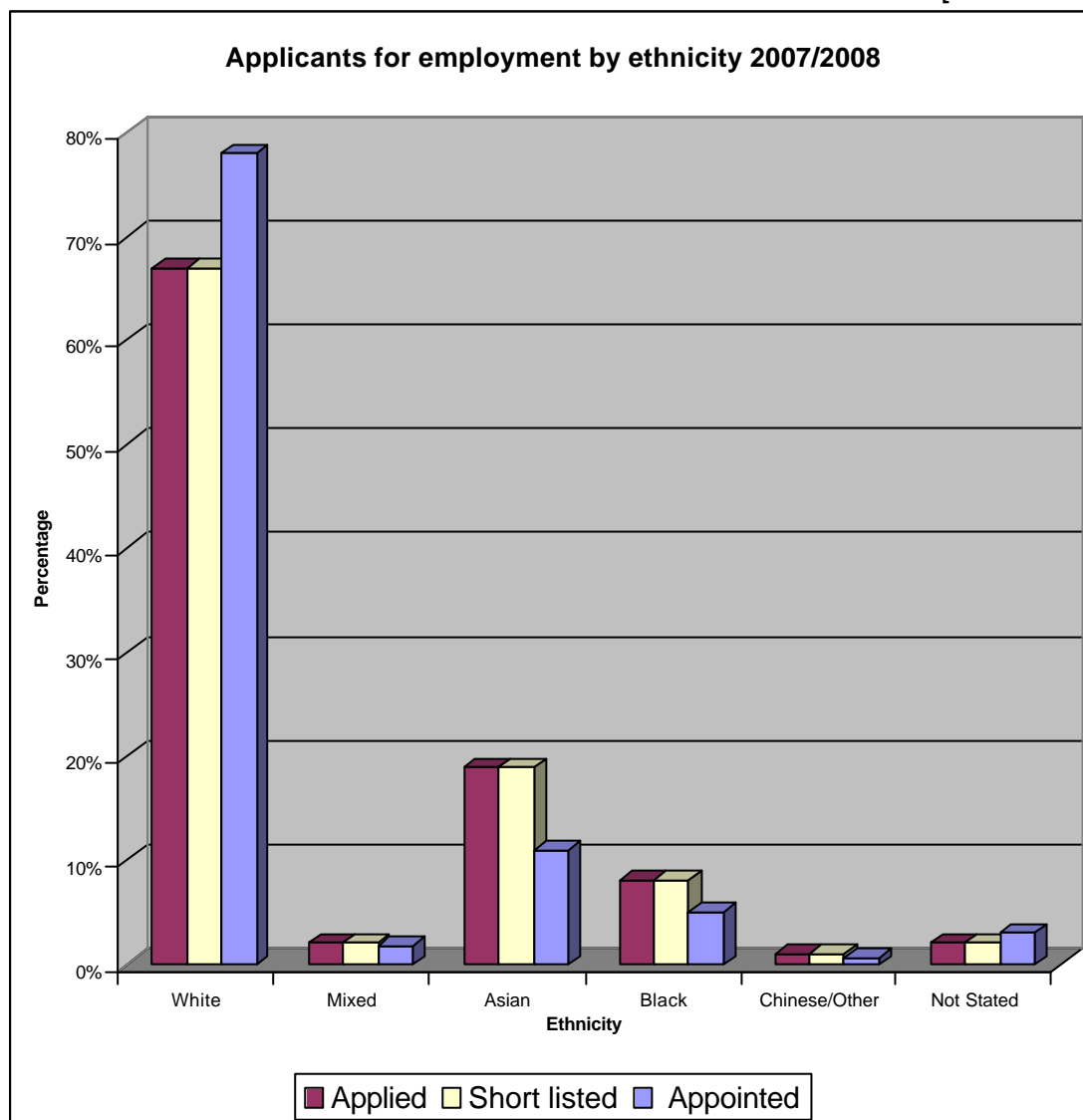
Chart 3.38 above shows that, in percentage terms, non-white ethnic minority applicants represent 31% of all applications, compared with 29% in 2006/07, but only 18.4% of all appointments (19% in 2006/07.)

In numerical terms, however, with increased recruitment activity, black applicants have increased by 27% and appointed black applicants have increased by 42.5%.

The Council has continued to place a range of eye catching diversity adverts in relevant ethnic/disability/diversity media over the last 12 months and has a growing reputation as a local authority which is leading the way in terms of it approach to diversity. It is often difficult to measure the success of such adverts, since it is not specific jobs which are advertised, and monitoring is, therefore, difficult. There is, however, a clear correlation between the increase in BME candidates and appointees and the ongoing and increasingly sophisticated diversity advertising.

Stability and length of service

Within all service areas the peak of length of service is 2-5 years, based on the current figures as of March 2008, and there is a plateau at around the 11-15 years in service. This could be explained by the starting age of employees and emphasises the need to recruit younger workers.

Social Care and Inclusion has a longer plateau, and Children's Service the largest drop between 2-5 and 11-16 years, Neighbourhoods has more peaks and troughs, due to the diversity of services within the directorate.

[Chart 3.39]
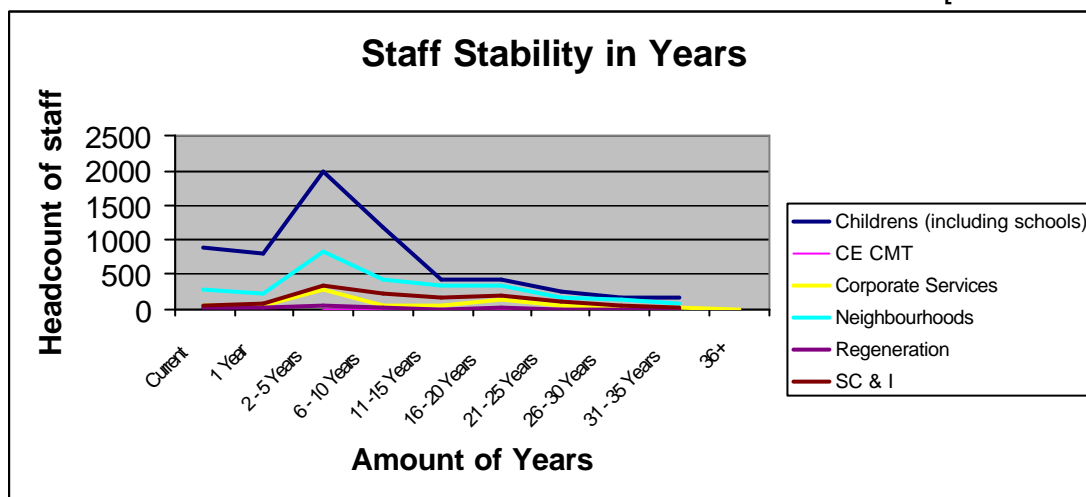
[Source: Trent]

Agency Staff

There are 481 agency staff, based on a head count of staff providing support to directorates. 43% were in Social Care and Inclusion and 22% in Neighbourhoods. The data for children's services does not cover education based staff.

[Chart 3.40]
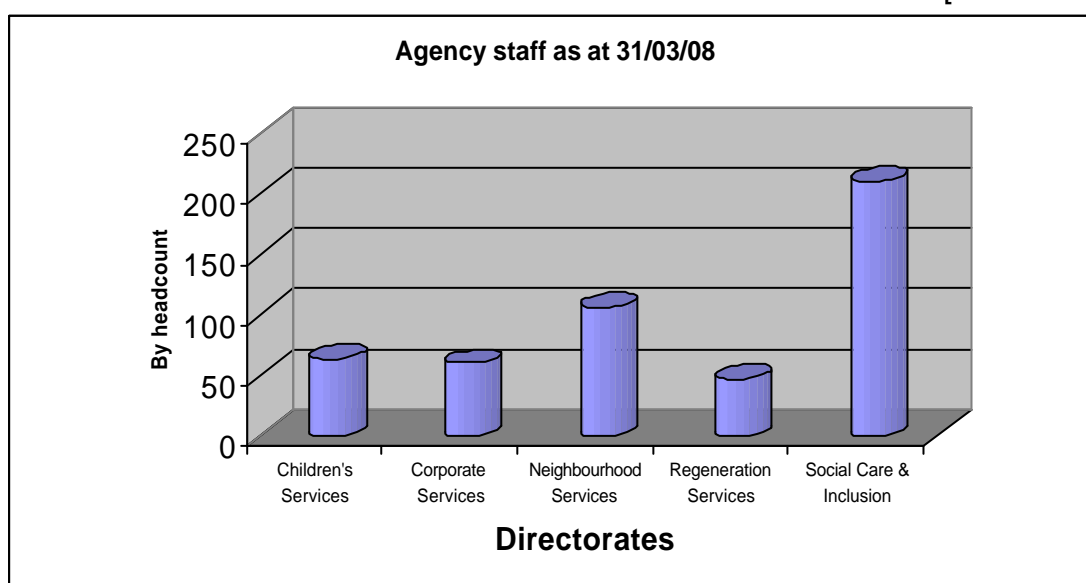
[Source: Agency Co-ordination team]

3.3 The Wider Workforce

Understanding the profile of the wider workforce that delivers services on behalf of or in partnership with Council remains an area for further development. Data is now available on the Social Care sector workforce via the Skills for Care National Minimum Data Set (NMDS) which is being extended to cover Children's services. Details will be provided in the next versions of the workforce plans for these services.

