

Delivering better services



Workforce Matters

Community, Cultural, and Corporate Services Scrutiny Committee

31 October 2024



Introduction & Summary

- Third annual report - progress is happening.
- Today's Presentation
 - Headlines from the workforce report – comparison Dec 2022 to Dec 2023 to Oct 2024 and providing an update on our current demographics including our leadership population, early and developing careers and recruitment challenges
 - A deep dive into recruitment & Retention using the LGA benchmarking tool
 - Introducing out National Management Trainees on the IMPACT programme



Headlines from the report

	October 2024	December 2023	December 2022
Establishment	13385 FTE 10,542.62	13,258 FTE 10,312.89	13,060 FTE 10,038.74
Turnover	14.26%	13.48%	13.86%
Average age of employee	48 years old	48 years old	47.12 years old
Length of Service	28.7% of staff have 15 years+ 19.6% of staff have 5 -10 years	29.5% of staff have 15 years+ 18.5% of staff have 5 -10 years	30% of staff have 15 years + 25% of staff have 2 - 5 years
Absenteeism (rolling 12 month)	12.77 days per FTE 4.89%	12.52 days per FTE	13.5 days per FTE
Vacancy rate	9.94%	12.85%	20%
Gender	Female 73.3% Male 26.7%	Female 73.3% Male 26.7%	Female 73% Male 27%



Leadership population benchmarking

Local benchmarking exercise Sept 2024

AUTHORITY	LEVEL 0 - CX	LEVEL 1 - Directors	LEVEL 2 - Deputy/Assistant Directors	TOTAL Senior Leadership	TOTAL POPULATION	County / Unitary	Total net service expenditure
A	1	8	42	51	1,228,671	County	1,876,099
B	1	6	31	38	1,536,118	County	2,037,920
C	1	5	29	35	1,215,387	County	1,957,164
D	1	6	24	31	1,428,559	County	2,419,060
E	1	7	13	21	1,610,251	County	2,525,901
Lancashire	1	4	16	21	1,270,162	County	2,355,686



Turnover & Recruitment

Highest areas of turnover		Top 5 Recruitment challenges	
Dec 2023	Oct 2024	Dec 2023	Oct 2024
<ol style="list-style-type: none"> Catering assistant Social worker Residential Care Assistant Community Support Worker Business Support Officer 	<ol style="list-style-type: none"> Community Support Worker Passenger Assistant Business Support Officer Catering Assistants Cleaning Operative 	<ol style="list-style-type: none"> Social Workers Residential Care Assistants Business Support Officers Community Support Worker Catering Assistants 	<ol style="list-style-type: none"> Social Workers Residential Care Assistants Business Support Officers Passenger Assistant Community Support Worker



Delivering better services



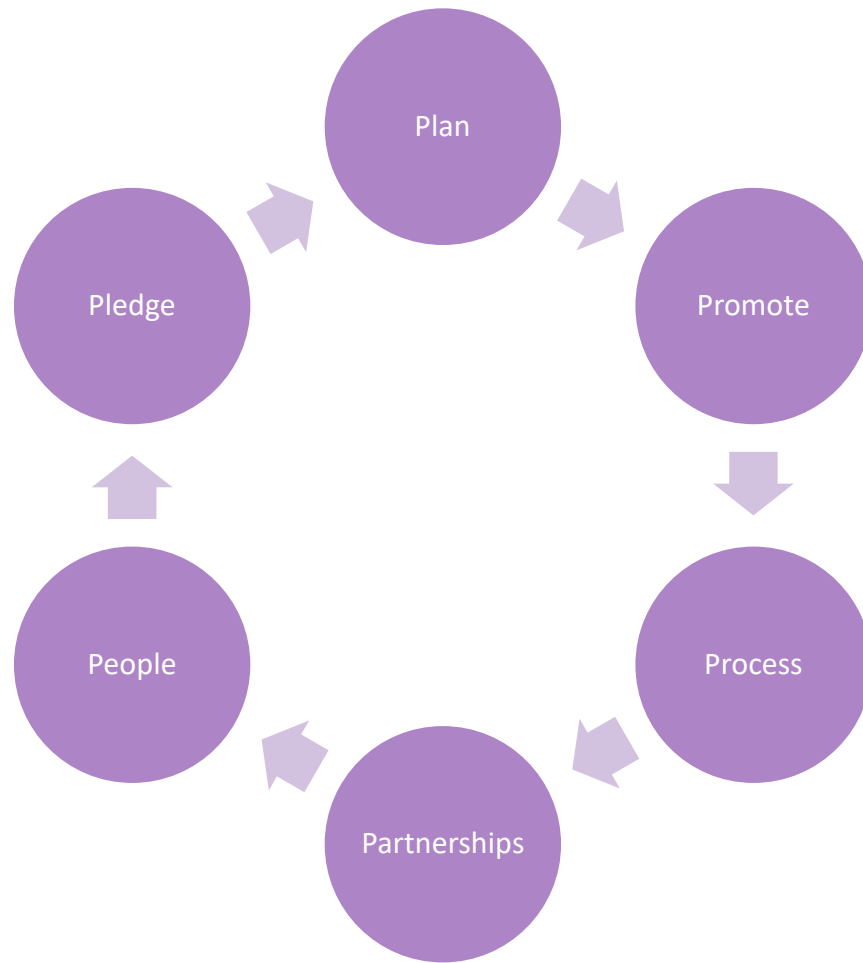
LGA

Benchmarking

Best practice in Recruitment & Retention



Recruitment and retention best practice



Plan – having clarity through **workforce planning** of recruitment & retention needs

Promote - As a sector we have over 800 different professions – our **employer value proposition** is key.

