

# Agenda Item 8.

<b>Title of Report:</b>	<b>Annual Employment Report 2009/2010</b>
<b>Report to be considered by:</b>	Executive
<b>Date of Meeting:</b>	17 June 2010
<b>Forward Plan Ref:</b>	EX1834

**Purpose of Report:** To report on the Council's workforce trends for the year ended 31st March 2010.

**Recommended Action:** To note the report.

**Reason for decision to be taken:** To update members and officers on the West Berkshire Council workforce and its trends.

**Other options considered:** None.

**Key background documentation:** HR Resourcelink Database  
EMS  
Quarter 4 2009/10 Establishment Report  
National Census Data 2001  
HR Benchmark 2009 - Workforce Performance Indicators (Local Government)  
Local Government Workforce Demographic Profile September 2009 (LGE and LGA)

The proposals will also help achieve the following Council Plan Theme:

**CPT14 - Effective People**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:  
Providing information about the West Berkshire Council workforce.

Portfolio Member Details	
<b>Name &amp; Telephone No.:</b>	Councillor Anthony Stansfeld - Tel (01488) 658238
<b>E-mail Address:</b>	astansfeld@westberks.gov.uk
<b>Date Portfolio Member agreed report:</b>	17/05/10

Contact Officer Details	
<b>Name:</b>	Robert O'Reilly
<b>Job Title:</b>	Head of HR
<b>Tel. No.:</b>	01635 519358
<b>E-mail Address:</b>	roreilly@westberks.gov.uk

## Implications

**Policy:** None.  
**Financial:** There are no financial implications.  
**Personnel:** These are covered in the report.  
**Legal/Procurement:** None.  
**Property:** None.  
**Risk Management:** None.  
**Equalities Impact Assessment:** n/a.  
**Corporate Board's Recommendation:**

Is this item subject to call-in?	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by Overview and Scrutiny Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

# Executive Summary

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## 1. INTRODUCTION

- 1.1 The Annual Employment Report presents a snapshot of the workforce employed by West Berkshire Council on the 31<sup>st</sup> March 2010. It also examines how the workforce has changed over the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010.
- 1.2 Overall the workforce employed represents the community which it serves, both in terms of ethnicity and disability. However, the Council does employ more women than men compared to the local authority average, and the female workforce is of a higher percentage than the demographics of the local community.
- 1.3 The top 5% of earners are mainly of white ethnic origin, without a disability and over the age of 50. In terms of gender, a higher percentage of the top 5% of earners are female than male.
- 1.4 There are 48 more employees working for the Council when compared to last year, however the amount of Establishment FTE has only increased very slightly (see below). This is because more people are working part-time and there are fewer vacant posts.
- 1.5 As reported in the Quarter 4 2009/10 Establishment report, the total Establishment FTE on 31/03/10 was 1743.31; compared to 1743.17 FTE on 31/03/09.
- 1.6 There were 77 instances of maternity leave taken in 2009/10. Of the women returning from maternity leave, 41.3% chose to reduce their hours.
- 1.7 The average number of days lost due to sickness absence has decreased to 8.76 days per employee. In 2009/10 the WBC target for the number of days lost per employee was 8.9 days.

## 2. PROPOSALS

- 2.1 The report does not include any proposals and is for information only.

## 3. CONCLUSION

- 3.1 The report shows the changes that have occurred in the workforce for the last financial year. Overall, it shows that the Council is in line with other local authority averages or where different, still reflects the community which it serves.
- 3.2 The analysis of the workforce trends shows that West Berkshire Council is fairly typical of the local government averages across a range of benchmark indicators.

# Executive Report

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## 1. INTRODUCTION

- 1.1 The Annual Employment Report reviews the structure of the workforce employed by West Berkshire Council (WBC) over the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010.
- 1.2 For the Corporate workforce the data has been drawn from the HR Resourcelink database, and the schools information has been taken from EMS.
- 1.3 Where possible, figures have been contrasted to the previous year's data to show any significant changes.
- 1.4 Where appropriate, the report highlights comparisons with other local authorities and the schools only sector. The figures used are part of the DLA Piper "HR Benchmarking - Workforce Performance Indicators Local Government Report - 2009". This survey covers the period 1<sup>st</sup> January 2009 to 31<sup>st</sup> December 2009. Whilst it does not cover exactly the same time period, it is useful to compare the data.
- 1.5 The report also compares workforce data with the National Census 2001, to demonstrate how the WBC workforce reflects the local community. This Census is carried out every ten years and although data from 2001 may now seem somewhat out of date, the information remains valuable.
- 1.6 The vacancy rate has not been reported on in this report as this is reported in the quarterly Establishment reports.
- 1.7 The report is broken down into nine areas:
  - Headline figures and type of employment;
  - Diversity profile of workforce;
  - Starters and leavers;
  - Family friendly;
  - Absence;
  - Grievance and disciplinary;
  - Training and development; and,
  - School-based staff.

## 2. HEADLINE FIGURES AND TYPE OF EMPLOYMENT

- 2.1 This section describes the WBC workforce (excluding school based employees) during the period. The workforce is broken down into the type of employment (including full and part-time), contract type and how the workforce is split across the directorates.

## Headcount

- 2.2 At 31<sup>st</sup> March 2010 the Council employed 1872 people. At 31<sup>st</sup> March 2009 the Council employed 1824 people.
- 2.3 As reported in the Quarter 4 2009/10 Establishment report, the total Establishment FTE on 31/03/10 was 1743.31; compared to 1743.17 FTE on 31/03/09. The amount of people working for WBC has increased, but the amount of Establishment FTE has only increased slightly. This is because more people are working part-time and there are fewer vacant posts.

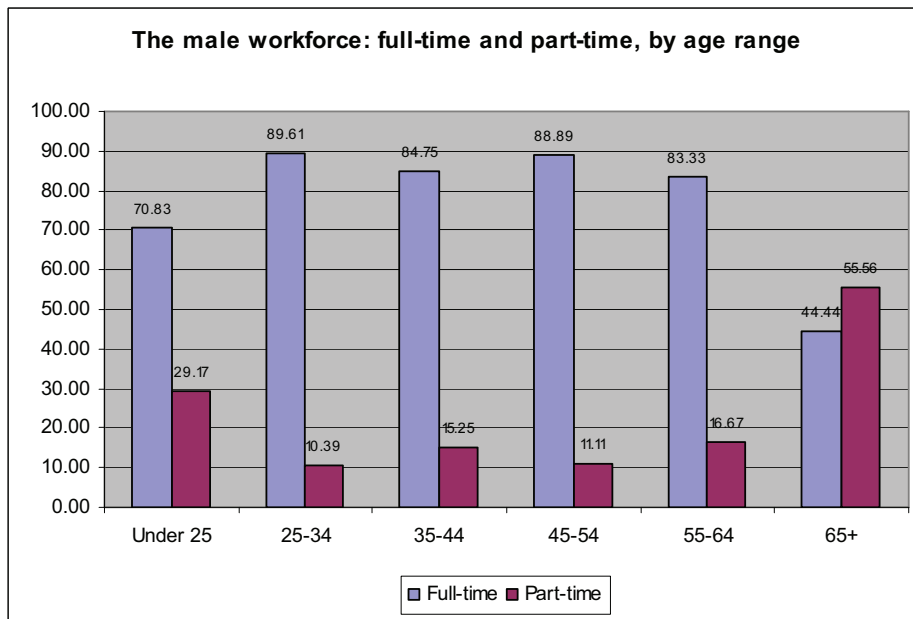
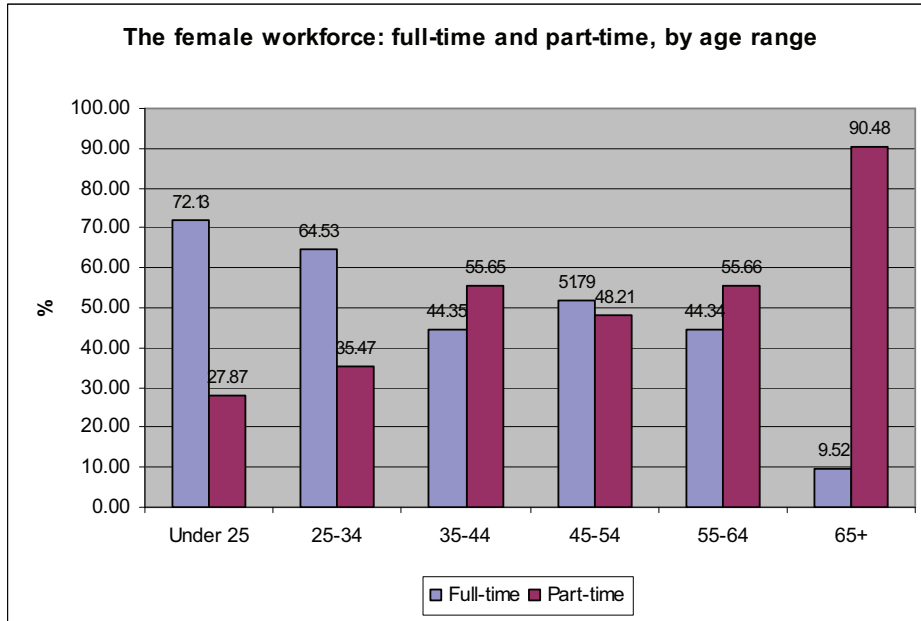
## Part/Full Time Working

	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>Local Authority Average</b>
Full Time Workers	60%	60%	<b>58.75%</b>	59.6%
Part Time Workers	40%	40%	<b>41.25%</b>	40.4%

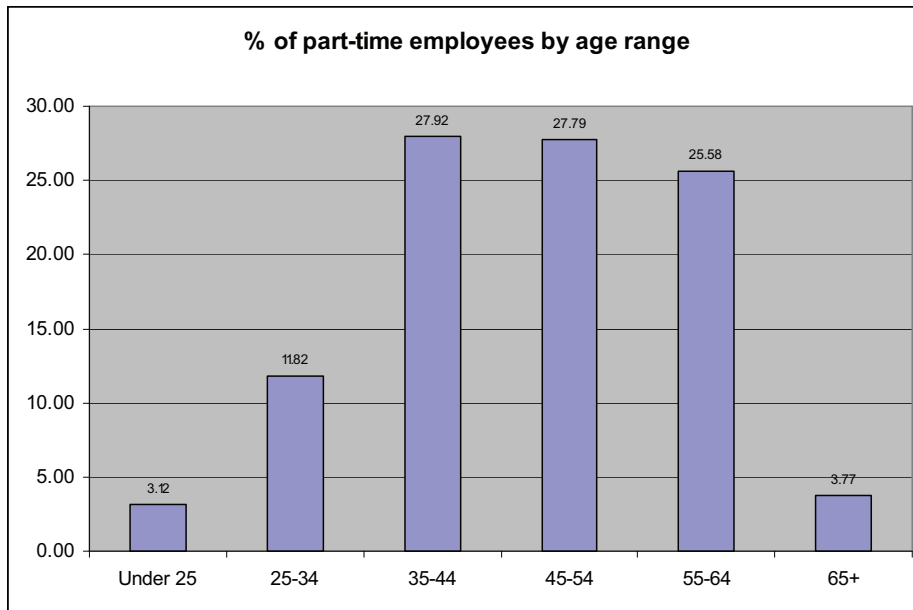
- 2.4 Part-time is defined as anyone working less than 37 hours per week.
- 2.5 WBC is comparable to the average for other local authorities, and typical of the public sector which has a number of roles that are suited to part-time working, and is more favourable towards flexible working arrangements. The figure has increased slightly compared to 2007/08 and 2008/09.
- 2.6 Of this split, around 49.5% of females work part-time compared to 16.27% of males, showing that there is still a typical gender pattern of more women working part-time compared to men.
- 2.7 As can be seen in the table below, the percentage of men working part-time has increased when compared to 2008/09

	<b>08/09</b>	<b>09/10</b>
Male	11%	<b>16.27</b>
Female	49%	<b>49.5%</b>

- 2.8 The graphs below show the percentages of part-time employees in each age-range, by gender. It can be seen that, in all age ranges, more female employees work part-time than male. However, in the under 25 and over 65 age ranges, the difference is less.



2.9 The graph below shows the total workforce, split by full-time and part-time, by age range.



2.10 The graph shows that the majority of part-time working is done between the ages of 35 and 64.

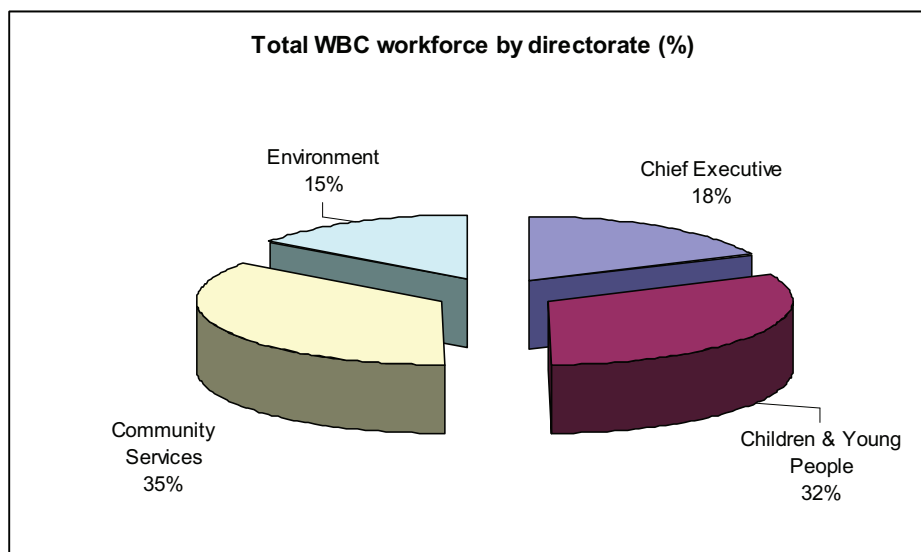
### Contract Type

2.11 8.07% of WBC employees are on fixed term contracts. The Local Authority average is 10.9%.