3.4 Summary

Population

- Overall Walsall has a declining population, with significant variations within wards
- As a percentage of the population Walsall has a smaller than average working age population
- The working age population is falling and projected to fall further over the next 15 years
- The proportion of the population that is economically inactive is relatively high when compared with national figures
- The ethnic balance of the borough is changing, with the BME proportion of the population continuing to increase and a higher proportion of under 16s from BME (mainly Asian) groups
- There is a high proportion of the population who have no educational qualifications
- Take-up of further and higher education is low
- The 2007/08 out turn for the number of young people who are NEET is 9.1%
- Most people live and work in Walsall; a high proportion of residents who do not work in Walsall currently work elsewhere in the Black Country
- A high proportion of managers and seniors are non-resident and travel into Walsall

Council Workforce

- 76% are female
- 43% of employees are aged 46 and over
- The council employees 145 people over age 65 (1.24%)
- The council employees 1051 people under age 25 (9%) of which 126 (1.08%) are under age 18
- The average age of council employees is increasing
- 32% of employees will attain the age of 65 within the next 15 years; this figure is 39% in both Neighbourhoods and Social Care and Inclusion directorates
- While overall the council's workforce is in proportion to the BME percentage in the borough's population, there is an over representation of Black Caribbean and Black African employees, while Pakistani and Bangladeshi communities are under-represented
- 2.61% of the workforce have declared that they have a disability
- The highest proportion of part-time employees work in Neighbourhoods
- Turnover across the Council is 12.04%, with directorate variations of between 11.16% – 15.07%
- The 2007/08 out turn for vacancies is 16.75% Reported vacancies are highest in Neighbourhoods
- Job applicants from some BME communities have a much lower than average success in being appointed
- There are currently 481 Agency workers within the Council

Chapter 4

Analysis of Workforce Demand

This chapter identifies the national, regional and local requirements for the workforce of the future.

4.1 Demand – National and Regional drivers

Relevant workforce strategies, reports and initiatives are set out below:

The Local Government Workforce Strategy 2007

This sets out the vision for the workforce within the context of the changing world of local government.

All councils face the challenge of place-shaping, leading their communities, satisfying rising customer and citizen expectations and offering greater choice and personalisation. They face new issues such as climate change, increasing globalisation, rising migration and a growing older population. They are required to respond to complex cross-cutting issues such as social exclusion, low skill levels and anti-social behaviour.

These challenges mean changes for workforce practice, skills and jobs within a context of tighter resources, increasing citizen expectations and a highly competitive labour market, although the latter may slacken with the anticipated economic downturn. Nevertheless attracting and retaining talented and skilled workers will remain a high priority for any successful organisation.

To ensure success, the future quality of the of the workforce must be an important consideration in setting up outsourced and shared services. It will be the role of local authorities to co-ordinate workforce priorities across local partnerships. This provides an opportunity to link public sector workforce issues to the place shaping and economic development role of local authorities.

The vision of the Local Government Workforce Strategy is one where "councils are great places to work because they are delivering great outcomes for the people and communities they serve."
It is a vision where local government improves both performance and efficiency by getting the very best from its people and attracting and retaining the very best people. It places local government at "the heart of the community, the place to be, the place to work."

This will require high performance, citizen-centred, skilled and motivated staff who are proud to be local government workers.

Achieving this will require innovation and flexibility to modernise service delivery, driving out waste and introducing new ways of working. It requires a culture which is responsive to local needs, engages staff and rewards a high

performance approach to work. It will also require that we make the most of the talent that is available from different communities.

Close work with partner organisations and external service providers to provide positive employment opportunities will be essential if we are to successfully develop the workforce of the future.

With increasing emphasis on the role of local councils as commissioners and enablers of services, and less directly delivered services, the workforce employed by the Council will need a different focus and a stronger emphasis on strategic commissioning, innovation, problem solving and community engagement. It is these skills that will be in demand in the future.

The Local Government Workforce Strategy outlines the actions that are needed at national, regional and local level under the following five themes:

- *Organisational development* – effectively building workforce support for new structures and ways of working to deliver citizen-focused and efficient services, in partnership

- *Leadership development* – building visionary and ambitious leadership which makes best use of both the political and managerial role, operating in a partnership context

- *Skill development* – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context

- *Recruitment and retention* – with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues

- *Pay and rewards* – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach

These themes have been adapted as a framework for this workforce plan to identify the specific issues that need to be addressed in Walsall. They form the headings for chapters 5-9 that follow.

Tomorrow's People

This report, produced by the Audit Commission in June 2008, concludes that councils could face skills shortages in vital areas such as adult care, environmental health and planning that threaten future service provision unless a strategic, long term approach is taken to workforce planning.

Nationally, only one in four English councils has adequate or effective workforce strategies and systems, but top performing councils are more likely to be those with forward looking plans for staff recruitment, retention and development.

Key findings include:

- 1 in 3 council employees is aged over 50
- Councils have difficulty recruiting young people and some key professionals
- Local government is serving a growing ageing population
- Fast-moving technology and innovation are changing the skills required to provide services
- Councils need to reflect social diversity with an increasingly diverse workforce

Putting People First – Working to Make it Happen

This is the interim statement of the Adult Social Care Workforce Strategy, which sets out the broad strategic priorities for the social care workforce, first identified in Putting People First. This vision places personalisation at the centre of social care policy. An analysis of the enablers required to deliver this vision reveals that the great majority have implications for the social care workforce, from which the following strategic priorities have emerged:

- Recruitment, retention and career pathways
- Workforce development (skills, capacity and competence)
- Workforce remodelling
- Leadership, management and commissioning skills
- Joint and integrated working across sectors
- Regulation (quality improvement)

Children's Workforce Strategy

Building Brighter Futures: Next Steps for the Children's Workforce recognises the achievements of the 2005 Children's Workforce Strategy and 2003 National Agreement on Raising Standards and Tackling Workload for schools.

It describes the actions that are being implemented to further improve the skills and capacity of people who work with children to deliver the high quality, personalised and integrated services described in the national Children's Plan.

It marks the beginning of an expert group on the workforce which will set out a clear vision and contribute to the development of a long term strategy for the children's workforce. This is due to be published by the end of 2008. This strategy will support new ways of working with partner organisations, cover the next stages of workforce reform across services for children and commit to the improvement and development of specific parts of the children's workforce. These include:
- Social work
- Play work
- Early years
- Youth

All of these services are within the 'footprint' of the national sector skills council, the Children's Workforce Development Council (CWDC). The Building Schools for the Future (BSF) initiative, however, recognises a much wider impact across the broader range of services for children and families that are reflected in the 'footprint' of the national Children's Workforce Network (CWN).

The Public Sector Compact

This is the regional response to the Government's City Region agenda. With support from the West Midlands LGA and Learning and Skills Council, the Public Sector Compact supports public sector employers in the West Midlands Region through joint recruitment, trainee and skills development. Its vision is to make the public service sector an employer of first choice for those seeking job satisfaction and career development. A key focus will be a regional approach to tackling worklessness. In addition, all organisations have signed up to a 'skills pledge.'

Regional Improvement and Efficiency Partnership

The formation of the Regional Improvement and Efficiency Partnership is also providing an opportunity to ensure that key workforce challenges have been identified and are being effectively addressed across the West Midlands region. This enables the pooling of resources and expertise for joint working on strategic human resource issues.

4.2 Demand - Local drivers

Strategic Transformation Programme

Reference was made in Chapter 2 to the impact of corporate initiatives and the strategic transformation programme which includes the following work-streams: customer experience, agile working, people and change. As these work-streams will have a significant impact on future workforce requirements, further details are set out below.

Customer Experience Programme
This programme is concerned with taking a holistic view of the end to end service that customers experience when accessing Council services. The priorities in this programme are:
- Working with services to develop standards for customer care and service level
- Redesigning processes according to Lean principles which place the customer at the heart of them.
- Delivering the corporate contact centre to deliver a higher level of service with the additional benefit of unlocking service efficiencies
- Improved customer complaints handling: listening to complaints, rectifying the problem and learning from our mistakes.

Agile Working Programme
Agile working encompasses a range of working practices including home working, mobile working, using office space more flexibly, making better use

of technology, information management and working outside standard office hours.

Agile working is the mechanism for delivering the commitment to reduce the amount of office space we use by 20% over the next four years. This programme will be intrinsically linked to the council's property strategy.
The Agile Working Programme will focus on developing the enablers and creating the right environment for optimising our use of space including:
- ICT, including information management
- Electronic Document Management
- HR policies
- Effective management of remote working
- Flexible office space
- Process or workflow redesign

People and Change Programme
This programme seeks to create a culture of 'change, and the leadership of change, as the day job'. The drivers are:

- Rapid, continual change in the public sector
- The need for change ownership to be embedded in services
- Demands for greater efficiency and ongoing business process engineering (BPR)
- Evolving leadership and management skills that are required to be successful in an environment of partnership, collaboration and shared delivery of cross cutting outcomes

Further details of this programme are set out in Chapter 8, which focused on organisational development.

Children's Area Partnerships

Workforce issues are seen as a major aspect of delivering Change for Children and in the establishment of Children's Area Partnerships (Caps), which are Walsall's model of locally delivered, child-centred, integrated services. There are also opportunities to benefit from the new relationships and new ways of working that have been created by the implementation of the new Education Contract.

People First Programme

Following a review undertaken with the national Care Services and Efficiency Delivery (CSED) team, the implementation of the eleven business cases in the "People First Programme" for adult social care will have implications for the tasks that will be carried out in future. Of these, the following business cases will have a major impact on the skill sets and job roles that are required:

- Contact Centre/Access Team
- Brokerage
- Organisational Design and Supporting Infrastructure

- Personalisation
- Development of the Third Sector
- Commissioning

Service Reviews

The Council is continuing to review the provision of many of its services and identifying the potential for extending partnership arrangements. The following is a list of services that have recently been, or are currently, subject to options appraisals. These are at various stages of review and implementation:

- Education services (new contract)
- Older Peoples in-house provider services
- Dudley and Walsall Mental Health Partnership Trust
- Connexions
- Facilities management
- Leisure management
- Merger of Walsall Community College and College of Continuing Education
- Cleaning PSE
- Catering
- Grounds maintenance
- Highways procurement
- Anti-poverty unit

4.3 A workforce for the future

As a result of new ways of working and changes in service delivery, we can expect to see changes in the types of job role and in the numbers of Council employees. The following future trends can also be identified:

- Increased working through partnership and commissioning arrangements
- Local determination and delivery of services
- Expansion of Customer Contact Centre and First Stop Shop services

The emerging vision for the workforce is one of a high performing, flexible and agile workforce delivering customer determined/personalised services at a local level at times that are responsive to customer needs. It is a workforce which will require new skills and new job roles to support new ways of working.

