

NORTH YORKSHIRE COUNTY COUNCIL

CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE

19 JUNE 2017

WORKFORCE UPDATE

Purpose of Report

1.0 This report updates the Overview and Scrutiny Committee on the County Councils changing workforce, presents key workforce data, details progress on the Workforce Plan and sets out some key priorities for the year ahead.

2.0 A Smaller Workforce:

2.1 The County Council's workforce (non-schools) continues to reduce at a relatively steady pace as below:

	Headcount	FTE
Q4 2012/13	8580	5841
Q4 2013/14	7715	5665
Q4 2014/15	7650	5680
Q4 2015/16	7545	5632
Q4 2016/17	7420	5607.

It should be noted that headcount has reduced to a greater extent than FTE because a large proportion of posts removed have been very part time often for only a few hours a week. The service changes which led to these headcount reductions are now coming to an end with remaining restructures being fewer in number and with less workforce impact, and should in the main be concluded by early 2018-19.

2.2 The overall non-schools FTE reduction has been some 13% since 2010, which is a 19% reduction in headcount, and reductions are higher if schools staff are included. However these reductions include schools converting to academies when numbers are removed from NYCC records and so do not represent an actual reduction in the education workforce of this size, although undoubtedly there has been a reduction as schools have restructured and reduced numbers.

NYCC reductions prior to 2014 focused in the main on managerial and back office/support posts and were well over 20% (including senior manager reductions at 24%). Since 2014 the reduction of management posts has continued to be the biggest annual change in workforce profile. The reduction in senior manager posts now stands at 30% less than 2010, and is consistent with senior management pay benchmarking which shows NYCC to have a lean management ratio compared to other relevant comparator councils. By contrast frontline staffing reductions prior to 2014 have reversed recently, now standing at just over 2% down on 2010.

2.3 The reduction in headcount would have been larger but for a number of factors:

- Staff are moved from relief contracts to substantive contracts when they work regular patterns/hours. Relief contracts are not included in FTE or headcount but spend on relief staff is in directorate staffing budget. So moving staff from relief to substantive contracts increases numbers but not budget.
- Numbers have increased recently with the creation of new corporate teams for Property Services and Procurement following the TUPE transfer in of staff linked to the Property Services contract and from Northern Procurement Group.

- There has been an increase in posts funded by government grants/initiatives notably in CYPs for Partners in Practice posts.
- New traded service contracts, generating additional income have increased numbers in some areas.

2.4 Since April 2014 which was the start of the 2020 change programme the impact on staff of organisational restructures has been:

- Over 3500 staff involved in redundancy consultations for 74 restructures resulting in 685 staff displaced (meaning their job no longer exists in the new structure)

For the staff displaced:

- Over 250 left voluntarily for other jobs during the consultation and implementation period.
 - 135 staff have been redeployed
 - Around 370 redundancies, of which the majority (over 200) were voluntary, and 16 retired
- The number of voluntary leavers above relates to the long lead period in implementing restructures, which allows post reductions to be achieved by holding vacancies caused by normal turnover, and staff at risk of redundancy seeking alternative employment.

2.5 In terms of the cost of redundancies £5m was allocated in 2010 for One Council changes redundancy and pension strain costs. This was spent over a 4-5 year period and a further £5m allocated in 2014/15 for 2020 restructure costs of which £2.56m has been spent to date. The County Council exit payments are those set out in relevant legislation notably the Redundancy Modification Order as applicable to local government and the LGPS if staff made redundant are over 55. Additional payments via available discretions are not used. This spend compares well with costs and spend across comparator authorities which average £20 -30m. The average payment to staff (including pension strain for LGPS) is around £9k compared to locally for example £60k at Selby and £195k at Hambleton.

3.0 Supporting our Workforce through Change

3.1 Over 80% of staff have been through a restructure and been declared at risk of redundancy with some having been through this process 2 or 3 times since 2010. Increasingly there is less opportunity to redeploy staff than previously due to the more specialist and senior posts affected. Support to staff has therefore focussed on achieving 'good outcomes' for staff, acknowledging that this may not be continued employment with NYCC. As part of measuring outcomes for displaced staff their ultimate destinations is recorded as far as possible and where known these are:

- 50% found other employment
- 43% did not wish to seek new work
- 2% self-employed or in further training
- 5% unemployed and still seeking work

This means for displaced staff it can be considered that 95% achieved a positive alternative outcome.