2.12 9.61% of WBC employees are on temporary contracts. This includes those on fixed term contracts, acting-up and on secondment. This figure is closer to the Local Authority average.

### The Workforce

2.13 The pie chart below shows how the workforce headcount is spilt across the four WBC directorates.



2.14 As can be seen, the majority of the workforce is in the Children and Young People and Community Services directorates.

### 3. DIVERSITY PROFILE OF THE WORKFORCE.

3.1 This section breaks the workforce down into the main diversity areas based on the employee's main post. It reports the stand-alone figures, but also contrasts where necessary in order to give an overarching picture of the people employed at WBC.

3.2 The areas covered include:

- Gender;
- Ethnic Origin;
- Disability;
- Age;
- Top 5% earners; and,
- Employees who live in the West Berkshire Area.

3.3 Differences in figures from previous years, especially with regard to gender, ethnic origin, disability and age may be explained by changes in starters and leavers. This will be identified in section 7.

#### Gender

		07/08	08/09	09/10	West Berkshire Area	Local Authority Average
WBC	Male	23.80%	24.23%	<b>25.12%</b>	49.63%	34.8%
	Female	76.20%	75.77%	<b>74.88%</b>	50.37%	65.2%

3.4 The table above shows that WBC has a higher than average female workforce compared to other local authorities and the representative population in West Berkshire. WBC has historically had a higher percentage of women working compared to other local authorities or the local area.

		Chief Executive	Children & Young People	Community Services	Environment
Male	08/09	34.48%	14.0%	13.58%	56.7%
	09/10	<b>32.95%</b>	<b>16.49%</b>	<b>14.06%</b>	<b>56.79%</b>
Female	08/09	65.52%	85.9%	86.4%	43.3%
	09/10	<b>67.05%</b>	<b>83.51%</b>	<b>85.94%</b>	<b>43.21%</b>

3.5 The table above shows that the directorates have noticeable gender differences, with Children and Young People and Community Services employing a greater proportion of women.



3.6 This may be due to the type of professions involved in each directorate and shows that gender differences persist. It may also explain why more women are employed in the Council than males as Children and Young People and Community Services account for 67% of the workforce.

### Ethnic Origin

		07/08	08/09	09/10	West Berkshire Area	Local Authority Average
<b>WBC</b>	<b>BME</b>	3.08%	2.85%	<b>2.73%</b>	2.63%	3.80%
	<b>Non-BME</b>	96.92%	97.15%	<b>97.27</b>	97.37%	96.20%

3.7 The table above shows that whilst WBC employs fewer Black and Minority Ethnic (BME) staff than the local authority average, the Council reflects the community which it serves. Due to the small numbers involved, the decrease in figures from the previous years is not statistically significant, especially given the local demographic figures.

### Disability

		07/08	08/09	09/10	West Berkshire Area	Local Authority Average
<b>WBC</b>	<b>Disability</b>	3.00%	3.78%	<b>3.0%</b>	2.30%	3.10%
	<b>No disability</b>	97.00%	96.22%	<b>97.0%</b>	97.70%	96.90%

3.8 The Census does not record how many people who are economically active have a disability. However, it does report that 2.3% of residents class themselves as having a long-term disability. In this respect the Council therefore reflects the local population which it serves.

3.9 The table above shows that the number of employees who consider themselves to have a disability has decreased since 2008/09.

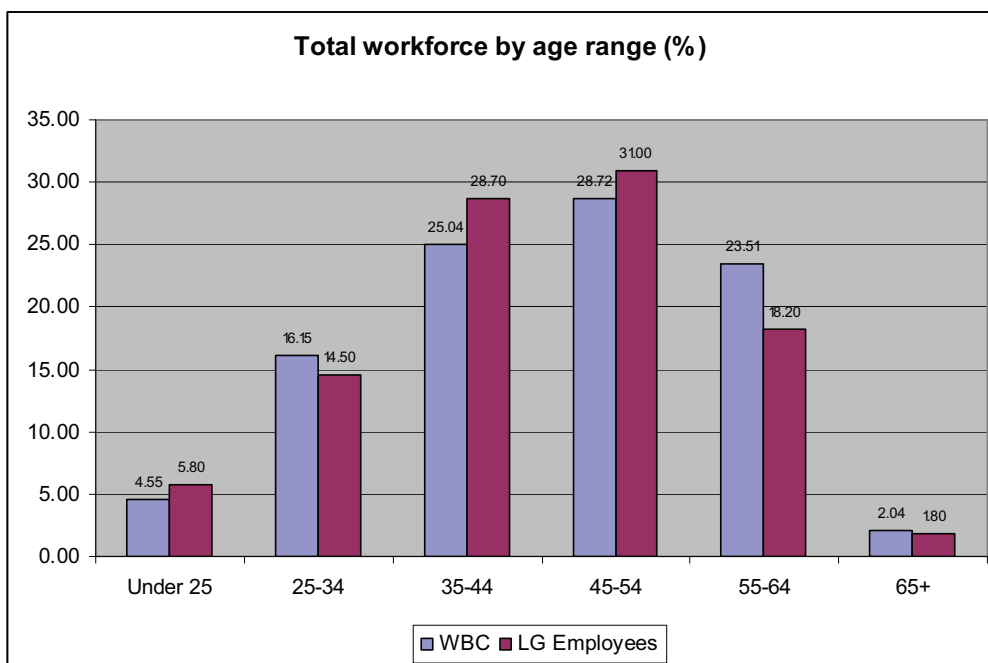
3.10 In 2008 WBC was awarded the 'Two Ticks Positive About Disability' status. Jobcentre Plus uses this to recognise employers based in Great Britain who have agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.

3.11 Due to the small size of the figures, the difference in statistics between WBC and the local authority average is not significant.

### Age

	07/08	08/09	09/10	West Berkshire Area (ages 16-74)
<b>WBC Average Age</b>	45	45	<b>45</b>	44

3.12 The table above shows that the average age of a WBC employee has remained constant over the last three years.



3.13 The graph above shows the total workforce by age range, compared to the age profiles of the total local government employees for England and Wales. The WBC workforce is largely younger than the average, with the exception of the 25-34, 55-64 and 65+ age groups.

3.14 Due to changes in legislation which permit people over 65 to request to continue working there are increased numbers of workers in the 65+ age category.

	07/08	08/09	09/10	West Berkshire Area
<b>Age 65+</b>	1.2%	1.9%	<b>2.08%</b>	13.26%

3.15 As can be seen from the table above, 2.08% of the Council's workforce now falls into the 65+ age category, as compared to 1.9% in 2008/09.

3.16 Just under half of the WBC workforce is aged between 35 and 54 (53.27%).

### Top 5% of Earners

3.17 The top 5% of earners are those WBC employees with the highest salaries; calculated by using full-time equivalent basic salaries. In other words, 95% of employees earn lower salaries than this group.

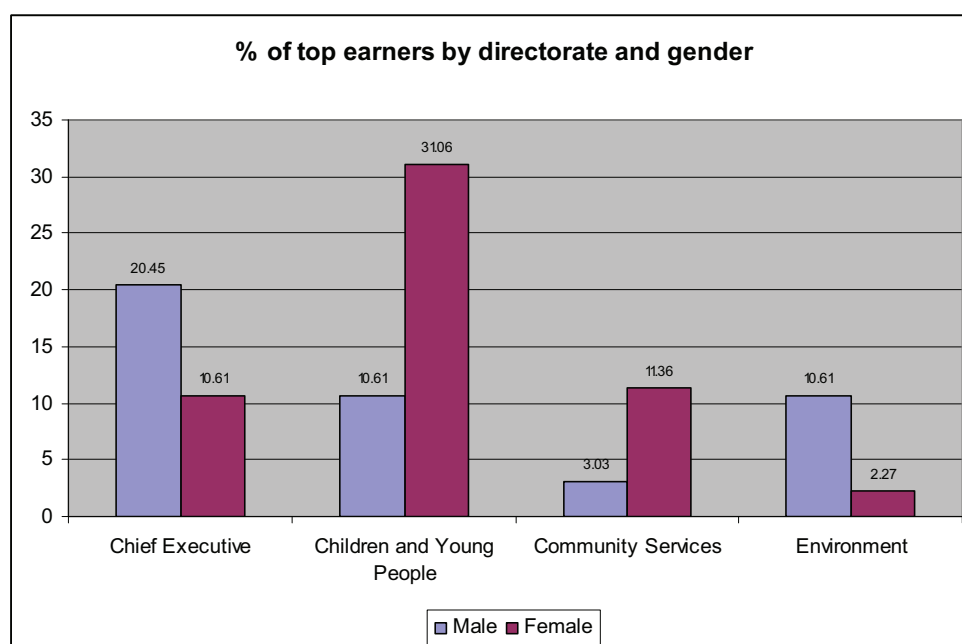
3.18 The top earners within the Council are mainly of a white ethnic origin (98.46%), without a disability (94.62%) and over the age of 50 (55%).

3.19 Of the top earners, only 10.61% work part-time. This is very different to the general workforce of WBC and shows that towards the top of the grading structure employees are less likely to work part-time.

3.20 In 2009/10, 55.3% of the top earners are female compared to the local authority average of 45.8%.

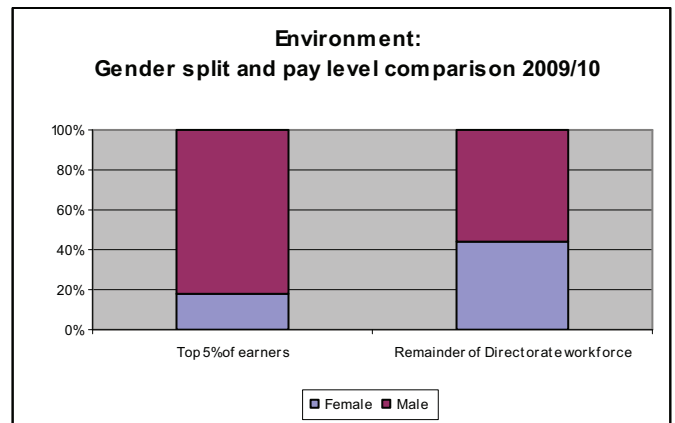
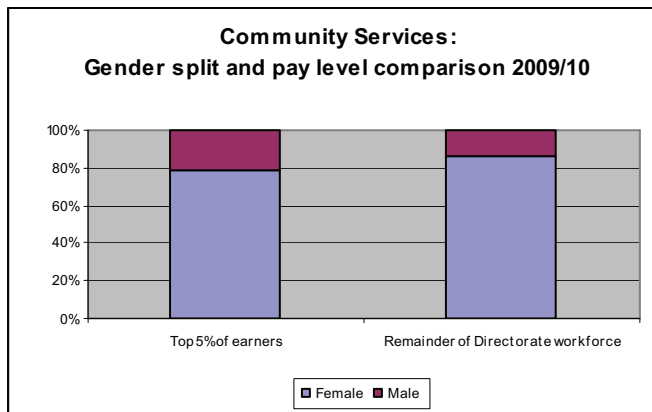
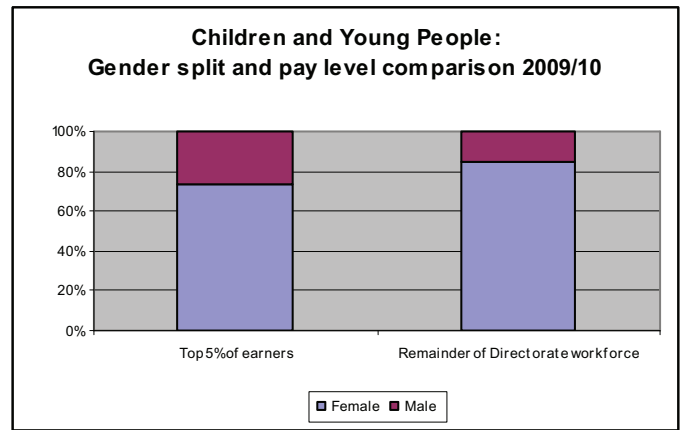
Percentage of top earners who are:	Year	Chief Executive	Children & Young People	Community Services	Environment
Male	08/09	23.58%	11.38%	3.25%	11.38%
	09/10	<b>20.45%</b>	<b>10.61%</b>	<b>3.03%</b>	<b>10.61%</b>
Female	08/09	11.38%	26.83%	10.57%	1.63%
	09/10	<b>10.61%</b>	<b>31.06%</b>	<b>11.36%</b>	<b>2.27%</b>
Total	08/09	34.96%	38.21%	13.82%	13.01%
	09/10	<b>31.06%</b>	<b>41.67%</b>	<b>14.39%</b>	<b>12.88%</b>

3.21 The table above shows that there are gender differences at management level across the directorates. There has been an increase in the percentage of females at management level in Children and Young People, Community Services and the Environment directorate. The proportion of the top earners has decreased in the Chief Executive and Environment directorates since 2008/09.