This workforce plan has been developed to realise this vision by identifying both the long and short term people issues that must be addressed for the Council to successfully deliver services to local communities in the future.

The following chapters provide proposed actions based on the five themes of the local government workforce strategy. These are corporate issues that are to be addressed on a Council wide basis. There are, however, significant

differences in the issues that face individual services and directorates; these are reflected in directorate workforce plans.

These actions, however, are set against a background of rapid change and global financial volatility. Although, at this stage, difficult to predict, it is important to be aware of the potential impact of the economic downturn on public services, workforce mobility and the local labour market. Actions will need to be refreshed on a regular basis to ensure that they remain relevant.

Chapter 5

Resourcing the Workforce

This section sets out the key elements of the council's resourcing strategy to address recruitment and retention priorities. This is set within the context of the Local Area Agreement targets and the role of the Council as a major local employer.

5.1 Priorities for action

- Reduce worklessness in the borough
- Promote the council as an excellent employer
- Improve employee retention
- Attract young people into the workforce
- Make recruitment safer
- Agree a strategy on the deployment of agency workers
- Promote volunteering
- Build a diverse workforce
- Provide redeployment opportunities
- Develop people resource plans for key services
- Plan for succession
- Manage sickness absence

The Council is currently experiencing recruitment and retention issues in the following services:

Children's residential care, adults' social work, youth and community work, home care, benefits and local taxation, legal services, architects, building control and planning, chartered surveyors, civil engineering, environmental health, cleaning, catering and domestic services, school crossing patrols.

Many of these are a reflection of national shortages of key job roles and, in this context, it is important to be realistic about the impact of efforts aimed at addressing this at a local level.

In terms of an overall approach, the Council endeavours to utilise and manage its people resources efficiently within a climate of continued financial constraint. The recruitment methods adopted are therefore designed to optimise expenditure on recruitment advertising, agency workers and re-training.

In 2007/08, 736 posts were advertised across the Council, for which 10,795 applications were received. 5,743 (53%) of these applicants applied through the Council's Job Shop publication.

The 395 resultant appointments represent 64% of the total appointments made. The use of e-enabled recruitment methods is expected to continue to increase. 58% of applications are now made via e-routes.

While some specific actions, such as the creation of the social care micro-site, will be required in individual services to address the 'hot-spots' listed above, the overall outcomes of the resourcing strategy are as follows:

5.2 Reduce worklessness in the borough

Local Employment Partnerships (LEP)

Walsall Council and Jobcentre Plus have pledged to work together in the following way to ensure that worklessness in the Borough is reduced and that recruitment practices are amended, as far as is reasonably practicable, to enable the hardest to reach groups (people who have a disability, lone parents, younger/older workers, people from black and minority ethnic communities) to access jobs with the local authority, which is the largest single employer in the Borough. This requires actions in the following areas:

- Offering Work Trials, for an agreed number of potential recruits. This will be limited to members of the Job Seekers Network, a network for people who have a disability, in the first instance.
- Offering a target number of places for disadvantaged, jobless people to take up work experience, work placements or other employment initiatives.
- Working with Jobcentre Plus and other partners on the design of pre-employment training.
- Guaranteeing interviews to disabled candidates who meet minimum agreed job requirements.
- Developing an internal mentoring scheme to provide one to one mentoring for potential recruits to help to prepare them for work.
- The Council's HRD service will run 5 mini 'working in Walsall' events and workshops during 2008/9 for job seekers at those locations in the Borough where there are the highest rates of worklessness.
- Reviewing the application process to ensure that potential recruits are not inadvertently excluded.
- Considering sympathetically the needs of potential recruits for flexible working patterns; the concept of flexible working will be promoted in literature which is despatched with job application forms and on the Council jobs website.
- Offering further training after recruits join the Council, so that every individual joining the Council will have robust induction into the workplace/their job role and individual development plans will be drawn up to ensure that employees have the necessary skills, knowledge and abilities to do their jobs.
- Providing facilities to hold group seminars run by Jobcentre Plus advisers to introduce/reintroduce potential recruits to the world of work; the Council will offer 6 dates/opportunities to run sessions for lone parents on its premises throughout 08/09, commencing in May, 08.
- As part of the Council's social responsibilities and its strategy to help reduce child poverty, support will be provided to assist parents into employment and a recruitment target will be agreed for unemployed lone parents. This will include work with other employers.

Through the above initiatives and partnership with Jobcentre Plus, the Council expects to benefit from improved diversity in its workforce, achieve better retention rates and develop a skilled workforce through initiatives such as Train to Gain.

5.3 Promote the Council as an excellent employer

Improving the experience of new employees - New Appointee Survey 2007/2008
A survey was undertaken of 328 new employees (excluding school based staff) joining the Authority between April and December 2007.
The questionnaire was designed to provide new starters with the opportunity to voice their opinions, both positive and negative, about the processes surrounding the start of their employment. The feedback has been used to ensure that the Council's approach to recruitment is informed by learning from the experiences of employees across a range of services.

It assists in identifying areas where the organisation may benefit from reviewing current employment practices and procedures and terms and conditions of employment. The key findings are set out below but it should be noted that, as only 25 responses were received, the sample size only represents 7.6% of new appointees across the Council in the same period.

Key Findings
Given this small sample size, information on responses has not been broken down into directorates and service areas.

Reasons given for applying for jobs at Walsall Council indicate that candidates were attracted by a broad range of factors. Responses included:

- *I was bought up in Walsall and this is a way of giving something back to the borough*
- *Reasonable travelling distance*
- *Job security*
- *Good prospects*
- *Excellent benefits, 3 star Council – good working conditions*
- *Career progression*
- *Pay and location*

In terms of the effectiveness of the recruitment process, 58% of new appointees were in post within 2 months and 79% within three months. An analysis of the experiences of these applicants, however, reveals some inconsistencies and areas which could be improved upon, especially in the induction arrangements, where 20% stated that they received no formal induction into the workplace.

Benefits were valued but there was a general lack of understanding of the full range of benefits that are available to council employees.

This softer feedback from new appointees is a useful indicator of the effectiveness of current recruitment and selection policies and procedures, as well as providing insight into the effectiveness of the Council's arrangements for induction and employee benefits.

Actions

The trends and common themes that emerge require the following actions which should be jointly undertaken by HRD and service managers:

- Managers need to properly and formally induct new starters into the organisation in a timely fashion. This includes promoting the corporate on-line e-induction package and supplementing this with directorate/service specific induction.

- Managers need to ensure that the requisite ICT is in place, preferably on the new starter's first day, and if not possible during the first week of their employment.

- Managers need to ensure training is offered in the use of key software packages and other applications such as ATAR and Trent and, most importantly, health and safety in the workplace.

- HRD should continuously review practice and procedures in order to reduce the current recruitment time-line; this requires close working with key internal and external partners such as the Criminal Records Bureau and Occupational Health.

- The feedback on employee benefits will be taken into consideration in the current review and promotion of employee benefits.

5.4 Improve employee retention

Leavers Survey 2006/2007

Interviewing and surveying employees who are about to leave an organisation is good employment practice. An effective exit interviewing/questionnaire process can help to identify any root causes of dissatisfaction which may have contributed to higher turnover levels within some parts of the organisation.

It is particularly helpful in identifying areas where the organisation may benefit from reviewing current employment practices and terms and conditions of employment. The feedback received from leavers (excluding school based staff) over a 12 month period is summarised below. This is, however, only a small sample size, representing 4% of all leavers in the same period. Participation in the exit interviewing process is voluntary and managers haven't actively sought to engage employees in the process. In addition, some managers may not be sufficiently aware of the value of conducting exit interviews. As a result the process has been redesigned in 2008 to make it more effective.

Findings

There were a total of 46 returns out of 1175 possible leavers between September 2006 and October 2007, which represents a 38% decrease on the previous year.   Despite having reviewed and streamlined the exit

questionnaire in 2005 to make it easier and quicker to complete, the response rate remained disappointingly low and needed addressing. Participation in the process has to date been undertaken voluntarily by departing employees. To ensure that the data is more meaningful in future we must ensure managers take their obligations seriously in terms of formally meeting with employees who about to leave the organisation or at least ensuring that their employees complete an exit questionnaire.

The highest response rates were received from Social Care and Inclusion and Neighbourhood Services directorates and these directorates do have the highest turnover levels.

Almost 50% responded that they were leaving to take up employment with another Local Authority/public sector employer. This reveals that, in the main, our competition is other local authorities, where skills are easily transferable.

Reasons given for leaving Walsall Council revealed the following :

- The highest percentage is for career/promotion prospects

This indicates that the Council should focus on introducing more career progression schemes, be more receptive to secondment opportunities, and have more robust succession plans in place. A degree of turnover, however, is expected in any organisation and is a healthy indicator as it enables new talent with new ideas to be brought into the organisation.

- The second highest category is for personal/home reasons

This implies a need to review and possibly extend flexible working policies to enable employees to balance the needs of work and home life. It is also important to monitor responses to flexible working requests across directorates.

The top two reasons have reversed since the previous years results which may reflect improved access to flexible working but further emphasises the need to develop a career progression strategy.

- The third highest category is concerns about the work place and environment

We need to ensure that accommodation and other resources are fit for purpose. Other options, allied to the Council's agile working programme, should also be considered, such as allowing home or remote working in accordance with the demands of the job.

Turnover data and the feedback received via the exit interviewing process are useful indicators of the 'health' of the organisation. It is essential that we

continue to monitor the reasons why people leave and take corrective action as necessary.

Actions
Despite a relatively small sample, the emerging trends and common themes suggest the following actions are required:

- Requests to engage in exit interviews should be mandatory for all departing staff with managers ensuring as far as possible that these take place

- Benchmarking should be undertaken of neighbouring authorities' terms and conditions/benefits packages in order to remain competitive; benefits should be promoted to prospective and existing employees through a benefits booklet/website.

- More structured career progression schemes should be developed and active encouragement given to participate in secondment opportunities and voluntary transfers. It is likely that recruitment processes will have to be modified in order to accommodate this.