Process – engaging & communicating with potential employees. This is about **appeal and reach**.

Partnerships – partnerships are key to the **pipeline** - Further Education/Higher Education institutions and professional bodies play a part in this.

People – current employees and a focus on **retention**. This involves providing reasons to stay rather than move.

Pledge – **working together** as one to promote career opportunities and share efficiencies.

Recruitment maturity model – Oct 24

	Stage 1 - Early compliance focused	Stage 2 - Developing process oriented	Stage 3 - Maturing strategically aligned	Stage 4 – Mature community engaged	Stage 5 - Advanced excellence driven
Promotion		X			
People		X			
Policies	X				
Processes	X				
Platforms	X				
Performance	X				



Where are we now?

- Promotion - Championing the jobs, the council, and the public sector (employer brand).
Stage 2 - Initial steps to develop and communicate the employer brand – that the council is an attractive and engaging place to work.
- People - Ensuring that those who are responsible for recruitment have the skills, confidence, and support to do it well.
Stage 2 - Some necessary skills and support are given but people still face significant gaps in confidence and competence.
- Policies - The policies (rules) that set a standard and help us to attract and recruit a skilled and diverse workforce.
Stage 1 - Compliance with legal standards for hiring; to avoid the risk of getting recruitment wrong.
- Processes - The processes (activities) that enable us to successfully attract and recruit a skilled and diverse workforce.
Stage 1 - Ad-hoc recruitment practices focus on immediate needs. Hiring is often done quickly, and decisions are based on immediate availability.
- Platforms - The systems and technology we invest in to improve our processes and deliver what we need.
Stage 1 - Limited use of systems and technology, primarily for job postings. Little or no resources are allocated to social media
- Performance - Measuring the impact of our recruitment efforts identifies what is going well and what needs to be improved.
Stage 1 - Basic metrics like vacancy rates and time-to-hire are tracked. Little to no resources are allocated to improve these.



Recruitment maturity model – ambition 2025

	Stage 1 - Early compliance focused	Stage 2 - Developing process oriented	Stage 3 - Maturing strategically aligned	Stage 4 – Mature community engaged	Stage 5 - Advanced excellence driven
Promotion		X	X		
People		X	X		
Policies	X		X		
Processes	X	X			
Platforms	X	X			
Performance	X	X			



Where will we be?

- Promotion - Championing the jobs, the council, and the public sector (employer brand).
Stage 3 - Active promotion of a positive employer brand, focusing on opportunity, access, inclusivity and belonging
- People - Ensuring that those who are responsible for recruitment have the skills, confidence, and support to do it well.
Stage 3 - People have adequate skills and confidence to perform their roles effectively with moderate support
- Policies - The policies (rules) that set a standard and help us to attract and recruit a skilled and diverse workforce.
Stage 3 - Policies fully aligned with strategic goals, including detailed diversity and inclusion policies and active efforts to achieve diversity.
- Processes - The processes (activities) that enable us to successfully attract and recruit a skilled and diverse workforce.
Stage 2 - More consistent and structured recruitment processes established. Some parts of the process are clearly defined and there are some materials to help.
- Platforms - The systems and technology we invest in to improve our processes and deliver what we need.
Stage 2 - Use of Applicant Tracking Systems (ATS) for better organisation of recruitment communications and processes. Ad hoc social media use.
- Performance - Measuring the impact of our recruitment efforts identifies what is going well and what needs to be improved.
Stage 2 - Introduction of broader metrics too, including some that measure the candidate experience. Some resources are allocated to improve these.



Delivering better services



IMPACT

Future Local Government Leader's Programme



Impact: The Local Government Graduate Programme for candidates

- Impact is a fast-track graduate programme for bright and passionate individuals who want to make a difference while excelling in their own careers.
- A minimum 2.2 undergraduate degree
- Local recruitment fairs to engage and attract to LCC
- All graduates recruited through the national recruitment campaign on a 2-year fixed term contract.
- rotate between three to four different placements to gain a wide range of experience and skills.
- They complete the Level 7 Chartered Manager Apprenticeship.
- Each graduate has an internal senior leader as a mentor.



Welcome to our Graduates



George Simms
Edge Hill University

Degree in Business Management with Marketing.



Jed Saunders
Lancaster University

Degree in Politics and International Relations.



Amelia Horrocks
Manchester University

Degree in Politics and Spanish



Abi Olagboyega
Manchester University

Degree in Law and Politics



Q & A