3.22 The graph above shows that in the Chief Executive and Environment directorates, more of the top earners are male than female. In Children and Young People and Community Services, there are more female top earners than male.

3.23 The following directorate graphs show how the gender split between the top earners and the remainder of the directorate workforce compare.



3.24 A higher proportion of the top earners are male in the Chief Executive and Environment directorates. The difference between the gender split of the top earners and the remainder in the workforce in Community Services and Children and Young People is not as wide as that in the other directorates. This is because these directorates have a higher proportion of female staff.

#### Staff Who Live in the West Berkshire Area

3.25 75.53% of employees live in the West Berkshire Area. This compares to 75.66% in 2008/09.

3.26 36.21% of employees live in the RG14 (Newbury) area. This has increased from 27.52% in 2008/09.

### 4. STARTERS AND LEAVERS

4.1 This section reviews the change in the workforce over the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010. It examines the people entering the Council as well as those leaving.

#### New Starters & Leavers

4.2 In 2009/10 there were 191 new starters to the Council and 160 leavers. In 2008/09 there were 277 new starters and 243 leavers.

4.3 71.25% of leavers were female, compared to 69.11% of new starters. This will have resulted in the slight decrease of the percentage of women working at WBC

compared to previous years. In 2008/09 74.07% of leavers were female, compared to 67.87% of new starters.

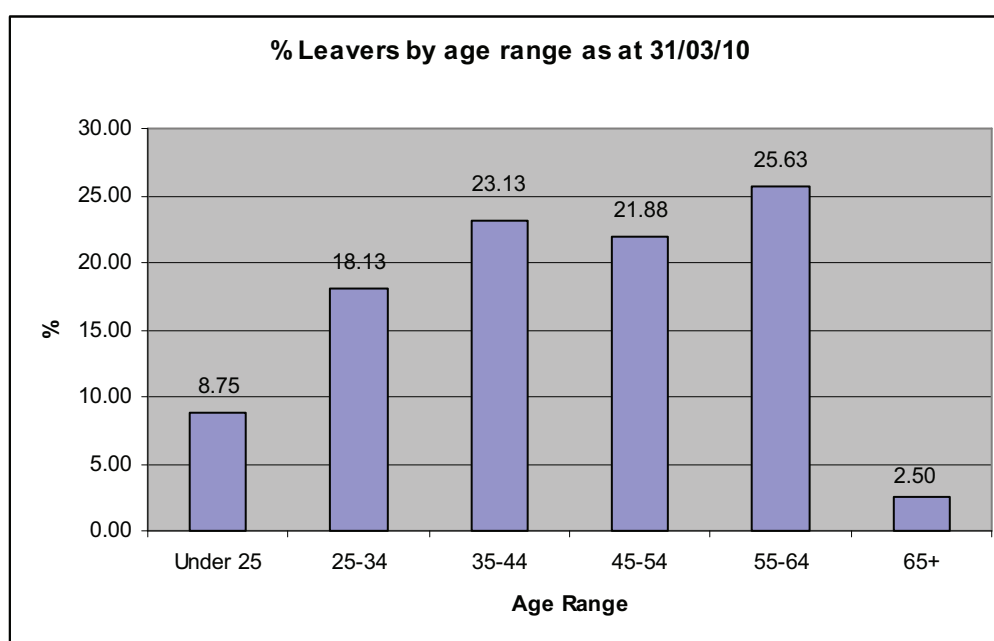
- 4.4 In 2009/10, 3.66% of new starters were of BME origin. In 2008/09 this was 3.6%.
- 4.5 In 2009/10, 4.38% of leavers were of BME origin, compared to 6.17% of leavers in 2008/09. This explains the slight decrease in the percentage of BME employees working at WBC compared to previous years.
- 4.6 In 2009/10, 0.52% of new starters classed themselves as having a disability. In 2008/09 2.53% new starters classed themselves as having a disability.
- 4.7 3.13% of leavers had a disability in 2009/10, compared to 2.47% in 2008/09.
- 4.8 The average age of a new starter was 39 in 2009/10, compared to 38 in 2008/09. The average age of a leaver in 2009/10 was 44, compared to 43 in 2008/09.

### Turnover

- 4.9 Turnover has decreased by 1.92% from 10.41% in 2008/09 to 8.49% in 2009/10. This is almost certainly due to the current economic climate.

	07/08	08/09	09/10
<b>West Berkshire Council Turnover</b>	12.04%	10.41%	<b>8.49%</b>

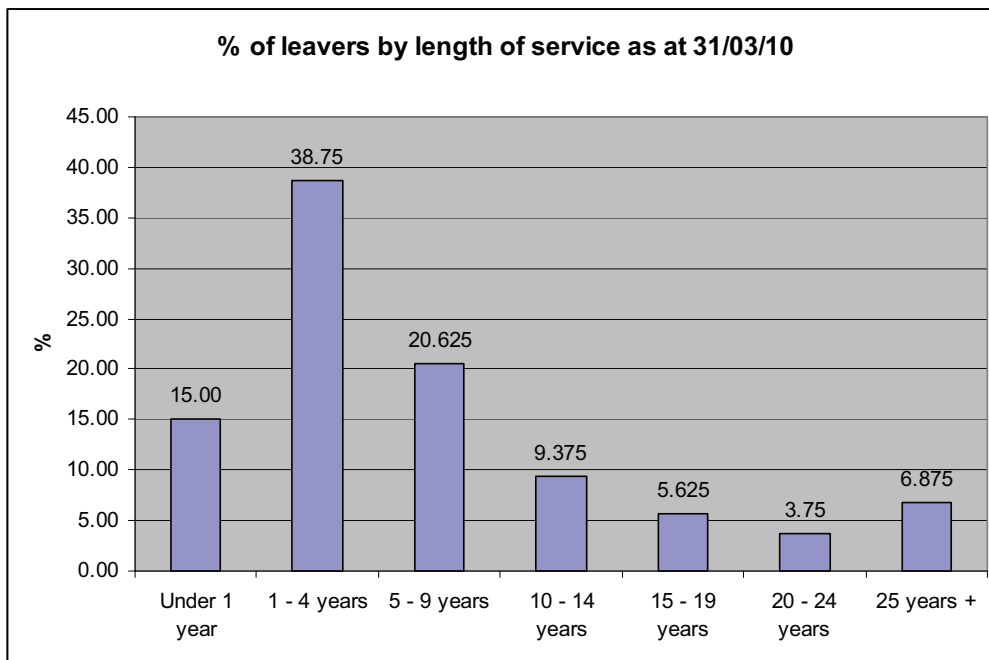
- 4.10 As the graph below demonstrates, the highest percentage of leavers was in the age range 55-64; this contrasts with 2008/09 when the highest percentage of leavers was in the age range 25-34.



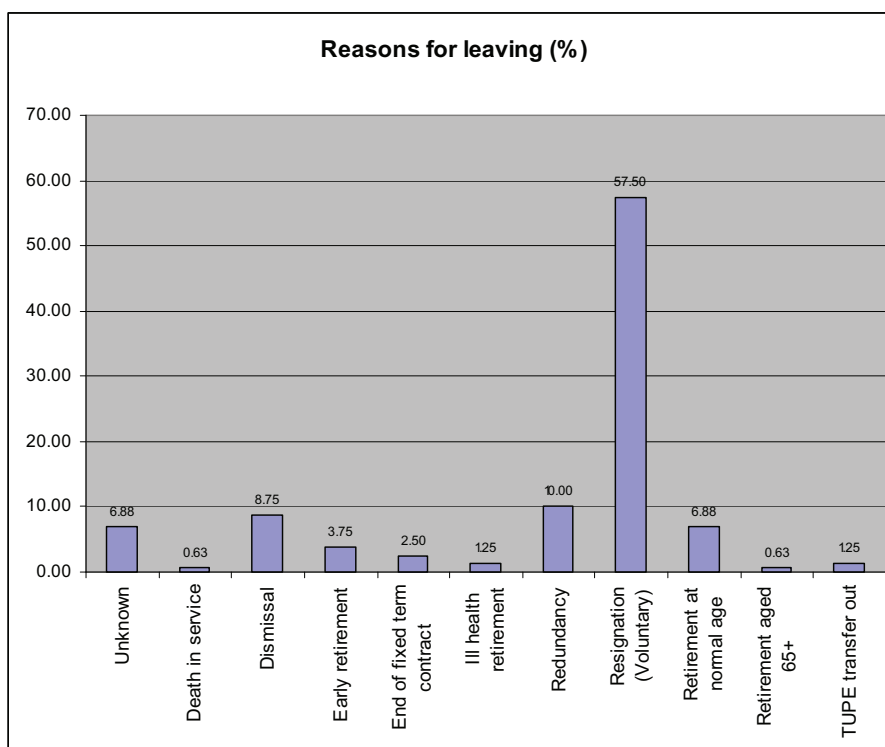
- 4.11 The average length of service for a leaver is 6 years (2008/09, 5 years; 2007/08, 4 years). As turnover has decreased, length of service has increased.

4.12 In 2009/10 the average length of WBC service was 7 years, 4 months.

4.13 The majority of leavers in 2009/10 had a lower than average length of service.



4.14 Of the 160 leavers, 92 (57.5%) voluntarily resigned as opposed to leaving for some other reason. This means the voluntary turnover rate at WBC is 4.88% which is lower than the average voluntary turnover rate for all local authorities (7.9%).



4.15 The graph above shows that the majority of leavers left WBC voluntarily. The second highest reason for leaving was redundancy (16 employees or 10%); the majority of these were as a result of the Senior Management Review.

4.16 The stability index is now 93.38%, compared to 89.06% in 2008/09. This is compared to the average local authority stability index of 84.10%. The stability index indicates the proportion of staff that have been with an organisation for 12 months or more. Therefore the higher the index, the better the organisation is at retaining its employees. This demonstrates that WBC is better than average at retaining staff and is also indicative of the current economic climate in that retention rates are rising.

## 5. FAMILY FRIENDLY

5.1 Family friendly policies include maternity leave, the option to return to work on part-time hours from such leave and the promotion of benefits such as childcare vouchers.

5.2 There were 77 instances of maternity leave taken in 2009/10 (75 women). In 2008/09 68 women took maternity leave.

5.3 The average age of a woman on maternity leave is 32.

5.4 The average length of maternity leave is 296 days. In 2008/09 the average length of maternity leave was 253 days.

5.5 Of the women who took maternity leave in 2009/10:

- (1) 46 women (59.74%) returned to work following maternity leave. In 2008/09 21 women returned.
- (2) 25 women (32.47%) were still on maternity leave at 31/03/10.
- (3) 6 women (7.79%) chose not to return to work after taking maternity leave.

5.6 In 2009/10, 58.7% of women who returned to work did so on the same hours as before they went on leave (2008/09: 42.86%). The majority of these women already worked part-time hours.

5.7 Of those returning to work, 41.3% reduced their hours. This demonstrates the flexibility of the Council in supporting women to return to work from maternity leave (2008/09: 57.14%).

5.8 Over the period, no employees took adoption leave.

5.9 WBC offers its staff childcare vouchers, allowing employees to exchange part of their gross salary for vouchers and therefore receive this benefit free of tax, in accordance with a government approved salary sacrifice scheme.

5.10 The table below shows the number of employees who have taken up the benefit of childcare vouchers:

	08/09	09/10
<b>Corporate employees</b>	59	100
<b>Schools employees</b>	78	122

## 6. ABSENCE

	07/08 *	08/09 *	09/10	Local Authority Average
<b>Working days lost per person per year (excluding long term absence – 28 or more consecutive calendar days)</b> <small>(* in 07/08 and 08/09 long term absence was reported as 50 days)</small>	6.46 days	6.19 days	<b>4.91 days</b>	n/a
<b>Working days lost per person per year (including long term absence – 28 or more consecutive calendar days)</b> <small>(* in 07/08 and 08/09 long term absence was reported as 50 days)</small>	9.72 days	9.95 days	<b>8.76 days</b>	10.1 days
<b>Total working days lost overall</b>	16,764	18,220	<b>16,634</b>	n/a

- 6.1 The WBC target for the number of days lost per employee was 8.9 days in 2009/10.
- 6.2 The average number of days lost has decreased to 8.76 days, meaning that the Council has come in under target in 2009/10.
- 6.3 The Local Authority average has increased from 9.3 days in 2008/09 to 10.1 days in 2009/10. Thus WBC is now tracking below the average for other similar employers.
- 6.4 The top four categories of absence are shown in the table below.

Reason for absence	2008/09	2009/10	Local Authority Average
Stress, depression or anxiety related absence	20.43%	<b>18.36%</b>	17.0%
Infections to include colds and flu	15.85%	<b>17.73%</b>	13.3%
Other muscular-skeletal problems	15.27%	<b>17.70%</b>	12.5%
Stomach, liver, kidney and digestion	9.37%	<b>10.48%</b>	9.8%

- 6.5 Stress related absence has decreased when compared to last year; the other top three categories have increased slightly. Stress related absence covers both home and work related reasons.
- 6.6 It should be noted that the reason for absence is recorded from the sickness self-certification forms.