- Working environments should be fit for purpose and, as far as is reasonably practicable, employees should have the necessary resources to do their job.

- A review of flexible working should be undertaken to enable employees to more effectively balance the needs of work and home life.

- Management development training programmes should be designed to equip managers with the necessary skills to effectively manage their people resources in a fair and consistent manner.

Many of these recommendations also have relevance to the 'areas to address' within the Employee Survey, 2007

Retention Strategy
Retention is affected by a wide range of factors. A retention strategy must, therefore, be far more than a collection of personnel policies, as employees will generally stay at a place of work if they feel valued, respected and well managed.

In recognition of this, the council is working towards developing a broad retention strategy that will also identify the range of benefits that staff can access and include some new initiatives.

Retention Toolkit for managers
A retention toolkit has been developed to enable managers to identify job related benefits that are available to all staff. The toolkit is in its draft stage and highlights a variety of benefits that are accessible including the following:

- Flexi-time
- Car allowances and subsidised car parking
- Training & Development
- Relocation expenses
- Employee Assistance Programme

- Staff Travel Plan
- Job share scheme
- Home-working scheme

The toolkit also supports managers in identifying and locating key policy documents on relevant benefits and the range of policies designed to enable staff to achieve work-life balance.

Implementation of the toolkit in 2009/10 will be supported by the completion of an employee benefits strategy (see Chapter 9).

5.5 Attract young people into the workforce

Young People and Positive Action
Young people are very under-represented in the Councils workforce, as 16-18 year olds represent just 0.35% of the workforce. Age Discrimination Legislation introduced in October 2006 makes it unlawful to discriminate against someone on the grounds of their age. Although this legislation is clearly a positive development, it has in turn made it more difficult to specifically target young people to take up Apprenticeships or encourage young people to apply for jobs with statements such as 'would ideally suit a school/college leaver'.

The Council's strategy for recruiting young people is characterised by use of the following approaches:

• relax entry criteria, particularly for scale 1/2 posts, so that young people are able to meet short listing criteria; this involves keeping any experience requirements to a minimum
• offer a range of work placements/work shadowing opportunities
• develop partnerships with local schools and colleges and take part in education/industry links events, such as careers days, mock interviews, business enterprise days
• consider where and how we advertise and the language and images used in these adverts
• become involved in the careership project, which brings together schools and the council to provide young people with a recognised career pathway into the social care profession
• undertaking outreach work at places such as youth centres where young people gather

When carefully designed and linked to career development opportunities, apprenticeships are a particularly effective way in which to further the employment chances of young people and other groups. Apprenticeships provide opportunities for candidates to learn on the job, building up knowledge and skills and achieving qualifications which demonstrate their competence while in paid employment. These are not currently offered by the Council but will be introduced during 2008/09.

Social care specific recruitment initiatives

With the competition from the retail sector and potential impact of regeneration initiatives within Walsall, it is essential that measures are in place to promote work in the health and social care sector to young people and, thereby, improve recruitment prospects for the future.

In order to address this a specific strategy has been adopted which involves the implementation of the care ambassador, careership and care apprenticeship schemes as the first steps in a career progression continuum for the sector. In recognition that there are common workforce and regeneration challenges across the Black Country sub region, these projects are being undertaken with Wolverhampton, Sandwell and Dudley local authorities, health services, the independent care sector and local providers of training and education.

Care Ambassadors Scheme: The Care Ambassador Scheme is a Black Country wide initiative, co-ordinated through the Black Country Partnership for Care (BCPC) and funded largely through Skills for Care in the West Midlands region.

The scheme recruits champions of social care to become ambassadors to educate and inform young people in schools about careers in health and social care. The current scheme supports the Careership project and works with the schools to promote health and social care as a career opportunity. The ambassadors are all employed within health and social care and reflect a variety of job roles.

Careership project: Walsall Council is supporting Walsall schools in piloting the Careership project, which is designed to provide young people in full time education with a recognised pathway into health and social care. The project is being piloted across schools within the Black Country, where health and social care forms part of the curriculum.

Young people who sign up to participate in the Careership will complete a log book to provide evidence of the personal qualities identified as key to working in a health or social care environment. They will also complete a work placement within health or social care. Walsall Council and the tPCT are supporting the careership initiative and are working with managers in Adults' services to identify appropriate opportunities. The long term plan is to develop an apprenticeship scheme for health and social care with the establishment of designated apprenticeship posts.

Opportunities for extending the Careership into other services are being explored.

5.6 Make Recruitment Safer

Ensuring that people who work with Children or Vulnerable Adults are suitable to be employed in such a capacity and do not represent a threat to people who use services is a key priority in the recruitment process. Recruitment clearances must be appropriate for the nature of the post and not all posts are

exempt from the Rehabilitation of Offenders Act, which allows employers to enquire about the criminal records of prospective employees.

The safer recruitment panel was established in 2007 to assess any positive Disclosures in an informed and consistent manner using information provided.

Where a CRB Disclosure raises concerns, the panel will make a judgement based on issues including the seriousness of the offence or allegation, the length of time since the event in question and whether any convictions were self declared. A recommendation is sent to the appropriate Executive Director in cases where the panel believe that the individual is not fit to hold a regulated or controlled post.

Newly appointed staff will not be able to commence work before a clearance is obtained from the panel.

Recruitment compliance by managers is closely monitored and reported to corporate and directorate performance boards. A target of 100% compliance has been set for relevant posts.

5.7 Agree a strategy on the deployment of agency workers

Temporary staff will continue to play an important part in enabling the council to deliver its services. It is essential, however, that there is a clear strategy in place for their deployment. In particular, the council must ensure that:

- it effectively manages and monitors expenditure on agency staff
- improves the quality of staff engaged
- ensures vetting is completed adequately and conforms with regulatory requirements
- there is improved contract management with agency supplier(s)
- there is improved monitoring of the use of temporary staff, both agency supplied and those directly employed by the organisation
- managers are encouraged to see temporary staff as a short term employment solution only

The council will ensure the contractual relationship with Starting Point, the master vendor, enables fulfilment of the above.

5.8 Promote volunteering

Context
Volunteering is defined as an activity that involves an individual spending time unpaid, doing something that aims to benefit someone else, individuals or groups other than or in addition to self, close relatives or to the benefit of the environment.

Volunteers assist with a wide variety of projects and the range of services provided are influenced by the location of the placements. Some volunteers assist with conservation projects and others may provide help and support to people with disabilities and older people living in the community.

There is a high level of interest from members of the public in volunteering in a variety of council services/locations. There is currently no written corporate policy, procedures or guidance on arranging such opportunities and, consequently, each directorate deals with individual requests on an ad hoc basis without any consistency of approach or standardised information issued to the volunteers. More importantly, the engagement of volunteers without proper criminal records and other checks does not comply with Safer Recruitment Practice.

The Council is seeking to implement a volunteering strategy during 2008/09. This will be supported by a volunteering policy.

Considerations in developing a volunteering policy
The volunteering policy should aim to:

- link individual volunteers to volunteering opportunities
- promote the value of volunteering
- develop good practice
- recognise the value of volunteers to the council
- increase staff awareness of volunteer contributions to directorate objectives
- support initiatives to provide accessible information about volunteering opportunities
- expand the public perception of volunteering by improving the profile, status and range of volunteering activities
- improve the recognition of the work done by volunteers
- raise the council's profile as an excellent employer and contribute to the worklessness agenda
- identify the benefits of volunteering to communities
- aim to resource the hidden costs of volunteer activity

Becoming a volunteer is an excellent way of gaining experience and improving confidence, providing an insight into the work of the Council and will help individuals in deciding and accessing future career options. It is an opportunity to gain new skills and improve existing ones. Volunteering can help provide a network of new contacts with information on different job opportunities and is one way in which individuals can demonstrate their commitment to achieving the objectives of the Council.

5.9 Build a diverse workforce

Walsall Council regards its employees as its most important asset, and recognises that the quality of its employees has a direct effect on the continued effectiveness of the Council and the standard of services that it provides.

The delivery of efficient and effective services cannot be sustained if the Council cannot recruit and retain 'the right person for the job', with the relevant skills, experience and attitude for the post.

The Council is an equal opportunities employer and its recruitment and selection policy and associated procedures are therefore underpinned by the basic premise of equal opportunities for all and the principles of:

- equity
- fairness
- consistency and
- merit based appointments

The Council believes that equality is an integral part of a civilised society and of a strong and successful Council. We want to make Walsall Council one in which people are given the best possible opportunity to make a success of their lives, whatever their background.

We also recognise that a diverse workforce that reflects the population of Walsall can give us a competitive edge in meeting the demands of a broad customer base.

The Race Equality Scheme is an important document and is a statement of the Council's commitment to fulfilling its statutory obligations in compliance with the Race Relations (Amendment) Act, 2000. This act is the first significant change to Great Britain's race equality legislation for 25 years and it places a general duty on public authorities to:

- eliminate unlawful racial discrimination
- promote equality of opportunity
- promote good race relations between people of different racial groups

There are also requirements to comply with specific duties, of which employment monitoring is a key feature. It is not sufficient, however, to simply monitor the workforce; the information produced must inform action to address the issues which are identified.

Recruitment, selection and equality of opportunity

Fair and equitable recruitment and selection practices are crucial in the delivery of equality of opportunity and this is reinforced by the Council's recruitment and selection policy.

The Council is committed to redressing the identified imbalances in its workforce and improving upon its performance in relation to equalities matters.

Consideration is currently being given to extending employee monitoring to include sexual orientation and religious belief.

Positive action initiatives

Current initiatives include:

- Taking action to encourage women/men and members of black and minority ethnic groups to apply for jobs in areas of employment where they are under-represented, and in particular, use of the provisions of the Race

Relations Act, 1976 and the Sex Discrimination Act, 1975 to initiate such action.

- Recruiting managers are encouraged to use welcoming statements, where appropriate. The use of these statements is monitored and contributes to performance management information and service improvement planning within the recruitment team.

- A commitment to setting and achieving equalities targets, reviewing them on an annual basis in line with statutory requirements and best practice.