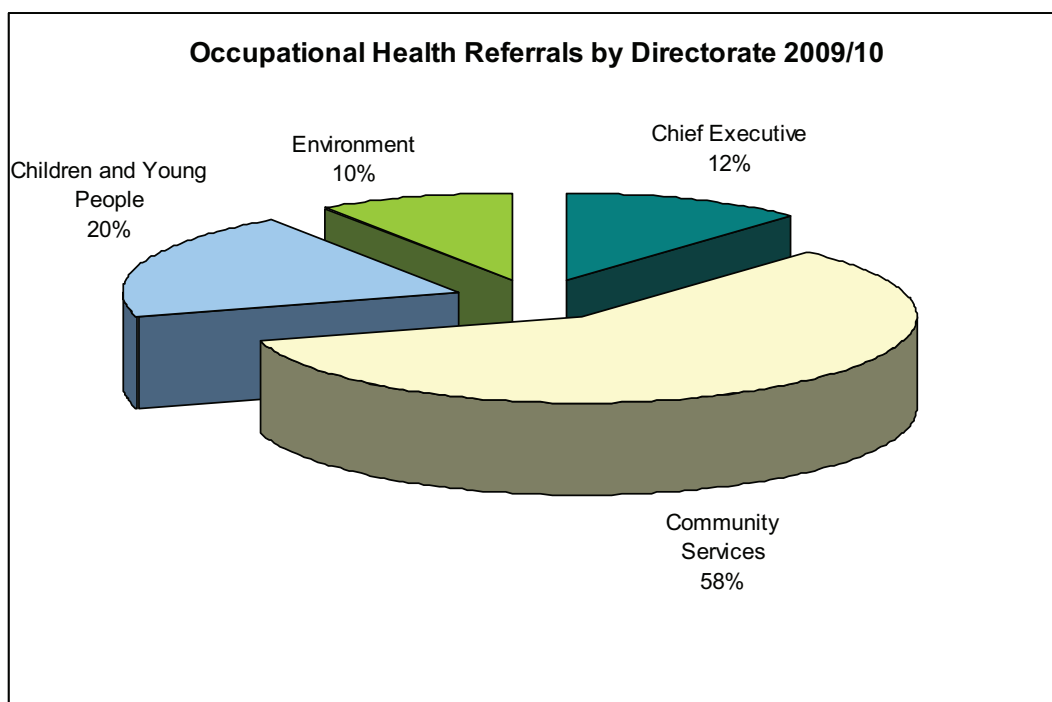


- 6.7 During 2009/10 work was carried out by HR to look at services where absence seemed to be in issue. 'Drill-down' meetings were held involving Heads of Service and elected members to look at the reasons for absence and how the issues in the services concerned were being managed.
- 6.8 Quarterly reports on absence are now provided to Management Board to inform senior officers and members about sickness absence.

## 7. GRIEVANCE, CAPABILITY AND DISCIPLINARY

	07/08	08/09	09/10	Local Authority Average
<b>Disciplinary/Capability</b>	53 cases resulting in 9 formal warnings or dismissals	49 cases resulting in 17 formal warnings or dismissals	<b>41 cases resulting in 24 formal warnings or dismissals</b>	n/a
<b>Cases per 1000 employees resulting in formal warning or dismissal</b>	5 cases	9 cases	<b>12 cases</b>	11.2 cases
<b>Grievance</b>	7 cases	11 cases	<b>8 cases</b>	n/a
<b>Grievance cases per 1000 employees</b>	4 cases	6 cases	<b>4 cases</b>	6.2 cases

- 7.1 There has been one employment tribunal case which the Council successfully defended.
- 7.2 WBC has slightly fewer disciplinary or capability cases per 1000 employees compared to other local authorities, which could be a reflection of preventative measures, including HR workshops for managers, meaning more issues are dealt with at an informal level.
- 7.3 There have been 187 Occupational Health referrals in 2009/10, compared to 173 in 2008/2009. The 187 referrals were for 174 employees.
- 7.4 During 2008/09 and 2009/10 HR have trained a large number of managers on the absence management policy which has included the appropriate use of Occupational Health. This may account for the increased number of referrals to Occupational Health.



7.5 The majority of referrals have come from Community Services. This service typically has professions that require more Occupational Health support, including social workers with high stress jobs and home carers and other front line workers who are vulnerable to musculo-skeletal problems and infectious diseases.

7.6 When reviewing the directorate split of staff referrals it is important to take into account the total numbers of staff within each directorate to show the staff referral ratio.

Directorate	2009/10	2008/09
• Chief Executive	1:17	1:14
• Children & Young People	1:16	1:14
• Community Services	1:7	1:8
• Environment	1:17	1:13

7.7 This shows that, as expected given the nature of the work, Community Services is not only the main source of Occupational Health referrals but also has the highest ratio of referrals. The other directorates have a similar ratio of numbers of referrals per head.

7.8 When comparing 2009/10 to 2008/09, the number of Occupational Health referrals per employee has decreased in the Chief Executive, Children and Young People and Environment directorates; it has increased in Community Services.

## **8. TRAINING AND DEVELOPMENT**

### **Introduction**

- 8.1 The provision of training and development within WB is multi-layered. Services can take advantage of training offered through corporate programmes which is free at the point of delivery, e.g. ICT training. Some courses on the programmes are charged at cost or less than cost price, e.g. Social Care courses provided to non-social care staff.
- 8.2 Services also have a training provision built into their annual budget which allows them to pay for staff development activities outside the corporate programmes. This might include professional qualification training, attendance at seminars, or away-day events.
- 8.3 The Social Care and Corporate Training Programme is delivered using both government grants for social care training and a corporate training budget funded by the Council. The programme engages internal and external trainers to deliver a high quality programme.
- 8.4 In addition, various internal teams offer training to staff across the Council, including IT Training, School and Governor Support, the Civil Contingencies Team and Human Resources.
- 8.5 Below are details of what each of the designated training teams do, and the training they have delivered this year:

### **Social Care Training**

- 8.6 The Social Care Training team provides a comprehensive learning and development programme for all Social Care employees at WBC, with courses funded by Adult Social Care, Children's Services, Family Placement Team, Local Safeguarding Children's Board and the Domestic Violence Forum. It also provides the same training opportunities to local Social Care organisations in the private, voluntary and independent sector. The training programme can be found at [www.westberks.gov.uk/socialcaretraining](http://www.westberks.gov.uk/socialcaretraining).
- 8.7 In 2009/10 the team trained approximately 2700 internal staff over 550 Social Care courses. These courses are also open to the private, voluntary and independent sector to whom charges are made at cost.
- 8.8 The evaluations averaged at 96.5% scored as excellent or good.
- 8.9 Social Care Training had approximately £287,000 to spend on training for internal staff and also people from the private, voluntary and independent sector. They also had approximately £220,000 to spend on the salaries of the staff in the team. All this money was spent.

### **Corporate Training**

- 8.10 The Policy, Information and Development team within HR manages the Corporate Training budget. It uses this to fund a programme of mandatory training such as Health and Safety and Equalities and Diversity; core training such as Recruitment and Selection, and Finance: Managing Budgets, which managers are expected to

attend if relevant to their job role; and also several skills based optional training courses such as Minute Taking and Time Management. The team commissions Social Care Training to deliver the majority of these courses on their behalf as part of the 'Social Care and Corporate Training' Programme.

- 8.11 The HR Policy, Information and Development team currently administers the following training directly; Corporate Induction, Management Induction, Project Management, and Institute of Leadership and Management (ILM) programmes.
- 8.12 In 2009/10 approximately 1960 internal staff were trained over 172 corporate training courses organised by Social Care Training. Some of these courses are also open to the private, voluntary and independent sector.
- 8.13 The evaluations for these corporate training courses averaged at 95.2% scored excellent or good.
- 8.14 In the same period;
- 180 staff attended Corporate Induction over 13 courses
  - 65 managers attended Management Induction over 6 courses
  - 23 staff completed the Project Management PRINCE2 Foundation training
  - 11 staff attended the 2 Day Key Players Project Management training
  - 21 managers joined the ILM programmes in 2009/10 at Level 2, 3 and 5.
- 8.15 The evaluations for these courses averaged at 87.5% scored excellent or good.
- 8.16 The Corporate Training Budget in 2009//10 spent £149,540. Approximately £27,500 has also been spent on salaries to administer this training.

### **IT Training**

- 8.17 The IT Training team provide training and ICT Help Desk support in Microsoft Windows XP, Word, Excel and PowerPoint (2003); plus Internet Explorer, Outlook 2003, Outlook Web Access, Goss iCM and Océ PRISMASatellite. Training is available free of charge to WBC staff and members. School staff are also eligible for training (charges apply). The latest training calendar can be viewed at [www.westberks.gov.uk/ittraining](http://www.westberks.gov.uk/ittraining).
- 8.18 In 2009/10 159 people were trained over 643 courses.
- 8.19 The evaluations averaged at 98% scored as excellent and good.
- 8.20 IT Training do not have a specified budget to deliver training. However, approximately £60,000 was spent on the salaries of two full time trainers.

### **School and Governor Support**

- 8.21 The Advice, Information and Training team are part of the Education Service. The School Support Team is responsible for managing and co-ordinating all aspects of Continuing Professional Development (CPD) for school staff, including;
- (1) Publication of the annual training programme for school staff

- (2) Administering the training programme
- (3) Providing information on Professional Development for school staff

8.22 This includes the organisation of an annual Headteacher Conference regular Administrator Briefings and an Administrator Conference.

8.23 In 2009/10 2319 people were trained over 122 courses. The average evaluation score was 4.4 (where 1=poor and 5=excellent). The School Support Team do not have a specific budget to deliver training, and fund the programme through charges to schools.

### **Civil Contingencies**

8.24 The Civil Contingencies Team provides a number of training courses for staff, Members and other agencies. This training covers general emergency response processes and specific service, team or multi-agency response and recovery to specific hazards within West Berkshire and the surrounding area. The aim of the training is to ensure that the response the Council and other agencies provide is the best that it can be to support the community(ies) affected.

8.25 In 2009/10 94 WBC employees were trained over 7 courses. Two multi-agency exercises were carried out, where 134 people attended, 35 of whom were WBC staff. The team also ran four external training courses, at which 6 WBC staff attended. The Civil Contingencies team had a budget of £4000 in 2009/10, which has all been spent.

### **Human Resources**

8.26 The HR Service delivers a series of two hour workshops for managers on a range of HR procedures using its own staff as facilitators. These are provided free to services. In 2009/10 181 managers attended 25 workshops. The average satisfaction score was 4.6 (where 1=poor and 5=excellent).

8.27 A HR training schedule specifically for schools was introduced for the first time this year. The sessions available were designed in response to feedback from Headteachers, School Managers and Trade Unions. The sessions offered were:

- Induction for School Managers
- General Employment Law
- Employment Law for Schools
- Independent Safeguarding Authority
- Performance Management for Support Staff
- Avoiding Redundancies
- Preventing Illegal Working
- Writing Job Descriptions
- Procedure workshops on Disciplinary, Capability and Grievance Issues

## 9. SCHOOL BASED STAFF

9.1 Where possible West Berkshire schools data has been compared to the schools average taken from the HR Benchmarker 2009 – Workforce Performance Indicators (Local Government).

### Headcount and FTE

9.2 There are 4237 people working in West Berkshire schools, compared to 4123 in 2008/09.

9.3 The FTE of the school workforce is 3137.70. This has decreased from 3223.78 FTE in 2008/09.

### Part/Full Time Working

		<b>West Berkshire Schools</b>	<b>West Berkshire Council</b>	<b>Schools Average</b>
<b>Full Time Workers</b>	2008/09	40%	60%	44%
	<b>2009/10</b>	<b>39.51%</b>	<b>58.75%</b>	<b>46.2%</b>
<b>Part Time Workers</b>	2008/09	60%	40%	56%
	<b>2009/10</b>	<b>60.49%</b>	<b>41.25%</b>	<b>53.8%</b>

9.4 The table above shows that the ratio of full-time to part-time staff in schools is the opposite of that within the Council. However, WBC schools have only a slightly higher percentage of part-time working than schools average. .

9.5 66.61% of females work part-time compared to 23.68% of males, showing that there is still a typical gender pattern of more women working part-time compared to men.

### Diversity Profile of the School Workforce

9.6 This section breaks down the school workforce into the main diversity areas based on the employee's main post. It reports the stand-alone figures, but also contrasts where necessary in order to give an overarching picture of the people employed in schools.

9.7 The areas covered include:

- Gender;
- Ethnic Origin;
- Disability; and,
- Age.

## Gender

		West Berkshire Schools	West Berkshire Council	West Berkshire Area	Schools Average
Male	2008/09	14.82%	24.23%	49.63%	16.6%
	<b>2009/10</b>	<b>14.26%</b>	<b>25.12%</b>	<b>49.63%</b>	<b>16.3%</b>
Female	2008/09	85.18%	75.77%	50.37%	83.4%
	<b>2009/10</b>	<b>85.74%</b>	<b>74.88%</b>	<b>50.37%</b>	<b>83.7%</b>

- 9.8 The table shows that when compared to WBC and the West Berkshire area, the school workforce has a higher than average female workforce. However, the percentage split is in line with the schools average.
- 9.9 The government has noted the national trend towards a high proportion of female working in schools (especially primary schools) which is reflected in West Berkshire.

## Ethnic Origin

		West Berkshire Schools	West Berkshire Council	West Berkshire Area	Schools Average
BME	2008/09	2.05%	2.85%	2.63%	3.1%
	<b>2009/10</b>	<b>2.24%</b>	<b>2.73%</b>	<b>2.63%</b>	<b>3.3%</b>
Non-BME	2008/09	88.35%	83.17%	97.37%	96.9%
	<b>2009/10</b>	<b>97.76%</b>	<b>97.27</b>	<b>97.37%</b>	<b>96.7</b>

- 9.10 The table above shows that whilst both schools and WBC employ slightly fewer BME staff than the schools average, the Council reflects the community which it serves.

## Disability

		West Berkshire Schools	West Berkshire Council	West Berkshire Area	Schools Average
Disability	2008/09	0.58%	3.78%	2.30%	1.2%
	<b>2009/10</b>	<b>0.40%</b>	<b>3.0%</b>	<b>2.30%</b>	<b>1.1%</b>
No disability	2008/09	99.42%	96.22%	97.70%	98.8%
	<b>2009/10</b>	<b>99.6%</b>	<b>97.0%</b>	<b>97.70%</b>	<b>98.9%</b>

9.11 There is a smaller proportion of employees with disabilities working in schools than in the rest of the Council. The West Berkshire school workforce figure for disability is lower than the schools average.

### Age

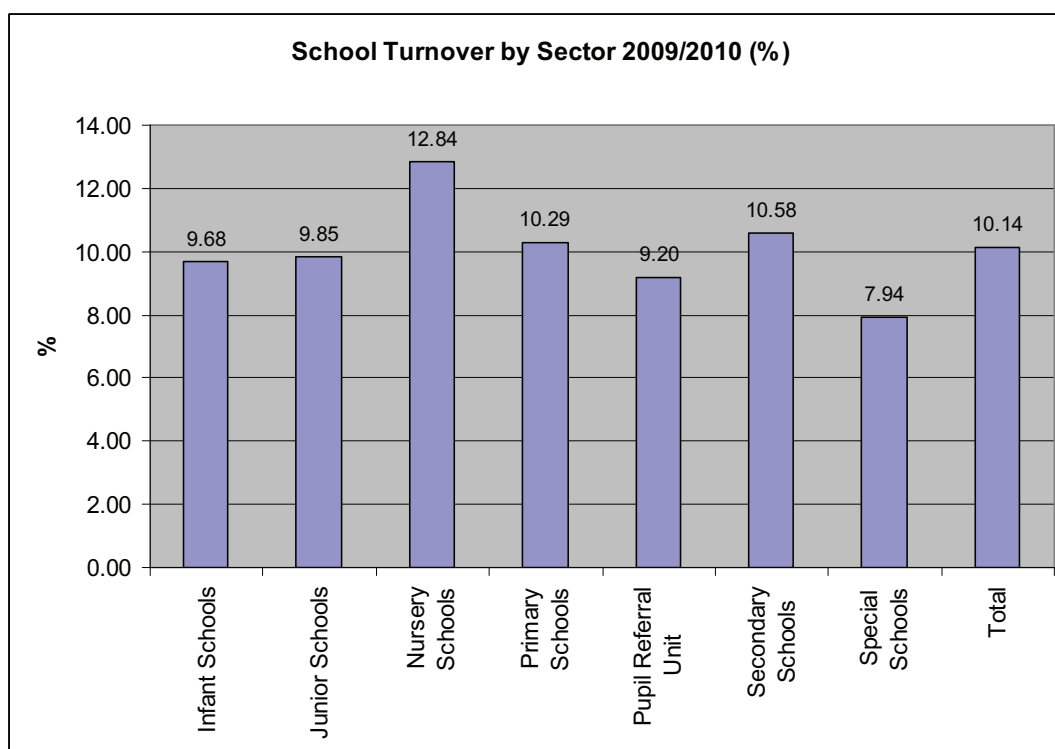
		<b>West Berkshire Schools</b>	<b>West Berkshire Council</b>	<b>West Berkshire Area</b>
<b>Average Age</b>	2008/09	43	45	37.8
	2009/10	<b>43</b>	<b>45</b>	<b>37.8</b>

9.12 The average age of the school workforce is a little lower than that of the Council.

### Turnover

	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>
<b>Schools Turnover</b>	14.57%	13.03%	<b>10.12%</b>

9.13 Turnover in schools has decreased by 2.91% over the past year. The graph below shows how turnover differs between the different areas of the school sector.





## **Absence (Schools)**

- 9.14 Work has been undertaken between HR and ICT in conjunction with the statutory schools workforce census which will provide accurate figures for the reporting of schools absence. However, due to the timing of the census this data cannot be provided at this time. Schools absence will be reported on in next year's annual employment report.
- 9.15 In 2009/10 there were 92 Occupational Health referrals from schools.

## **10. CONCLUSION**

- 10.1 The Annual Employment Report presents a snapshot of the workforce employed by West Berkshire Council on the 31<sup>st</sup> March 2010. It also examines how the workforce has changed over the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010.
- 10.2 The report shows the changes that have occurred in the workforce for the last financial year. Overall, it shows that the Council is in line with other local authority averages or where different, still reflects the community which it serves.
- 10.3 The analysis of the workforce trends shows that West Berkshire Council is fairly typical of the local government averages across a range of benchmark indicators.

## **Appendices**

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There are no appendices to this report.

## **Consultees**

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- Local Stakeholders:** Corporate Board 11<sup>th</sup> May 2010  
Management Board 27<sup>th</sup> May 2010
- Officers Consulted:** As above.
- Trade Union:** n/a

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<b>Title of Report:</b>	<b>Establishment Report Quarter Four 2009/10</b>
<b>Report to be considered by:</b>	Executive
<b>Date of Meeting:</b>	17 June 2010
<b>Forward Plan Ref:</b>	EX1834a

**Purpose of Report:** To report on changes to the Council's Establishment over the fourth quarter of 2009/10.

**Recommended Action:** To note the report.

**Reason for decision to be taken:** This report is for information only and forms part of the Council's Corporate Governance arrangements.

**Other options considered:** Not applicable.

**Key background documentation:** HR Resourcelink Database  
Q4 Establishment Report 2008/09  
Q1 Establishment Report 2009/10  
Q2 Establishment Report 2009/10  
Q3 Establishment Report 2009/10  
Agresso data  
Payroll data

The proposals will also help achieve the following Council Plan Theme:

**CPT13 - Value for Money**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:  
monitoring the Council's Establishment.

Portfolio Member Details	
<b>Name &amp; Telephone No.:</b>	Councillor Anthony Stansfeld - Tel (01488) 658238
<b>E-mail Address:</b>	astansfeld@westberks.gov.uk
<b>Date Portfolio Member agreed report:</b>	13 May 2010

Contact Officer Details	
<b>Name:</b>	Robert O'Reilly
<b>Job Title:</b>	Head of Human Resources
<b>Tel. No.:</b>	01635 519358
<b>E-mail Address:</b>	roreilly@westberks.gov.uk

## Implications

- Policy:** There are no direct policy implications associated with this report.
- Financial:** Increases in the Establishment can only be approved if the budget is in place and if agreement is obtained through the Establishment Control Procedure and the Budget Monitoring Panel.
- Personnel:** These are integral to the report.
- Legal/Procurement:** There are no implications
- Property:** There are no implications
- Risk Management:** There are no implications
- Equalities Impact Assessment:** Not required
- Corporate Board's View:**

Is this item subject to call-in?	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by Overview and Scrutiny Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

## Executive Summary

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### 1. Introduction

1.1 During quarter four 2009/10 the total WBC Establishment decreased by 10.28 FTE.

### 2. WBC Funded & DSG Grant Establishment

2.1 WBC funded post FTE decreased by 42.77 FTE during quarter four.

2.2 The total change in WBC funded (including DSG) Establishment over the past year can be seen in the table below.

WBC Funded (including DSG) Establishment						
Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Total difference over the year	% Difference over Year
1573.78	1571.73	1557.98	1556.16	1513.39	-60.39	-3.84

### 3. External and Joint Funded Establishment

3.1 Externally funded post FTE increased by 33.48 FTE during quarter four.

3.2 Joint funded post FTE decreased by 1.0 FTE in quarter four.

3.3 The total FTE which is externally and jointly funded now totals 229.92 FTE, compared to 197.43 at the end of quarter three. The changes are summarised in the table below.

Joint and Externally Funded Establishment						
Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Total difference over the year	% Difference over Year
169.39	185.37	195.20	197.43	229.91	60.52	35.73

### 4. Proposal

4.1 None – for information only

### 5. Conclusions

5.1 The total Establishment has decreased over the quarter.

5.2 The total Establishment at the end of quarter four 2009/10 is 1743.31 FTE, a decrease of 10.28 FTE when compared to the total of 1753.59 FTE at the end of quarter three 2009/10.

5.3 The amount of vacant FTE has increased by 5.54 FTE this quarter. The overall amount of vacant FTE has increased to 157.51 FTE compared to 151.97 FTE reported at the end of quarter three 2009/10. The overall vacancy rate was 9.04%, up from 8.67% at the end of quarter three.

5.4 The rolling annual turnover rate (which includes quarter four) was 8.49%. For comparison the rate at quarter four 2008/09 was 10.41%.

5.5 The Budget Monitoring Panel deleted 7.20 FTE from the Establishment during quarter four.

# Executive Report

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## 1. Introduction

1.1 The data used to complete this report is taken from the HR/Payroll system Resourcelink and previous quarterly Establishment reports.

## 2. The Total Establishment

2.1 Since last reporting at the end of quarter three, the total Establishment has decreased from 1753.59 FTE to 1743.31 FTE, a decrease of 10.28 FTE.

2.2 The quarterly changes are made up as follows:

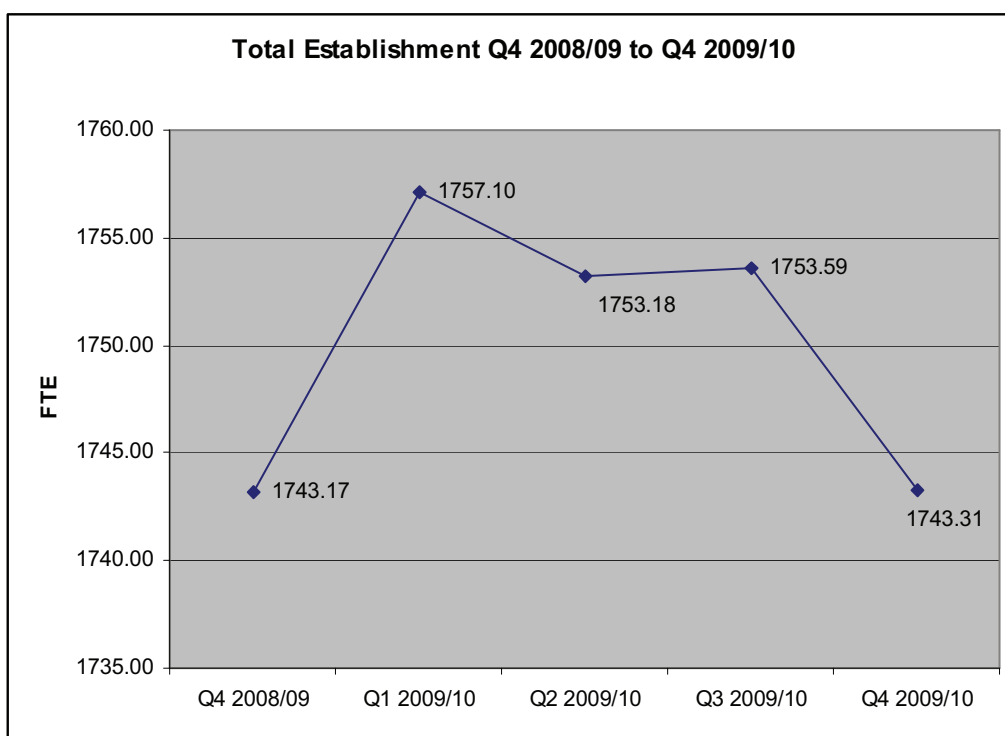
Chief Executive	-	4.67 FTE
Children and Young People	+	3.09 FTE
Community Services	-	2.71 FTE
Environment	-	5.98 FTE

2.3 The Budget Monitoring Panel's review of long term vacant posts deleted 7.20 FTE from the Establishment this quarter. Over the year, Budget Monitoring Panel has deleted 23.34 FTE from the Establishment.

2.4 The Senior Management Review (SMR) as approved at Executive in December 2009 effected the Establishment this quarter. The SMR deleted 14.09 FTE and added 4.0 FTE; an overall decrease of 10.09 FTE. The next Establishment report will show the new Council structure which came into effect on 01/04/2010.

2.5 This quarter both the Executive and Budget Monitoring Panel gave approval for posts to be established funded by the Future Jobs Fund (FJF) initiative. Approval was given to create 30 posts, staggered over time (there is no time limit on the creation of the posts) starting in January/February 2010 with approximately five to six posts. The posts are fixed term (6 months), on the minimum scale point of grade B, between 25 and 30 hours per week, associated with training under an apprenticeship framework and be offered to young unemployed people aged between 18 and 24. This quarter four FJF posts were established, adding 3.14 to the externally funded Establishment.

2.6 Over the year (Q4 2008/09 to Q4 2009/10) the overall Establishment has increased by 0.14 FTE; meaning the Establishment has gone back down to nearly the same amount of FTE as this time last year. At quarter four 2008/09 Establishment FTE was 1743.17, at quarter four 2009/10 Establishment FTE was 1743.31.