- Developing and promoting measures to increase the number of people with disabilities at all levels within the workforce. In order to achieve this, the authority continues to support the 'Two Ticks' scheme, thereby guaranteeing interviews to disabled applicants who meet the minimum criteria for a vacancy.

- A close working relationship with the Employment Service's Disability Employment Advisors, offering work placements to disabled residents of the borough.

- The continuation of the Council's positive action scheme for people who have a disability, Recruit-*Ability,* which has been highly successful in its first year and will seek commitment to increase resources for this scheme via the Council's strategic choices process.

- In 2006/7 the Recruitment Team established a job seekers network for people who have a disability. To date 138 people have registered. Five seminars for job seekers have now being delivered. The network offers much needed support and guidance to this under-represented group.

- Continuing to place regular generic adverts, promoting the authority as an employer, within both disability and ethnic minority publications.

- Undertaking outreach work with local communities to try and understand why the Council is perhaps not considered an employer of choice

- Facilitating and supporting work placements particularly for under-represented groups.

- Attending careers fairs targeting minority groups.

- Working in partnership with Job Centre Plus and other agencies to promote opportunities within the Council and reduce worklessness in the borough

All of the above initiatives will continue to be actively promoted and there will be more emphasis in encouraging managers to consider opportunities for 'job carving' to provide jobs which are more accessible to under-represented groups, especially people with learning disabilities.

5.10 Provide redeployment opportunities

With the increasing impact of new ways of working and workforce reform to reflect changes to service delivery, it is important that effective arrangements are in place for employee retention and redeployment. Walsall Council employees with over one year of local government service are eligible for up to 17 weeks of redeployment support to identify alternative suitable employment. This includes pre-matching of vacancies prior to advertisement in the Council's Job Shop Weekly/external media and regular guidance meetings throughout the process. Employees who are eligible to register for redeployment are those at risk of redundancy or those who cannot continue

their employment for medical reasons. These arrangements will be reviewed in the summer of 2009 to ensure that the redeployment policy and toolkit are robust and being utilised effectively by managers.

5.11 Develop people resource plans for key services

Service specific people resource plans will eventually be in place for all services. The initial focus, however, will be on the development of people resource plans for key support services, including Business Support, ICT, the Customer Contact Centre/First Stop Shop and the HRD service. Early identification of workforce requirements in these services will be critical in supporting future delivery of the Council's priorities.

5.12 Plan for succession

The need to develop effective succession planning is a common theme that is identified throughout this workforce plan. A task group will be established in autumn 2008 to produce a strategy in early 2009.

5.13 Manage Sickness Absence

Days lost due to sickness absence have a major impact on the Council's ability to adequately resource its workforce. At a national level, Council's have reduced sickness absence by 6.7% over the last four years; this is the equivalent of having an extra 6,000 full time employees.

In addition to this impact, the cost of short term and agency cover diverts funding from other council budgets. The Council's sickness outturn for 2007/07, based on definition used for the former BVPI, is 11.21 working days.

The target for 2008/09 is 11.01 and further reductions are planned for future years. A revised absence management policy was introduced in January 2008 and long term sickness cases are currently being scrutinised by executive directors. A performance action plan to reduce sickness absence has been drawn up and is currently being implemented.

Chapter 6

Developing the Workforce

This section sets out the key elements of the Council's learning and development strategy for its workforce, based on the needs of the organisation and the principles set out in the Employee Learning Policy.

It seeks to address the priority areas for action that have been identified in service plans via the Individual Performance Management (IPM) process. These priorities are also linked to regional skills action plans and targets.

6.1 Priorities for action

* Provide all employees with appropriate induction
* Raise basic skill levels (Skills for Life)
* Enhance the use of ICT Skills
* Provide statutory training
* Develop skills in customer service and community engagement
* Identify resources to support Continuing Professional Development
* Expand delivery of multi-agency training and development programmes

Activities are co-ordinated by the HRD Development team, which aims to deliver the council's vision through supporting the development of people through change. The team provides learning opportunities and facilitates change management at all levels to make a demonstrable impact on services. This support includes the following activities:

* advising on and support strategies that facilitate organisational development
* preparing, developing and supporting current/future challenges to add value to change management
* supporting and leading the organisation in achieving corporate goals
* providing and promoting training solutions that contribute to organisational development
* developing the core skills, knowledge and understanding of employees
* facilitating a learning organisation

The development team works with directorates to develop and promote appropriate learning and development practices and develop policies and processes that enhance the learning and development of employees.

This process commences with the induction of newly appointed employees, through a continuum of learning opportunities, as outlined below. Leadership and management development initiatives are detailed in Chapter 7. The learning and development programme is regularly updated and widely available to employees of the Council and its key partners.

6.2 Provide all employees with appropriate induction

Effective induction of new employees is essential to add value to the individuals' understanding and contribution to the organisation. New employees bring with them valuable skills and experience and can be agents of organisational change. Induction needs to be timely and at an appropriate level if employees are to engage with their new employer and contribute towards the future performance of the organisation.

The induction process has three distinct elements:

Workplace induction:

Induction into the workplace is key to a new employee being made to feel welcome as it is usually from where the employee gains a first impression of the organisation. It is an opportunity to explore their job role and how they contribute to achieving the priorities of the team, the service and the wider organisation.

The induction is a two way process and includes clarifying the expectations of the new employee as well as the organisation's expectations of the individual. It allows monitoring of performance and development needs being identified and met within agreed timescales.

All line-managers are required to work with the new employee to complete the Council's checklist for workplace induction, which is available on the Council's intranet.

There are more detailed specific requirements for the induction of employees working in regulated services, for example the 'Common Core Induction' in Children's Services and the 'Skills for Care' national induction standard for adult social care workers.

Directorate induction:

This aims to inform a new employee about how the team and service work with other teams and services areas within a specific directorate. Tailored programmes are availble for individual directorates and are delivered at regular intervals.

Corporate e-induction:

This element provides an overview of the organisation to all employees, giving access to policies and procedures, as well as covering the vision and priorities of the council.

A recently developed e-induction programme is accessible through the Council's intranet ('Inside Walsall'). Briefing sessions have been delivered to managers to provide an overview of the programme and clarify their role with regards to supporting their staff through induction.

6.3 Raise basic skill levels

Skills for Life or Basic Skills is defined as the ability to read, write and speak in English, and to use mathematics at a level necessary to function at work and in society in general. It is also an essential pre-requisite for the effective use of ICT. In order to address the literacy and numeracy needs of its employees, Walsall Council has publicly signed up to the 'GO Local' Government Award, which is a national initiative aimed at supporting organisations to up-skill their workforce and encourage lifelong learning.

This Award, administered by the IDeA on behalf of the DfES, recognises and accredits organisations who commit to embedding skills for life within their learning and development strategy. Walsall is the first authority in the Black Country to actively work towards accreditation and will be offering learning opportunities to those employees with identified needs in these basic skills.

There are currently 60 staff in a pilot scheme which has involved targeted worksite campaigns, with strong support from trade union learning representatives. The scheme has already resulted in a Lifelong Learning Award for 'Workplace Learning Champion' for one employee

The scheme involves a three step process:

1. All participants have an IAG (information, advice and guidance) interview to determine what they have done and their aspirations for the future. These interviews are carried out in partnership with Prospects UK, who can attract funding for the training that is identified in the interview.

2. A skills assessment carried out by the College of Continuing Education, on literacy, numeracy and ICT to determine the appropriate level.

3. Learning commences

This initiative is also supported by the establishment of a learning resource centre. As part of the plans to expand 'GO Local', there are proposals for a further shared learning facility with Children's services, as well as a bid to Union Learn (part of TUC) to help fund learning centres and a Trade Union learning representative post.

The pilot is currently being evaluated; the next target group will be Cleaning/Caretaking staff in Neighbourhoods directorate and may be extended as a corporate initiative and offered to independent sector organisations.

We will establish a forum for learning, involving local Union Learning Representatives in order to better promote basic skills and employee learning in general.

6.4 Enhance ICT Skills

The successful implementation of the Council's new ways of working and its agile working initiative is highly dependent on maximising the opportunities provided by information and communication technology. While basic ICT skills can be addressed through schemes such as 'GO Local' a strategy is being developed with the Council's ICT service to create the infrastructure to manage 'computer user training' in the organisation, as well as providing a wider range of e-learning opportunities.

This is currently at an early stage of development and a training needs analysis has commenced. The ICT service will continue to help to meet the generic needs of employees in the organisation whilst the strategy is being developed. Standard training needs, such as ECDL, are managed through the Council's partner organisations in the community.

6.5 Provide statutory training

Many Council services, especially adult and children's social care, are provided by employees who are required to undertake NVQs and/or other statutory training. Statutory training, including health and safety and adult protection is included in the Council's current learning and development programme. These opportunities are made available to independent sector workers alongside other initiatives provided via the Black Country Partnership for Care. Opportunities for e-learning are also being explored.

There is a clear aspiration to increase, beyond the minimum requirement, the proportion of employees who hold the appropriate NVQ award. The provision of NVQs to the Council has recently been transferred to the College Of Continuing Education and is managed through a Service Level Agreement. This SLA will incorporate other mandatory training and aims to increase provision in some areas, including NVQ awards in Business and Administration and Customer Service (see below).

6.6 Develop skills in customer service and community engagement

A new corporate customer service programme is currently being developed as part of the Improving the Customer Experience (ICE) project. The aim of the programme is to support the Council's pledge to provide excellent customer service and to improve our customer experience. The vision is to develop a customer care training programme, based partly on the Customer Service NVQ, providing a mixture of customer care training and development to cater for all needs. There will be a creative approach to delivery and best possible use will be made of internal resources and technology.

The Council will continue to support employees who are completing the Institute of Customer Service (ICS) Awards. ICS is the advisory body that sets national occupational standards in customer service practice. These standards include a focus on the ability to work co-operatively with colleagues and an awareness of how the individual role interacts with the organisation.

As the Council's role in community leadership evolves and the breadth of local partnerships expands across the Borough, there is an increasing emphasis on the Council working to empower communities, so that they can participate and influence the way that services are delivered. This is a challenging agenda which will require a new set of skills for Council officers, as well as elected members, to reflect their changing roles in the local democratic and political process.

At present, all frontline services have their own linkages with local communities, while strategic responsibility for community engagement is the domain of a much smaller team and the focus is on the Local Neighbourhood Partnerships structure. A much broader and diverse approach to community engagement will be needed in future; this will require a systematic training needs analysis and skills development programme for the workforce, both within the Council and its LSP partners.

6.7 Identify resources to support Continuing Professional Development

The continuing professional development (CPD) requirements of professionally qualified employees working in a variety of jobs can, in part, be met by accessing corporate learning and development programmes. There is no central co-ordination of needs or resources to address the requirements of those working in non-social care services, such as accountancy, legal, planning and environmental health. Many of these are services which experience recruitment and retention difficulties.

In contrast, the requirements of social care professionals in Adults' and Children's services are currently co-ordinated through the Council's HRD service and resources are allocated, on the basis of previous grant funding arrangements, to support employees in accessing the Post Qualification framework.

A review of support for CPD across the whole Council is required.

6.8 Expand delivery of multi-agency learning opportunities

These are managed centrally in the HRD service for children's and adults services; programmes are in place to support safeguarding children, mental health and adult protection. The range of multi-agency training opportunities will be expanded to reflect the way in which the council delivers its services through partnership arrangements.

A commitment has been made to provide an integrated training programme for employees working with children to enhance new working arrangements in that service. Work has commenced to identify duplication and gaps in the training programmes of partner organisations. This is being undertaken alongside a skills audit which has been matched to core competencies.

Chapter 7

Developing Leadership and Management Capacity

This section sets out the key elements of the Council's approach to developing its leaders and managers.

7.1 Priorities for action

- Implement the phased introduction of the new corporate leadership and development programme
- Provide development opportunities for elected members
- Develop a robust approach to succession planning
- Facilitate team development and promote cross-directorate learning
- Equip managers with technical skills and knowledge

The Council has 800 employees who have line management responsibility for other employees. These range from front line supervisory roles to strategic management at executive level.

The approach to both the development of leadership (transformational) skills and core competencies (transactional skills) is set out in the Council's 'leadership and management development programme'.

This is set within a context of continuous change and increasing requirements for flexibility both within the workforce and in approaches to management development.

The programme will be aligned to the development of a council wide competency, capability and development framework and will support a systematic approach to performance and development. This may link to the pay progression aspects of any new pay model introduced as part of Single Status Agreement implementation.

There will be no broad-based mandatory training, as the IPM/appraisal system will be used to identify the level and type of training that is relevant for individual managers. Another key feature is the increasing utilisation of internal expertise in the delivery of these development programmes. The programme has been identified as a corporate priority.

7.2 Context

The Council has been through a period of rapid change and improved performance. This has been supported by its approach to management development, including the need to make certain development activities compulsory. Building upon what has already been achieved and adding further value in the future requires re-focusing, researching and reflecting on effective approaches to management and leadership.

In order to ensure that the Council is 'fit for the future' our vision for management and leadership development will be informed by the priorities of the organisation and external drivers. It includes a framework for needs assessment, learning, engagement and achievement that cuts across the organisation and supports and nurtures managers' learning; this process will start at the point of recruitment. The leadership and development strategy approved by the Senior Leadership Team in the autumn of 2006 sets out a vision to enhance leadership and management capacity and to optimise skills and competence in the council.

This vision has now been updated to take account of the following key influences:

- The 2007 Employee Survey, which showed most measures of line management effectiveness are slightly below the IPSOS Mori Public Sector norms. Only 27% of respondents agreed that they had confidence in the management of the organisation. While this is only a few points behind Mori norms, the 39% expressing that they did not have confidence is substantially higher than those norms.
- The same survey indicates that only 38% of staff feel that the IPM process adds value, with 33% disagreeing. This appears to indicate a perception of a lack of value in the process and its implementation.
- The implementation of the Single Status Agreement is likely to bring about changes to pay structures and age discrimination law may require a break from the principles of automatic annual increments.
- The increasing importance of workforce reform and the adoption of new ways of working in achieving improvement and cost effectiveness of Council services
- The contribution of individuals to team and corporate goals must be supported and engendered by an approach to learning and development that is tied in by a revised appraisal process.

7.3 Current arrangements

The Council's Leadership and Development Programme already contains a wide range of learning and development opportunities for managers and, in many respects, the content of the future programme is already available and in operation. However, what is required now is an overarching approach that will draw the elements together and which will recognise the ever changing context in which we work. This will require a significant organisational commitment to ensure that the required level of management development training takes place and that this is comprehensively aligned with appraisal and competency assessment. In many cases those mangers who currently need the most development are the ones who take least advantage of the opportunities that are available.

The (IPM) appraisal process is generally well embedded in the organisation, particularly at management level, but is not regarded as particularly useful by staff. Management of the process has tended to concentrate on the completion of the task through compliance monitoring, rather than focusing on

quality of outcome. While the IPM does require an individual needs assessment and identification of priorities for development, this part of the process is under developed and more robust links need to be made to the organisation's training and development programmes.

"Mandatory" training comes in many forms and often results in managers who are already quite expert in a particular area being required to attend training through a process of "sheep-dipping". This is not a cost effective use of training resources, or of valuable management time. Not all training is currently channelled through the HRD Development Team, resulting in a lost opportunity to gather useful data and improve future performance.

7.4 Future approach

The new approach to supporting leadership and management development will build on the strengths of previous work and balance behavioural approaches with competency based assessment and a clear focus on linkages with performance. This will help to facilitate and refine a more informed integrated programme of solutions and bring together the framework needed to support performance and improvement.

Proposed improvements
To enable the Council to be 'fit for the future' our vision for management and leadership development will include a framework for learning, engagement and achievement based on individual appraisal through a revised scheme and will be delivered to clear expectations in terms of transactional and transformational development interventions. The key features of this approach will be:

- A revised set of Leadership and Management competencies that will link to a wider competency framework for use across the Council. This will provide competencies at four levels from first line manager to strategic leader and will cover both the harder, transactional (process) knowledge and the softer transformational understanding required to be an effective manager at each level. The framework will also support future work in relation to succession planning.

- A revised appraisal process that uses the above competency framework to focus development activities on the requirements of the post and individual. This will be informed by the specific requirements for each role, as identified in service plans and assessed using a reviewed appraisal process and, where appropriate, at recruitment stages. A diagram setting out the linkages between service planning, competency frameworks, appraisal processes, recruitment and development needs is shown below.

Diagram 7.1
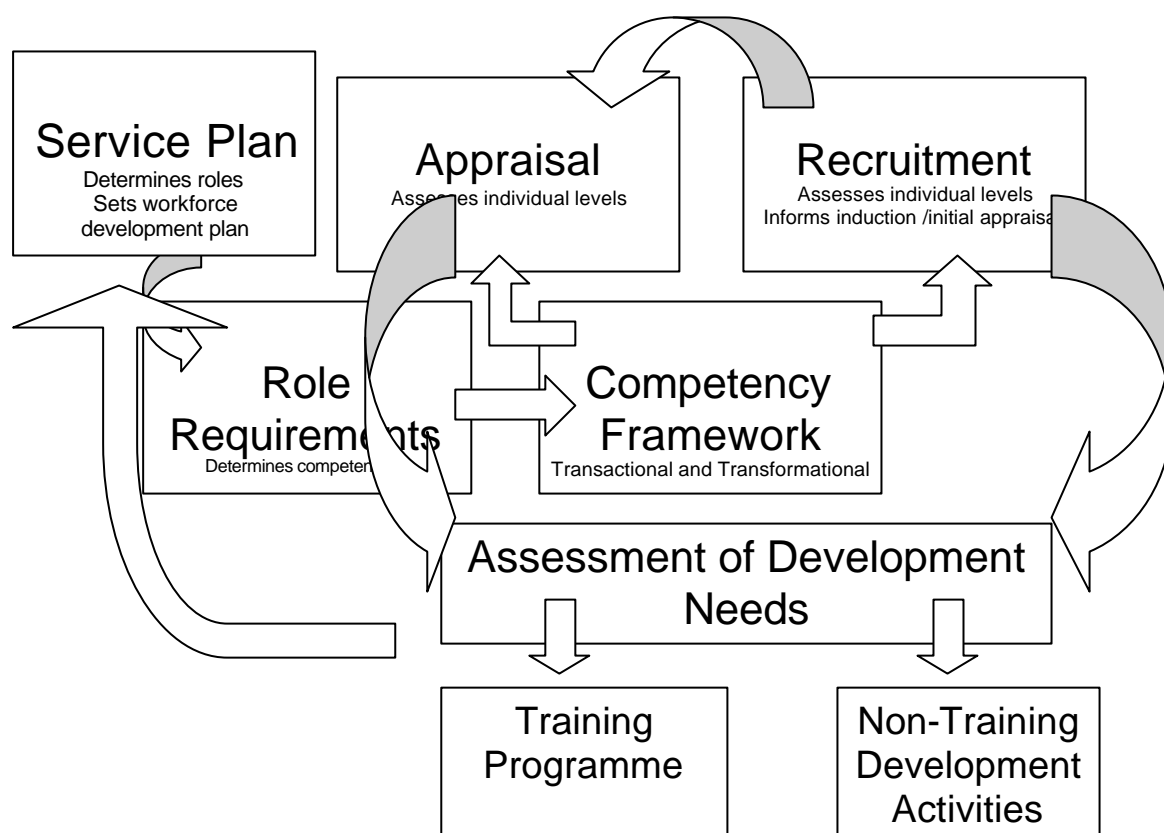
- The current approach to mandatory training will cease. Managers who are already deemed competent in a particular skill by their manger through the appraisal process will not be required to attend training on that skill. What will become 'mandatory' is managers' participation in the current, and future, appraisal process and participation in learning where a development gap has been identified through that process. Mandatory training in the form previously delivered will be limited to the dissemination of knowledge where new developments occur that affect the Council.