	<b>Total Establishment FTE</b>				
	<b>Q4 2008/09 FTE</b>	<b>Q1 2009/10 FTE</b>	<b>Q2 2009/10 FTE</b>	<b>Q3 2009/10 FTE</b>	<b>Q4 2009/10 FTE</b>
<b>WBC funded</b>	1573.78	1571.73	1557.98	1556.16	1513.39
<b>Joint funded</b>	44.34	44.34	49.34	50.24	49.24
<b>Externally funded</b>	125.05	141.03	145.86	147.19	180.67
<b>Total</b>	1743.17	1757.10	1753.18	1753.59	1743.31

2.7 The way posts are funded has changed significantly over the year:

- (1) WBC funded FTE has decreased by 60.39;
- (2) Joint funded FTE has increased by 4.90;
- (3) Externally funded FTE has increased by 55.62.

2.8 Some of this is attributable to the creation of new externally funded posts (e.g. the establishment of Children's Centres funded by Sure Start; new Housing posts financed by the Supporting People Fund; new System Transformation Grant posts), WBC funded vacant posts being deleted by the review work of the Budget Monitoring Panel, and some is due to the way funding was recorded being amended and changed as budget managers review their budgets and Establishment information.

2.9 An adjustment of funding details for posts in Benefits and Exchequer accounts for a 22.98 FTE decrease in Revenue funded posts. These posts were already on the Establishment and are now recorded as externally funded.

2.10 A summary of total WBC Establishment FTE by service is shown at appendix one.

### 3. WBC (and DSG) Funded Establishment

- 3.1 There has been a decrease of 42.77 FTE of WBC funded (including DSG) FTE (1513.39 FTE compared to 1556.16 FTE at the end of quarter three 2009/10).
- 3.2 The table below shows how the Establishment has changed by service area compared to quarters one, two and three 2009/10. A summary of funding by directorate can be seen later in this report and in appendix two.

	WBC (including DSG) Funded Establishment			
	Q1 2009/10 FTE	Q2 2009/10 FTE	Q3 2009/10 FTE	Q4 2009/10 FTE
<b>CEO &amp; Support</b>	2.42	2.42	2.42	2.42
<b>Benefits &amp; Exchequer</b>	77.07	77.07	79.07	56.09
<b>Finance</b>	62.00	62.50	62.50	59.50
<b>Human Resources</b>	29.32	28.32	28.32	27.32
<b>ICT</b>	53.76	55.76	54.76	53.76
<b>Legal &amp; Electoral Services</b>	28.78	26.43	26.43	24.43
<b>Policy &amp; Communication</b>	48.75	48.75	48.56	47.56
<b>Property</b>	31.59	28.59	26.59	27.59
<b>Special Projects</b>	4.00	4.00	5.00	5.00
<b>Total Chief Executive</b>	<b>337.71</b>	<b>333.85</b>	<b>333.66</b>	<b>303.69</b>
<b>Children's Services</b>	178.77	137.54	136.54	136.64
<b>Youth Services and Commissioning</b>	19.53	61.84	64.17	64.17
<b>Customer Services</b>	41.61	40.63	39.63	39.63
<b>Education Services</b>	149.03	148.75	146.92	143.12
<b>Director &amp; Support</b>	2.00	2.00	2.00	2.00
<b>Total Children and Young People</b>	<b>390.94</b>	<b>390.76</b>	<b>389.26</b>	<b>385.56</b>
<b>Community Care and Well-being</b>	102.94	100.78	100.20	99.20
<b>Cultural Services</b>	85.55	82.58	81.69	81.69
<b>Housing and Performance</b>	62.14	60.64	61.64	61.14
<b>Older Peoples Services</b>	311.30	307.91	308.59	308.38
<b>System Transformation</b>	2.00	2.00	2.00	2.00
<b>Director &amp; Support</b>	2.00	2.00	2.00	2.00
<b>Total Community Services</b>	<b>565.93</b>	<b>555.90</b>	<b>556.11</b>	<b>554.40</b>
<b>Countryside &amp; Environment</b>	74.04	74.04	75.92	71.82
<b>Highways &amp; Transport</b>	114.50	114.50	112.28	108.99
<b>Planning &amp; Trading Standards</b>	86.62	86.93	86.93	86.93
<b>Director Support</b>	2.00	2.00	2.00	2.00
<b>Total Environment</b>	<b>277.15</b>	<b>277.47</b>	<b>277.13</b>	<b>269.74</b>
<b>GRAND TOTALS</b>	<b>1571.73</b>	<b>1557.98</b>	<b>1556.16</b>	<b>1513.39</b>

- 3.3 There have been various changes to WBC funded post FTE across many services this quarter.
- 3.4 An adjustment of funding details shows the Establishment of Benefits and Exchequer decreasing by 22.98 FTE. These posts were already on the Establishment and are now recorded as externally funded.



- 3.5 In ICT a 1.0 FTE Capital funded post was deleted as part of the Budget Monitoring Panel's review of long term vacant posts.
- 3.6 The Property Establishment has increased due to the addition of one full-time post as part of the SMR changes.
- 3.7 Posts in Finance, Legal and Electoral, Policy and Communication, Human Resources, Education Services, Community Care and Well-Being and Countryside and Environment were deleted by the SMR.
- 3.8 Human Resources restructured this quarter following a managerial post being deleted by the SMR. The restructure did not decrease or increase the Establishment as two posts were deleted and two posts created.
- 3.9 In Older People's Services WBC funded FTE decreased very slightly when vacant post hours were deleted.
- 3.10 The Budget Monitoring Panel's review of long term vacant posts deleted 2.0 FTE from the Establishment of Highways and Transport, and several other posts decreased in FTE.
- 3.11 The change in WBC funded (including DSG) Establishment by directorate over the past year can be seen in the table below.

	WBC Funded (including DSG) Establishment						
	Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Total difference over the year	% Difference over Year
<b>Chief Executive</b>	338.53	337.71	333.85	333.66	303.69	-34.84	-10.29
<b>Children and Young People</b>	386.63	390.94	390.76	389.26	385.56	-1.07	-0.28
<b>Community Services</b>	569.93	565.93	555.90	556.11	554.40	-15.53	-2.73
<b>Environment</b>	278.68	277.15	277.47	277.13	269.74	-8.94	-3.21
<b>Total</b>	<b>1573.78</b>	<b>1571.73</b>	<b>1557.98</b>	<b>1556.16</b>	<b>1513.39</b>	<b>-60.39</b>	<b>-3.84</b>

- 3.12 The amount of WBC funded FTE in the Chief Executive's directorate has decreased by 34.84 FTE or 10.29% over the year. This is largely due to posts in Benefits and Exchequer now being recorded as externally funded and posts being deleted as part of the SMR.
- 3.13 The WBC funded Establishment of Children and Youth Services has decreased by 1.07 FTE or 0.28% over the year.
- 3.14 Within the Community Services directorate the WBC funded Establishment has decreased over the year by 15.53 FTE or 2.73%.
- 3.15 The Environment directorate's total WBC funded FTE decreased by 8.94 FTE or 3.21 over the year. Some of this decrease can be attributed to the Budget Monitoring Panel's review of long term vacant posts.
- 3.16 The WBC funded Establishment has decreased by 60.39 FTE or 3.84% when compared to quarter four 2008/09.

3.17 During the quarter there were several new WBC funded posts added to the Establishment (7.0 FTE). However, due to post deletions, FTE decreases over the quarter and amendments to the recording of post funding information, the WBC funded Establishment decreased by 29.97 FTE this quarter.

#### DSG Funded posts

3.18 At the end of quarter four 2009/10 DSG funding accounts for 24.30 FTE on the Establishment. In quarter three 2009/10 the amount of DSG funded FTE was 24.88.

3.19 The figure above does not include posts which are only partially funded via the DSG (e.g. 50% DSG, 50% capital), only those which are 100% DSG funded.

#### **4. Externally Funded and Joint Funded Establishment**

4.1 Externally funded FTE has increased to 180.67 FTE over the quarter; an increase of 33.48 FTE when compared to 147.19 FTE at the end of quarter three.

4.2 Joint funded FTE has decreased to 49.24 FTE over the quarter; an decrease of 1.00 FTE when compared to 50.24 FTE at the end of quarter three.

4.3 The table below shows how the joint and externally funded posts on the Establishment have changed by service area compared to quarters one, two and three 2009/10. A summary of funding by directorate can be seen later in this report and in appendix two.

	Joint Funded Establishment				Externally Funded Establishment			
	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10
CEO & Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Benefits & Exchequer	0.00	0.00	0.00	0.00	2.00	2.00	0.00	22.97
Finance	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.81
Human Resources	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ICT	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00
Legal & Electoral Services	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Policy & Communication	0.76	0.76	0.76	0.76	3.81	3.81	3.00	4.51
Property	0.00	4.00	4.00	4.00	0.00	0.00	0.00	0.00
Special Projects	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
<b>Total Chief Executive</b>	<b>3.76</b>	<b>7.76</b>	<b>7.76</b>	<b>7.76</b>	<b>9.81</b>	<b>9.81</b>	<b>7.00</b>	<b>32.30</b>
Children's Services	9.85	7.85	7.85	7.85	20.07	18.12	18.12	18.03
Youth Services and Commissioning	2.77	4.77	4.77	4.77	6.41	8.24	8.24	8.24
Customer Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Education Services	4.10	5.10	0.00	3.50	0.00	69.58	0.00	82.59
Director & Support	0.00	0.00	4.10	0.00	66.86	0.00	75.12	0.00
<b>Total Children and Young People</b>	<b>16.72</b>	<b>17.72</b>	<b>16.72</b>	<b>16.13</b>	<b>93.34</b>	<b>95.94</b>	<b>101.48</b>	<b>108.86</b>

	Joint Funded Establishment				Externally Funded Establishment			
	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10
Community Care and Well-being	13.30	13.30	13.30	12.30	0.32	0.32	0.32	0.32
Cultural Services	1.76	1.76	2.65	2.65	1.41	1.41	2.41	2.41
Housing and Performance	4.00	4.00	0.00	4.00	7.00	10.00	0.00	11.00
Older Peoples Services	2.00	2.00	4.00	3.00	12.61	13.61	10.00	13.01
System Transformation	0.00	0.00	3.00	0.00	4.00	4.00	13.01	3.00
Director & Support	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00
<b>Total Community Services</b>	<b>21.05</b>	<b>21.05</b>	<b>22.95</b>	<b>21.95</b>	<b>25.35</b>	<b>29.35</b>	<b>29.75</b>	<b>29.75</b>
Countryside & Environment	1.81	1.81	1.81	1.81	1.80	1.80	1.00	2.81
Highways & Transport	0.00	0.00	0.00	0.00	2.00	2.00	0.00	2.00
Planning & Trading Standards	1.00	1.00	0.00	1.60	8.73	6.96	2.00	4.96
Director Support	0.00	0.00	1.00	0.00	0.00	0.00	5.96	0.00
<b>Total Environment</b>	<b>2.81</b>	<b>2.81</b>	<b>2.81</b>	<b>3.41</b>	<b>12.53</b>	<b>10.76</b>	<b>8.96</b>	<b>9.77</b>
<b>GRAND TOTALS</b>	<b>44.34</b>	<b>49.34</b>	<b>50.24</b>	<b>49.24</b>	<b>141.03</b>	<b>145.86</b>	<b>147.19</b>	<b>180.67</b>

4.4 The change in joint and externally funded Establishment by directorate over the past year can be seen in the table below.

	Joint and Externally Funded Establishment						
	Q4 FTE 2008/2009	Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Total difference over the year	% Difference over Year
<b>Chief Executive</b>	12.57	13.57	17.57	14.76	40.05	27.48	218.65
<b>Children and Young People</b>	101.08	110.06	113.66	118.20	124.98	23.90	23.65
<b>Community Services</b>	39.40	46.40	50.40	52.70	51.69	12.29	31.20
<b>Environment</b>	16.34	15.34	13.57	11.77	13.18	-3.16	-19.33
<b>Total</b>	<b>169.39</b>	<b>185.37</b>	<b>195.20</b>	<b>197.43</b>	<b>229.91</b>	<b>60.52</b>	<b>35.73</b>

4.5 The table above demonstrates that the Establishment increase over the year is due to joint and external funding, an increase of 60.52 FTE or 35.73% when compared to quarter four 2008/09.

4.6 The joint and externally funded Establishment in the Chief Executive's directorate has increased by 27.48 FTE or 218.65% over the year. In quarter four 2009/10 there was an increase of 25.29 FTE. This is due to budgetary review in Benefits and Exchequer – posts are now recorded as externally funded rather than Revenue.

- 4.7 When compared to quarter four 2008/09, the joint and externally funded Establishment of Children and Young People directorate has increased by 23.90 FTE or 23.65%. In quarter four several new Sure Start funded posts were established in Education Services as a result of the Local Authority to take responsibility for children's centres.
- 4.8 The joint and externally funded Establishment of Community Services has increased by 12.29 FTE or 31.20% over the year. During quarter four the joint and externally funded Establishment of this directorate decreased by 1.01 FTE.
- 4.9 In the Environment directorate the joint and externally funded Establishment has decreased by 3.16 FTE or 19.33% over the year. Although this appears to be a large percentage decrease, the numbers involved are small. Over the last quarter there has been an increase of 1.41 FTE (a FJF apprentice post and a Tobacco Alliance Co-ordinator post).
- 4.10 Over the year, three directorates show a percentage increase in joint and externally funded FTE and one shows a decrease. The joint and externally funded Establishment has increased by 35.73% or 60.52 FTE when compared to quarter four 2008/09.
- 4.11 During quarter four 2009/10 eleven new externally funded posts (9.05 FTE) were added to the Establishment.

## **5. Restructures**

- 5.1 The HR service was restructured in quarter four 2009/10 as a result of a managerial post being deleted as part of the SMR. Two posts were deleted and two posts created. There was no effect on the amount of Establishment FTE in HR was a result of the restructure.

## **6. Directorate Commentaries**

### **6.1 Chief Executive.**

- (1) The Chief Executive's directorate Establishment has decreased by 4.67 FTE over the quarter.
- (2) Rolling annual turnover in the directorate: 8.78%.
- (3) Vacancy rate in the directorate: 9.18%.
- (4) Key points are as follows:
  - (a) Policy and Communication: The SMR deleted two posts (Policy and Scrutiny Manager and Partnerships Manager) and created one post (Scrutiny and Partnerships Manager). Two new 0.76 FTE apprentice posts were created, funded on a fixed term basis by the Future Jobs Fund.
  - (b) Legal and Electoral: Two posts were deleted this quarter. The Legal Services Manager was deleted as part of the SMR and a Support Services Assistant post was deleted, finalising the restructure of Legal and Electoral.

- (c) Human Resources: The post of HR Manager (Recruitment and Information) was deleted as part of the SMR. As a result of this, HR restructured this quarter, deleting one HR Officer post and creating the new post of Recruitment Manager, and deleting the HR Information Co-ordinator post and creating the post of Management Information Officer. Team responsibilities were adjusted and management responsibilities amended as a result of the restructure.
- (d) Finance: The SMR deleted four posts in Finance (Risk Manager, Health and Safety Manager, Finance Manager and Deputy Section 151 Officer and the Corporate Contracts and Procurement Manager); one new post, Risk and Health and Safety Manager was created. One new fixed term FJF apprentice post was added the Finance Establishment this quarter.
- (e) ICT: The post of Timelord Programme Support Officer was deleted this quarter. This post was Capital funded.
- (f) Property: The SMR created one new post in Property this quarter, Business Development and Quality Officer.
- (g) There were no Establishment changes in Special Projects, Benefits and Exchequer, or CEO and Support.

## 6.2 Children & Young People.

- (1) The Establishment of the Directorate has increased by 3.09 FTE over the last quarter. This increase is largely due to the establishment of new externally funded posts.
- (2) Rolling annual turnover in the directorate: 9.50%.
- (3) Vacancy rate in the directorate: 9.77%.
- (4) Key points are as follows:
  - (a) Education Services: The SMR deleted two and created one Service Manager posts this quarter. Six new Children's Centre posts were added to the Establishment or increased their hours – these posts are all externally funded via Sure Start. Bradfield College have provided funding for a School Crossing Patroller post to be increased in FTE to provide Saturday cover.
  - (b) There were no Establishment changes in Children's Services, Youth Services and Commissioning, Customer Services, or Director and Support.

## 6.3 Community Services.

- (1) The Establishment of the Directorate has decreased by 2.71 FTE over the last quarter.
- (2) Rolling annual turnover in the directorate: 8.55%.

- (3) Vacancy rate in the directorate: 8.99%.
- (4) Key points are as follows:
  - (a) Community Care and Well-Being: The SMR deleted the post of Head of Community Care and Well-Being; from 01/04/10 the service will be merged with Older People's Services to create one service, Adult Social Care. The post of Assistant Community Worker was decreased in FTE to negate the effect of adding the Arts Development Worker post last quarter.
  - (b) System Transformation: One Project Manager post was deleted by Budget Monitoring Panel and one Project Manager post transferred to Housing and Performance. A new Assistant Project Manager post was created on a fixed term basis.
  - (c) Older People's Services: The post of Day Centre Assistant / Driver decreased in FTE as the hours were no longer required.
  - (d) Housing and Performance: One post transferred to the service from System Transformation. The part-time Publications Officer post was deleted by Budget Monitoring Panel.
  - (e) There were no Establishment changes in Director and Support or Cultural Services.

#### 6.4 Environment.

- (1) The Establishment of the Directorate has decreased by 5.98 FTE over the last quarter.
- (2) Rolling annual turnover in the directorate: 5.99%.
- (3) Vacancy rate in the directorate: 7.62%.
- (4) Key points are as follows:
  - (a) Highways and Transport: Six Transport Services Driver posts decreased from 1.22 FTE to 1.0 FTE this quarter. Two Civil Enforcement Officer posts were deleted by Budget Monitoring Panel.
  - (b) Countryside and Environment: Three posts were deleted by the SMR this quarter (Head of Countryside and Environment, PA/Project Officer and Environment and Quality Manager). One new apprentice post was established funded by the Future Jobs Fund on a fixed term basis.
  - (c) Planning and Trading Standards: The post of Tobacco Control Alliance Co-ordinator was established this quarter. One Support Services Assistant post was deleted by Budget Monitoring Panel.
  - (d) There were no Establishment changes in Director and Support

## 7. Conclusions

- 7.1 The total Establishment has decreased over the quarter.
- 7.2 The total Establishment at the end of quarter four 2009/10 is 1743.31 FTE, a decrease of 10.28 FTE when compared to the total of 1753.59 FTE at the end of quarter three 2009/10.
- 7.3 Over the year (Q4 2008/09 to Q4 2009/10) the overall Establishment has increased by 0.14 FTE; meaning the Establishment has gone back down to nearly the same amount of FTE as this time last year. At quarter four 2008/09 Establishment FTE was 1743.17, at quarter four 2009/10 Establishment FTE was 1743.31.
- 7.4 The amount of vacant FTE has increased by 5.54 FTE this quarter. The overall amount of vacant FTE has increased to 157.51 FTE compared to 151.97 FTE reported at the end of quarter three 2009/10. The overall vacancy rate was 9.04%, up from 8.67% at the end of quarter three.
- 7.5 The rolling annual turnover rate (which includes quarter four) was 8.49%. For comparison the rate at quarter four 2008/09 was 10.41%.
- 7.6 The Budget Monitoring Panel deleted 7.20 FTE from the Establishment during quarter four. Over the year, Budget Monitoring Panel has deleted 23.34 FTE from the Establishment.
- 7.7 During quarter four 2009/10:
- (1) WBC funded FTE decreased by 42.77 FTE;
  - (2) Joint funded post FTE decreased by 1.0 FTE.
  - (3) Externally funded post FTE increased by 33.48 FTE;
- 7.8 Over the year 2008/09 to 2009/10:
- (1) WBC funded FTE has decreased by 60.39;
  - (2) Joint funded FTE has increased by 4.90;
  - (3) Externally funded FTE has increased by 55.62.

## Appendices

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Appendix 1	Establishment trends Q1 2009/10 to Q4 2009/10 (figures for comparison over the past 4 quarters)
Appendix 2	Trends in funding for established posts Q1 2009/10 to Q4 2009/10
Appendix 3	Overtime, Casual Workers; and Agency Spend by Directorate
Appendix 4	Glossary and Definitions

## **Consultees**

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**Local Stakeholders:** Corporate Board 27<sup>th</sup> April 2010  
Corporate Board 11<sup>th</sup> May 2010  
Management Board 27<sup>th</sup> May 2010  
Executive 17<sup>th</sup> June 2010

**Officers Consulted:** As above

**Trade Union:** Not consulted



Establishment Trends Q1 2009/10 to Q4 2009/10

The quarter four table below shows Establishment data for West Berkshire Council. This includes Establishment FTE, Occupied FTE, Vacancy details, Headcount and Turnover for the current quarter

Quarter 4 2009/10

**Permanent and Fixed Term Establishment as at 31 March 2010.**

	Current WBC Establishment FTE	Current WBC Occupied FTE	Vacant FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %	Vacancy Rate by Directorate
CEO & Support	2.42	2.42	0.00	3	0.00	
Benefits & Exchequer	79.07	74.81	4.25	84	4.73	
Finance	62.31	56.30	6.14	60	13.22	
Human Resources	27.32	26.32	1.01	31	6.45	
ICT	56.76	52.23	4.53	55	1.87	
Legal & Electoral Services	25.43	23.72	1.71	33	12.31	
Policy & Communication	52.83	44.51	8.32	50	13.46	
Property	31.59	26.00	5.59	29	16.39	
Special Projects	6.00	6.00	0.00	6	0.00	
<b>Total Chief Executive</b>	<b>343.75</b>	<b>312.31</b>	<b>31.56</b>	<b>351</b>	<b>8.78</b>	<b>9.18</b>
Children's Services	162.52	149.00	13.52	174	7.41	
Youth Services and Commissioning	77.18	70.19	7.00	106	19.55	
Customer Services	39.63	37.70	1.93	43	15.56	
Education Services	229.22	200.79	28.42	257	7.45	
Director & Support	2.00	3.00	-1.00	3	0.00	
<b>Total Children and Young People</b>	<b>510.55</b>	<b>460.68</b>	<b>49.87</b>	<b>583</b>	<b>9.50</b>	<b>9.77</b>
Community Care and Well-being	111.82	102.41	9.41	113	0.87	
Cultural Services	86.74	78.52	8.23	118	7.32	
Housing and Performance	76.14	65.81	10.32	73	10.29	
Older Peoples Services	324.40	298.84	25.55	374	10.82	
System Transformation	5.00	4.00	1.00	4	28.57	
Director & Support	2.00	2.00	0.00	2	0.00	
<b>Total Community Services</b>	<b>606.09</b>	<b>551.58</b>	<b>54.52</b>	<b>684</b>	<b>8.55</b>	<b>8.99</b>
Countryside & Environment	76.44	68.21	8.23	78	3.87	
Highways & Transport	110.99	104.26	6.72	111	8.53	
Planning & Trading Standards	93.49	86.88	6.61	96	5.05	
Director & Support	2.00	2.00	0.00	2	0.00	
<b>Total Environment</b>	<b>282.92</b>	<b>261.35</b>	<b>21.57</b>	<b>287</b>	<b>5.99</b>	<b>7.62</b>
<b>GRAND TOTALS</b>	<b>1743.31</b>	<b>1585.91</b>	<b>157.51</b>	<b>n/a #</b>	<b>8.49</b>	<b>9.04</b>

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Quarter 3 2009/10

**Permanent and Fixed Term Establishment as at 31 December 2009**

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	2.35
Finance	64.50	63	9.52
Human Resources	28.32	30	9.52
ICT	57.76	54	5.56
Legal & Electoral Services	27.43	31	15.87
Policy & Communication	52.32	52	7.62
Property	30.59	29	13.33
Special Projects	6.00	6	0.00
<b>Total Chief Executive</b>	<b>348.42</b>	<b>353</b>	<b>7.58</b>
Children and Youth Services	162.52	173	8.87
Childrens Commissioning & Quality	77.18	99	17.32
Customer Services	39.63	46	8.42
Education Services	226.13	258	7.10
Director & Support	2.00	2	0.00
<b>Total Children and Young People</b>	<b>507.46</b>	<b>578</b>	<b>8.99</b>
Community Care and Well-being	113.82	111	6.06
Cultural Services	86.74	122	8.06
Housing and Performance	75.64	77	8.51
Older Peoples Services	324.61	377	9.99
System Transformation	6.00	5	0.00
Director & Support	2.00	2	0.00
<b>Total Community Services</b>	<b>608.80</b>	<b>694</b>	<b>8.76</b>
Countryside & Environment	78.73	78	8.86
Highways & Transport	114.28	110	11.94
Planning & Trading Standards	93.89	98	5.00
Director & Support	2.00	2	0.00
<b>Total Environment</b>	<b>288.90</b>	<b>288</b>	<b>8.53</b>
<b>GRAND TOTALS</b>	<b>1753.59</b>	<b>n/a #</b>	<b>8.57</b>

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# The headcount per service should not be totalled to give a total headcount. Some employees may have several posts and this would give an inaccurate figure

\*\*\* Represents turnover based on leavers from WBC in past rolling year and calculated through average headcount throughout the year

Turnover relates to crude turnover only and only measures external leavers not internal movement

Quarter 2 2009/10

**Permanent and Fixed Term Establishment as at 30 September 2009**

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	3.55
Finance	64.50	62	11.02
Human Resources	28.32	31	12.70
ICT	58.76	55	3.74
Legal & Electoral Services	27.43	27	19.67
Policy & Communication	53.32	53	7.62
Property	32.59	32	3.13
Special Projects	5.00	6	0.00
<b>Total Chief Executive</b>	<b>351.42</b>	<b>354</b>	<b>7.58</b>
Children and Youth Services	163.52	172	11.03
Childrens Commissioning & Quality	74.84	97	16.00
Customer Services	40.63	47	10.31
Education Services	223.43	253	7.68
Director & Support	2.00	3	0.00
<b>Total Children and Young People</b>	<b>504.42</b>	<b>572</b>	<b>10.05</b>
Community Care and Well-being	114.40	107	12.39
Cultural Services	85.74	125	12.90
Housing and Performance	74.64	76	10.07
Older Peoples Services	323.53	382	9.15
System Transformation	6.00	5	0.00
Director & Support	2.00	2	0.00
<b>Total Community Services</b>	<b>606.30</b>	<b>697</b>	<b>10.37</b>
Countryside & Environment	77.65	78	8.97
Highways & Transport	116.50	102	14.66
Planning & Trading Standards	94.89	99	4.98
Director & Support	2.00	2	0.00
<b>Total Environment</b>	<b>291.04</b>	<b>281</b>	<b>9.42</b>
<b>GRAND TOTALS</b>	<b>1753.18</b>	<b>n/a #</b>	<b>9.61</b>