- Development interventions in management competence in transactional aspects of management and transformational leadership skills will also be linked to the competency framework.

In addition, the following will be explored:
- The potential for a 'learning guarantee' that underwrites the development targets with access to appropriate development activities.
- The manner in which Assessment Centres, whether at recruitment or during employment, can contribute to the process.

This model considers the crucial elements that will give managers and leaders the transactional and transformational tools that they need to manage the organisation in a manner that is effective, both in terms of delivery and attendance time, by undertaking an accurate assessment of needs.

An outline of the overall programme gives some indication of the specific solutions that will be put in place to support management development; some aspects of this model are already in place and are working well. These solutions are grouped into themes based on feedback from the Council's leadership forum and general feedback from the take-up of current learning in the organisation*.*

Benefits of the new framework
The benefits of this overall framework for leadership and management will be:

- A whole framework, to bring together management/employee development, competence and capability, which provides access and incentives.
- Targeted and improved development of the Council's leaders and managers.
- Assessing and supporting management and leadership development in both transactional and transformation competences that directly relate to the role of the individual manager.
- Creating clarity in relation to the management development programme and its relationship with the wider programme of employee development and engagement.
- Investment in a programme that delivers development opportunities for all managers in the organisation in a cost-effective manner through accurate needs assessment.
- Development of strategic partnerships to inform and support our approaches to leadership/management development and practical research over the next 1-3 years, both internally and with other partners, to accredit our learning to national standards, programmes, competencies and frameworks.

Other key considerations to manage the programme and overall framework are set out below:

- Investment in a learning management system to gather data to help manage, measure and report the value (ROI) of learning on a systematic basis. This will help to support managers to capture and follow up learning and its impact.
- The impact of the proposed programme and framework will address the outcomes of the employee survey 2007.
- Alignment with the implementation of the Single Status Agreement and new pay model.

7.5 Implementation of leadership and management framework

The programme will be implemented in three phases.

Phase 1 will consist of the development of transactional and transformational behaviours and competencies for the 4 levels of management. These levels are:

- First Line Supervisor
- Middle Manager
- Head of Service/Service manager
- Executive Director/Assistant Director

While there will be some overlaps dependent upon the number of managerial layers in any part of the service, managers will need to mix and match the behaviours and competencies for these levels, as appropriate for each post.

These competencies will be linked to the outputs from current management development activities which will also be reviewed to ensure compatibility. This work will be completed by 1 January 2009. In the meantime the current management development programme will continue to run in its current form whilst the competencies are developed.

Phase 2 will consist of a review of the IPM process by Human Resources & Development which will re-focus the process to concentrate more strongly on competencies and behaviours that are required, whether these are being met and the future development that is needed to meet these competencies and behaviours. This will be complete by 1 April 2009.

Phase 3 involves full integration of the new IPM process with the competency assessment and pay progression regime. There will also be a framework to link the appraisal and development programme to recruitment as this is the first assessment of the employee. By this time a needs driven (from the IPM process) management development programme will be in place. This will be supported through the online learning management system which is currently in development. This will be introduced at the same time as the new pay progression model, which is currently expected to be in place by 1 April 2010.

While the new approach to leadership and management is being implemented, the following actions will be taken to address the following which have been identified as current priorities:

7.6 Provide development opportunities for Elected Members

One-to-one personal development plans are drawn up for all elected members and used as a basis upon which to plan future training and development interventions at both group and individual level.

A member development programme was launched in 2003 with the aim of raising the profile of development opportunities for members within a recognisable framework to support and develop members in their role.

The member development strategy was produced in 2004 and revised in 2007. It was agreed by the member/officer development steering group and is reviewed on an annual basis. This approach helps to ensure that there is a

comprehensive and robust approach to member development as part of the Council's overall mainstream development activities.
The mission for member development is as follows:

To provide elected members with flexible and responsive training and development that is based on individual and organisational need. Elected members will be in a position to fully function within their role working equally together with officers of the Council in order to meet the vision and aims of the Council.

In January 2006, Walsall Council was the first council in the West Midlands region to attain full Member Development Charter Status through the West Midlands LGA. This provides a set of challenging standards for improving elected member development and is due for re-assessment in 2008.
A current key priority is the development of a members' scrutiny role.

7.7 Develop a robust approach to succession planning

A task group will be established in 2008 to agree and begin implementing a succession planning strategy for Council managers. Walsall is an active member of the West Midlands LGA Coaching Pool. Internal and external coaching schemes, together with positive action initiatives designed to address under-representation at senior levels, will be included as key features of this approach.

7.8 Facilitate team leadership development and promote cross-directorate learning

The Development team provide internal facilitation for the development of management teams. The potential of new and existing elements of the leadership and management development programme will also be harnessed to provide increasing opportunities for cross-service and cross-directorate working. In some services this will be expanded into cross-partnership working. This will include the use of action learning sets to assist in embedding cultural change across the organisation. The role of management assessment centres to identify the skills of managers will be pivotal in this process.

7.9 Equip Managers with technical skills and knowledge

Management proficiency in the following areas will assist the Council in changing the way that it works and improve its service delivery:

Health and safety management
This remains a key area of management development following the 2007 review undertaken by the Health and Safety Executive at Walsall. The Safety and Health Improvement Programme (SHIP) identifies the major responsibilities and training requirements for Council managers. A comprehensive programme of training is available to managers through the Safety Health And Well-being (SHAW) team.

Programme and project management
The Council is in the process of unifying its methodology for programme and project management. In the short term, training will be commissioned to ensure that managers are competent in the use of these techniques; internal expertise will be utilised in the longer term.

Change management
External training is being commissioned for delivery in 2008. In future, change management training will be delivered in-house through close working between the Development Team and Corporate Performance Management unit.

'Lean' business improvement techniques
The 'lean' approach will be a change tool, used as part of the 'people and change' work-stream within the Council's strategic transformation programme. The training programme is currently being developed for roll-out across the council and will build on existing training opportunities in business process engineering and the NVQ level 2 in business systems improvement.

Partnership working
Changing the way in which the council conducts its business and the increasing emphasis, through the LAA, of effective partnership working will require managers to become highly skilled in a range of activities that present new challenges:
- Managing multi-agency teams with different terms and conditions of employment
- Commissioning and procuring, including market development activities, of council services from a multiplicity of external organisations, including both large (global, national, regional) and SME private sector companies, as well as third sector organisations
- Contract management and monitoring
- Managing the process of externalisation of council services and consequent TUPE transfers
- Leading and managing new partnerships, including the Local Strategic Partnership, and shared services, for example the Dudley and Walsall Mental Health Partnership Trust
- Partnership working with local communities and neighbourhood working

Performance management
Knowledge of the performance management frameworks of the Council and its major partners will assist managers in aligning their services and resources to achieve organisational objectives.

Supervision skills
There is growing evidence of the importance of effective supervision of employees. An extensive programme of supervision skills training is delivered in-house by the leadership and management team to ensure that a consistent approach is applied across the council.

Personnel policies and procedures

A personnel specialist has been appointed on a short term basis to provide training to managers in key personnel policies and procedures, including management of sickness absence, disciplinary and grievance procedures, which are all key areas of organisational improvement.

Chapter 8

Developing the Organisation

This section sets out the key elements of the council's organisational development strategy within the context of its changing role as set out in the Local Area Agreement and strategic transformation programme.

8.1 Priorities for action

- Implement "People and Change"
- Implement workforce reform
- Develop an employee wellbeing strategy

8.2 Implement "People and Change"

The "People and Change" Programme is one strand of the Strategic Transformation programme and represents the Council's overarching approach to change, performance management and employee engagement. This programme seeks to create a culture of 'change, and the leadership of change, as the day job'. The drivers for this approach are explained in Chapter 4.

As a new work stream, the details of this programme are currently being defined with stakeholders; its focus will be on:

- Supporting the creation of an Organisation Improvement Plan that will define the overall priorities for the organisation
- Creating a revised CIPPF framework within which change activities can be prioritised.
- Reviewing our CPM and communications services so they can be flexible to meet changing customer expectations and the new CAA requirements
- Freeing up resources and growing capacity through a series of 'Lean' projects
- Underpinning and sustaining changes through skills and knowledge transfer
- Developing new change leadership skills

8.3 Implement workforce reform

New models for the delivery of public services, partnership working and technological advances are leading to many new and innovative ways of working. As services are integrated across the traditional boundaries of organisations and services, new job roles are emerging.

Nationally, children's services and adult social care are at the forefront of these developments and, locally, the workforce strategies for these services set out a vision of a flexible workforce which is designed around the notion of

personalised services, integrated across organisational and professional domains.

In adult social care, services are being reshaped and re-designed from a model based on organisational function to one that reflects the personalisation of services and the seven principles of "in-control".

Following a review undertaken with the national Care Services and Efficiency Delivery (CSED) team, the implementation of the eleven business cases in the "People First Programme" for adult social care will have implications for the tasks that will be carried out in future. Of these, the following business cases will have a major impact on the skill sets that are required:

- Contact Centre/Access Team
- Brokerage
- Organisational Design and Supporting Infrastructure
- Personalisation
- Development of the Third Sector
- Commissioning

As new roles emerge, existing jobs will need to be redesigned and new job types created as part of a systematic remodelling of the workforce.

In children's services, where the vision is one based on the Children's Area Partnerships (CAPs) model of locally delivered, child-centred, integrated services, a programme of targeted workforce reform will be initiated early in 2009.

Opportunities for remodelling the workforce in other council services will continue to be identified, as changes take place in the types of jobs and numbers of employees that will be required. Those services identified in section 4.2 of this workforce plan will be priority areas. The learning from these early initiatives and experience elsewhere will be applied.