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Quarter 1 2009/10

**Permanent and Fixed Term Establishment as at 30 June 2009**

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	9.76
Finance	64.00	61	14.29
Human Resources	29.32	31	16.67
ICT	56.76	53	5.83
Legal & Electoral Services	29.78	28	15.87
Policy & Communication	53.32	56	11.01
Property	31.59	33	9.68
Special Projects	5.00	5	0.00
<b>Total Chief Executive</b>	<b>351.26</b>	<b>355</b>	<b>11.11</b>
Children's Services	208.70	228	15.35
Childrens Commissioning & Quality	28.70	29	3.77
Customer Services	41.61	46	14.89
Education Services	219.99	246	10.97
Director & Support	2.00	2	0.00
<b>Total Children and Young People</b>	<b>501.00</b>	<b>551</b>	<b>12.73</b>
Community Care and Well-being	116.56	113	12.23
Cultural Services	88.72	127	19.53
Housing and Performance	73.14	76	11.68
Older Peoples Services	325.92	390	9.54
System Transformation	6.00	5	0.00
Director & Support	2.00	2	0.00
<b>Total Community Services</b>	<b>612.34</b>	<b>713</b>	<b>11.94</b>
Countryside & Environment	77.65	78	7.74
Highways & Transport	116.50	103	13.76
Planning & Trading Standards	96.35	100	7.07
Director & Support	2.00	2	0.00
<b>Total Environment</b>	<b>292.50</b>	<b>283</b>	<b>9.52</b>
<b>GRAND TOTALS</b>	<b>1757.10</b>	<b>n/a #</b>	<b>11.83</b>

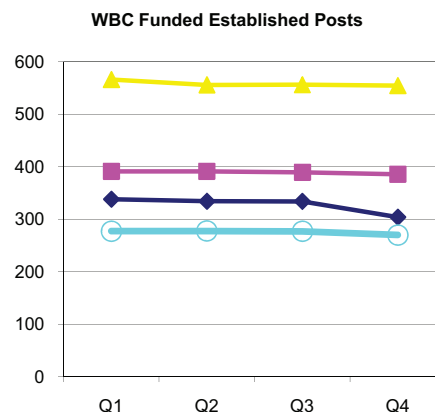
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**Trends in Funding for Established Posts Q1 2009/10 to Q4 2009/10**

The figures below show the position over the past four quarters for WBC, joint and external funded posts. All posts (permanent or fixed term) are included in this report.

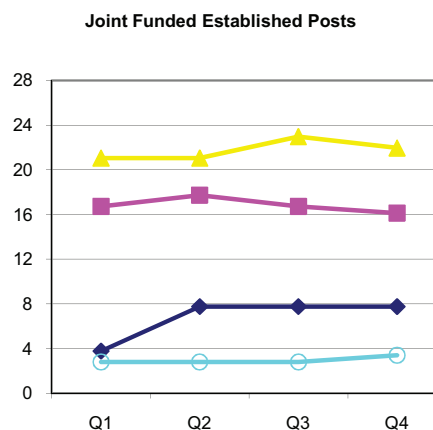
WBC funded post FTE has decreased by 42.77 FTE during quarter four.

	WBC Funded (incl. DSG)			
	Q1	Q2	Q3	Q4
<b>Chief Executive</b>	337.71	333.85	333.66	303.69
<b>Children and Young People</b>	390.94	390.76	389.26	385.56
<b>Community Services</b>	565.93	555.90	556.11	554.40
<b>Environment</b>	277.15	277.47	277.13	269.74
<b>Total</b>	1571.73	1557.98	1556.16	1513.39



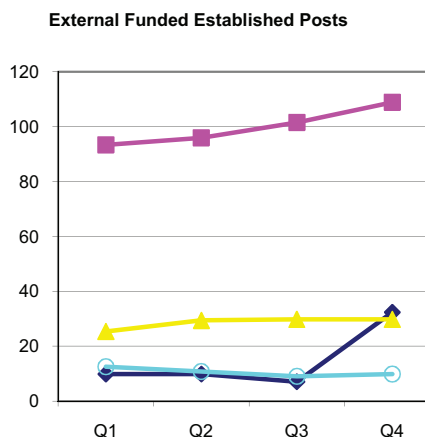
Joint funding for posts has decreased by 1.0 FTE during quarter four.

	Joint Funding			
	Q1	Q2	Q3	Q4
<b>Chief Executive</b>	3.76	7.76	7.76	7.76
<b>Children and Young People</b>	16.72	17.72	16.72	16.13
<b>Community Services</b>	21.05	21.05	22.95	21.95
<b>Environment</b>	2.81	2.81	2.81	3.41
<b>Total</b>	44.34	49.34	50.24	49.24



Externally funded post FTE has increased by 33.48 FTE during quarter four.

	External Funding			
	Q1	Q2	Q3	Q4
<b>Chief Executive</b>	9.81	9.81	7.00	32.30
<b>Children and Young People</b>	93.34	95.94	101.48	108.86
<b>Community Services</b>	25.35	29.35	29.75	29.75
<b>Environment</b>	12.53	10.76	8.96	9.77
<b>Total</b>	141.03	145.86	147.19	180.67



**KEY**

Chief Executive	diamond
Children and Young People	square
Community Services	triangle
Environment	circle

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**Overtime, Casual Workers, and Agency:**  
**Spend over Quarters 1, 2, 3 and 4 2009/10 by Directorate**

**Overtime - flat and enhanced \* \$**

Directorate	Data	* Total £ Q1 09/10	* Total £ Q2 09/10	* Total £ Q3 09/10	* Total £ Q4 09/10
Chief Executive	Overtime - Flat	£8,443.72	£14,738.45	£12,126.90	£5,603.87
	Overtime - Enhanced	£20,775.96	£22,640.92	£16,657.09	£8,161.67
	<b>Total</b>	<b>£29,219.68</b>	<b>£37,379.37</b>	<b>£28,783.99</b>	<b>£13,765.54</b>
Children & Young People	Overtime - Flat	£10,013.15	£18,508.58	£16,095.50	£15,826.25
	Overtime - Enhanced	£3,561.43	£5,253.57	£5,273.01	£4,840.30
	<b>Total</b>	<b>£13,574.58</b>	<b>£23,762.15</b>	<b>£21,368.51</b>	<b>£20,666.55</b>
Community Services	Overtime - Flat	£62,547.17	£67,400.07	£62,619.70	£49,289.04
	Overtime - Enhanced	£64,803.17	£30,566.28	£22,387.12	£58,638.72
	<b>Total</b>	<b>£127,350.34</b>	<b>£97,966.35</b>	<b>£85,006.82</b>	<b>£107,927.76</b>
Environment	Overtime - Flat	£8,662.33	£6,330.65	£5,520.14	£4,880.68
	Overtime - Enhanced	£19,399.59	£10,677.26	£14,933.09	£14,427.19
	<b>Total</b>	<b>£28,061.92</b>	<b>£17,007.91</b>	<b>£20,453.23</b>	<b>£19,307.87</b>
<b>Total Sum of Overtime - Flat</b>		<b>£89,666.37</b>	<b>£106,977.75</b>	<b>£96,362.24</b>	<b>£75,599.84</b>
<b>Total Sum of Overtime - Enhanced</b>		<b>£108,540.15</b>	<b>£69,138.03</b>	<b>£59,250.31</b>	<b>£86,067.88</b>
<b>Total of Overtime</b>		<b>£198,206.52</b>	<b>£176,115.78</b>	<b>£155,612.55</b>	<b>£161,667.72</b>

\* Data from Payroll

\$ From quarter one 09/10 the breakdown of overtime payments is shown as 'overtime - flat' and 'overtime - enhanced'. This change has been made to enable clearer reporting.

**Casual Workers (not on the Establishment) \***

Directorate	* Total £ Q1 09/10	* Total £ Q2 09/10	* Total £ Q3 09/10	* Total £ Q4 09/10
Chief Executive	£11,689.11	£9,848.96	£9,649.97	£7,594.49
Children & Young People	£58,237.67	£57,631.97	£51,256.96	£54,644.85
Community Services	£79,612.87	£91,887.52	£83,687.54	£60,851.12
Environment	£50,049.44	£52,973.73	£35,144.02	£24,580.90
<b>Grand Total</b>	<b>£199,589.09</b>	<b>£212,342.18</b>	<b>£179,738.49</b>	<b>£147,671.36</b>

\* Data from Payroll

**Agency (WBC Revenue only) \*\***

Directorate	**Total £ Q1 09/10	* Total £ Q2 09/10	* Total £ Q3 09/10	* Total £ Q4 09/10
Chief Executive	£111,964	£116,988	£165,956	£164,634
Children & Young People	£108,641	£118,516	£203,816	£122,927
Community Services	£110,828	£170,954	£178,532	£193,572
Environment	£23,930	£10,202	£5,396	£4,716
<b>Grand Total</b>	<b>£355,363</b>	<b>£416,661</b>	<b>£553,700</b>	<b>£485,849</b>

\*\* = Data from Agresso supplied by Finance.

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## **Glossary and Definitions used in the report**

Misinterpretation of Establishment data can often occur through an incorrect understanding of the definitions that are used. The attached Appendices include a number of terms and the definitions are shown below.

### Definitions

#### Grouped Posts:

Individual posts with the same criteria against them are sometimes grouped into one generic post with the full time equivalent (FTE) value reflecting the total number of hours from the individual posts. A Grouped Post will have one post number, but each employee allocated to the Grouped Post will retain their individual Employee numbers.

The following information must be the same for every employee within the Grouped Post:

- Job title;
- Grade;
- Reporting Line;
- The team the post is in;
- Location;
- Cost Centre;
- Funding source; and,
- Post status (i.e. Permanent or Temporary).

#### Establishment:

The number of posts (shown as full time equivalents (FTE)) that are supported by the approved staffing budget, agreed by the Council (through the Policy and Budget Framework) at the annual budget setting meeting. If the Executive subsequently change the staffing budget during the year then the Establishment would be expected to change. Changes in Establishment can also result from restructuring where two lower paid posts could be created from a single higher salaried post or vice versa. In this case the budget does not change but the Establishment will.

The Establishment includes both occupied and vacant posts. In some cases vacant posts within the Establishment may be covered by temporary or agency staff. These are not added to the Establishment.

The Establishment includes Permanent and Fixed Term positions whether they are full or part time.

Casual and Relief staff as well as those on variable hour contracts are not included within the Establishment figures and are reported separately.

The Establishment includes all Permanent, and Fixed Term positions irrespective of their funding source, as long as they are West Berkshire

Council employees. As a result, staff funded by external grants or jointly funded with Partner organisations will be included. At the same time no distinction is made between Revenue and Capital funded positions.

Occupied FTE:

This is the total Full Time Equivalent (FTE) posts within the Establishment that are occupied at the end of the reporting period. It does not include posts that are being covered by temporary or agency staff. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave.

Vacant FTE:

This relates to the total Full Time Equivalents that are vacant within the Establishment at the end of the reporting period. Adding the number of vacant and occupied posts together will show the total Establishment. Staff due to start employment will not move a post from 'vacant' to 'occupied', even where an offer of employment has been made.

Staff headcount:

The total number of staff in post as at the end of the reporting period. This is the same as occupied FTE except that the headcount counts people who are not full time equivalents. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave. Staff headcount is shown per service in this report. The headcount per service should not be totalled as this gives an inaccurate figure as some employees have several posts, sometimes in the same, and sometimes in different, services.

Annualised Turnover:

As quarterly turnover but annualised to show a forecasted annual figure if the level of leavers should be maintained for the rest of the rolling year.

Overtime - Flat:

Any time paid over standard contractual hours paid at flat hourly rate.

Overtime - Enhanced:

Any time paid over standard contractual hours paid at an enhanced hourly rate.

Casual:

Any hours paid for casual staff who do not have a contracted number of hours each period.



<b>Title of Report:</b>	<b>Council Plan Outcomes 2009/10: Quarterly Performance Update – Year End</b>
<b>Report to be considered by:</b>	Executive
<b>Date of Meeting:</b>	17 June 2010
<b>Forward Plan Ref:</b>	EX2098

**Purpose of Report:**

- 1) To report year end performance against each of the outcomes identified in the 2009/10 Council Plan.
- 2) To report remedial action that was taken or is currently being taken, where targets have not been met.

**Recommended Action:**

- 1) To note performance against each of the outcomes identified in the 2009/10 Council Plan.
- 2) To note and approve remedial action being taken, where targets have not been met by the end of the municipal year.

**Reason for decision to be taken:**

The Council Plan sets out the purpose and ambition of West Berkshire Council. It defines the Council’s main focus of activities and the measures of performance against which it will assess itself.

Monitoring and managing performance within each of these main areas of work is key in making sure the Council delivers what it has set out to achieve - and where this has not happened, in ensuring that appropriate action is taken to mitigate the impact of the target not being met.

**Other options considered:** Not to report performance.

**Key background documentation:**

- Performance data contained within the performance portal.
- Council Plan 2007-2011 - 2009/10 refresh.

The proposals contained in this report will help to achieve the following Council Plan Priorities:	
<input checked="" type="checkbox"/>	<b>CPP1 – Support our communities through the economic recession</b> – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged
<input checked="" type="checkbox"/>	<b>CPP2 – Raise levels of educational achievement</b> – improving school performance levels
<input checked="" type="checkbox"/>	<b>CPP3 – Reduce West Berkshire’s carbon footprint</b> – to reduce CO <sub>2</sub> emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency
The proposals will also help achieve the following Council Plan Themes:	