8.4 Develop an employee wellbeing strategy

The expectation that local authorities champion the health and wellbeing of local communities cannot be addressed without recognising, addressing and eliminating barriers to the wellbeing of employees. "Health, Work and Well-being – Caring for our Future" is an ambitious Government strategy to improve the health and wellbeing of the working age population; it places responsibility in the hands of employers and individuals, as well as health care professionals and other stakeholders. The five priorities of the Government strategy are:

- Shift focus from sickness absence management to health and wellbeing
- Remove institutional barriers to starting, returning to or remaining in work

- Health will not be adversely affected by work
- People with health conditions and disabilities are able to optimise work opportunities
- People make the right health choices throughout their working lives

A wellbeing strategy will be developed and implemented during 2009/10 to set out how to achieve each of these priorities. It will draw together a programme of individual projects:

- Absenteeism and presenteeism
- Health and safety - culture, not mechanics
- Models, measures and methodologies for measuring wellbeing.
- Individual factors associated with wellbeing, including:
    o Leadership
    o Emotional intelligence
    o Stress experience and preventative organisational management
    o Risk and rewards

- Organisational factors associated with wellbeing, such as:
    o Working hours
    o Working locations and agility
    o Emotional labour
    o Technology
    o Job insecurity

- Organisational strategies associated for improving individual wellbeing, while maximising the benefits of increasingly efficient, high performing staff in 'lean' services.

This programme will draw together the above elements into one over-arching strategy with a common goal of developing a state of positive well-being, healthy and high performing staff.

Resources will be drawn in from partner organisations, most notably the tPCT and funding streams will be developed from national and regional bodies. There is potential to pilot wellbeing initiatives and work with the Local Government Employers' action research programme in 2010.

Chapter 9

Pay and Rewards

This section sets out the key elements of the council's pay and rewards strategy within the context of current work on the implementation of single status, which includes job evaluation, consideration of pay structures and review of conditions of service.

9.1 Priorities for action

- Implement the single status agreement
- Manage the implementation of the new pay structure
- Develop a 'Total Rewards' approach to employee benefits

9.2 Implement the single status agreement

The Council, in consultation with recognised trade unions, will seek to reach agreement on the implementation of the single status agreement. This will include implementing a new pay structure after the job evaluation process has been completed.

9.3 Manage the implementation of the new pay structure

The process of completing the single status project will enable the Council to review how the pay structure could better support personal and organisational performance and career development.

An effective and consistent approach to individual performance management is crucial to developing a performance management culture across the organisation. All of this necessitates a review of the current individual performance management (IPM) process.

Ensuring that, in future, there will be a new common standard, however, is likely to have implications for:

- Management skills
- IPM and appraisal processes
- Occupational competencies
- The changing culture of the organisation
- Recruitment and retention, including an agreed approach to jobs that are market sensitive
- Learning and development

All of the above have already been identified as critical issues within one of the other major themes of this workforce plan. It will be necessary, however,

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to ensure that they are continually reviewed to ensure that they provide a supportive infrastructure for the implementation of the new pay structure.

9.4 Develop a 'Total Rewards' approach to employee benefits

As part of the Council's approach to the recruitment and retention of employees, the development of a total rewards package will be considered.

The total rewards approach draws together all the financial and non-financial investment that an employer makes in its workforce. It emphasises all aspects of reward as an integrated whole, from pay and benefits, flexible working, learning and development through to the quality and challenge of the work itself.

This approach provides an opportunity to bring together remuneration and non-financial rewards, such as employee recognition and involvement into a reward strategy that increases employee engagement and performance. It is envisaged that the detail of this will developed in 2010/11.

Chapter 10

Moving Forward Together

This chapter sets out the steps that are required to implement the workforce actions that have been identified in the previous chapters.

10.1 Critical workforce issues

This workforce plan sets out the critical workforce issues that must be addressed by the council if it is to achieve its objectives in both the short and long term. These are illustrated in diagram 10.1.

Diagram 10.1

Workforce Plan — Critical Issues
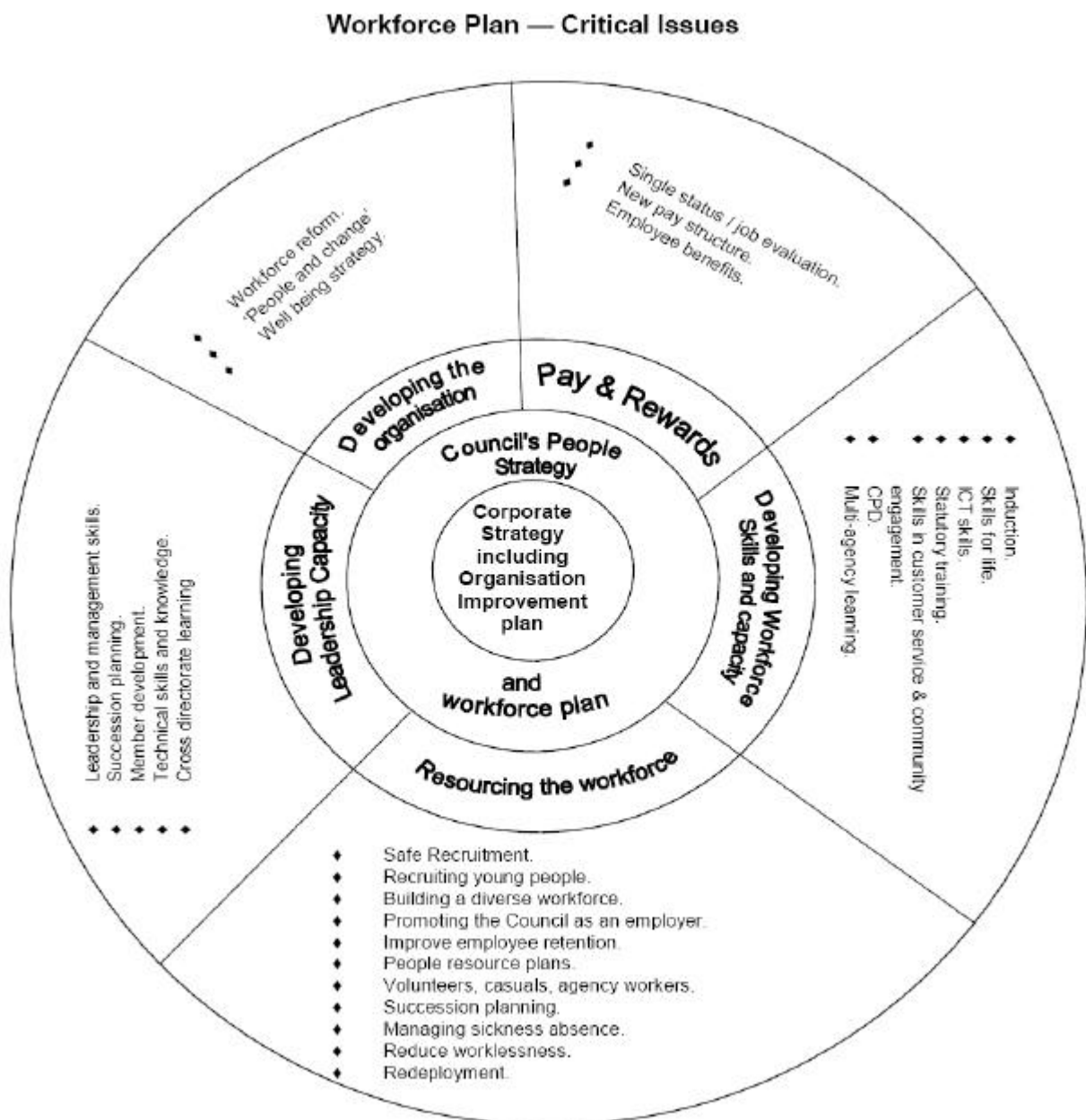
10.2 Action plan

An action plan is being developed to ensure that there are clear timescales for addressing all of the above critical issues; this will also ensure that resources and accountability have been clearly identified to support the effective implementation of this workforce plan.

This will inevitably involve some re-prioritisation and re-focus for both the council as a whole and for the HRD service. This work will, therefore, be undertaken with the close involvement of senior management and will be finalised by the end of 2008, so that it informs the service planning process for 2009/10.

10.3 Communicating workforce planning priorities

Initial presentations have been made to directorate management teams and the employee relations forum (ERF) to raise awareness of the critical workforce issues that are identified in this plan.

Further work will be required with all stakeholders, including elected members, trade unions/employee representatives and partner organisations to ensure that workforce issues are given a high priority at strategic and operational levels.

As workforce planning is already integrated into the service planning process, managers will be provided with direct support to ensure that their service plan demonstrates how they are tackling corporate and service specific workforce priorities.

10.4 Risks

In raising awareness of the importance of an effective and strategic approach to workforce planning it is necessary to understand the risks. Without a systematic approach to the recruitment, retention and development of employees, the Council may be in a situation where it is:

- unable to deliver statutory duties and deliver key services

- failing to achieve its national objectives and locally agreed priorities

- ineffective in competing for scarce skills and resources within the labour market

- incurring unnecessary expenditure on agency and temporary staff and external consultants

Without workforce reform valuable employee resources will remain tied to unproductive processes and traditional ways of working. Managing turnover, flexible employment arrangements and the use of ICT will all help to create efficiency gains.

Working collaboratively with other agencies across strategic partnerships will provide a better understanding of the local workforce and opportunities for sharing resources to deliver joined up services.

10.5 Equalities impact

The equalities data that is included in this report has also been used for the Council's 2007/08 Employment Monitoring Report. The two documents are closely aligned and together represent a clear direction on equality and diversity. Actions to promote a representative workforce, already identified in the Employment Monitoring Report, have been included in this workforce plan, either within Chapter 5 (Resourcing the Workforce) or mainstreamed as actions within the other themes.

10.6 Monitoring and review of the plan

With rapid changes to its external environment and internal ways of working, it is important to keep the themes and action of this plan under constant review. Our workforce plan will continue to be informed by changing workforce priorities within individual directorates and services; continued alignment must be maintained to ensure that the critical issues identified are those which, if not addressed, could jeopardise the ability to deliver services in the future.

A formal review of this plan, and the accompanying action plan, will therefore be undertaken every six months.

The annual service planning process is the main vehicle for engaging with managers on their current and future workforce requirements. More widely, as the corporate performance framework continues to develop, it will remain the key mechanism that aligns workforce planning with service planning, financial planning and the development of the organisation.