3.2 In 2016/17 staff have continued to be supported through a variety of routes recognising staff have different needs and choose different solutions:

- Online resources (covering a range of topics from job seeking and redeployment to fostering, adoption and volunteering) updated on an ongoing basis, including links to external providers and sources of free specialist advice and guidance to staff if needed e.g. to retrain, set up in self-employment or flexibly retire. This is accessed by up to 100 staff per week, although this has understandably dropped to approx. 40 per week since the larger restructures have concluded
- Information fairs attracting around 50 staff with representatives from a range of organisations able to answer staff questions, eg training, volunteer and enterprise organisations, job centre, HR, pensions, money and careers' advice

- A roadshow and drop in surgeries for staff affected by specific restructures in various locations across the county so all staff have the opportunity to attend locally
- A variety of workshops for staff covering personal strategies for dealing with change, redeployment and all aspects of modern ways of job/career seeking such as social media, including some bespoke interview skills workshops as often staff affected have not been through an interview process for a number of years and understandably feel very anxious
- Redeployment support offered on a 1:1 basis for all staff affected by a restructure

4.0 Recruitment, Turnover & Attendance: The Council has continued to be generally successful in recruiting and retaining, and activity in recent years has focussed on frontline and operational posts. NYCC advertised nearly 1,400 vacancies in 16/17 and had 12,500 applicants over the year. Full year advertising spend was £53k with paid for advertising limited to senior and specialist positions. Social media and digital advertising is used well and this year success was recognised by NYCC winning Best Social Media Campaign in the PPMA (Public Service People Managers Association) awards for the cleaning services campaign.

The all authority turnover increased to a higher than usual level of 14.9% due to staff reductions ahead of and during 2 major restructures in Adult Care and Support and the Library Service. This is just above the average turnover for upper tier authorities of 14.3%. The increase was due to involuntary leavers via redundancy and increased voluntary leavers in the run up to restructure implementation. Higher leaver figures are inevitable when large restructures are being implemented.

- 4.1 Care workforce:** An area of continuing concern is the care workforce, both directly employed by NYCC and across the wider sector locally. Whilst NYCC in the main manages to recruit care staff to vacancies this continues to be difficult and the recruitment and retention difficulties in the care workforce are well documented. National reports predict a shortfall of some 200,000 care workers by 2020 which is predicted to be exacerbated by the run up to and outcome of Brexit. In addition locally the following issues are relevant;
- Demand for services is increasing against a backdrop of reducing unemployment with only 1,639 unemployed (reduced by 41% from 2,795 people just 18 months ago) in North Yorkshire of which only 155 are between the age of 16-24 (reduced by 66% from 470 young people 18 months ago). Set against this context there is strong competition for staff locally and developments such as the opening of a new supermarket or hotel in an area results in a loss of care staff as they move to an alternative job and sector.
 - The age profile of the care workforce is an obvious concern with some 40% of the workforce set to retire over the next 7 years and just 3% of the workforce aged 18-24. There is a real need to attract younger people into the sector and decrease the age at commencement which currently stands at 45 years of age, compared to 25 back in 1971.
 - Care roles suffer from the perception of being low paid, low value roles and there is a need to challenge and change this perception.

There are many reasons for the recruitment and retention difficulties, and there is no single approach to resolve them. The Make Care Matter, a whole sector multimedia recruitment campaign, is part of a long term project that engages various groups including external care providers, education providers, job seekers, students and current employees to increase attraction to the care workforce. A website has been developed: www.makecarematter.co.uk, which includes sector-wide material such as employment opportunities, career progression routes, staff case studies and blog posts, a student hub and positive news stories. Users will be signposted from existing campaigns and initiatives including roadshows, careers fairs, open days and social media activity.

Promoting the social value, describing the positive impact care roles have on people's lives, and identifying clear career paths with a route to professional higher paid posts should help to offset challenges and increase attraction to these roles.

4.2 The implications of Brexit: The potential impact on NYCCs workforce is significantly less than other areas. Only around 4% (300 headcount) of the workforce are non UK nationals, a proportion of which will be EU nationals. Using census data it is estimated that approximately 3% (225) of the workforce are EU nationals. However in the private and voluntary care sector the reliance on EU nationals is estimated to be as high as 12-15%. Aside from those already employed in the care sector there are significant numbers of EU citizens working in the retail, tourism and hospitality sectors locally. If these EU workers leave there will be further pull on the existing care workforce to fill the resulting gap.

Work is ongoing to better understand and plan for any impact including:

- Auditing the workforce to understand the potential impact and whether offering early support would minimise this
- Communication and engagement with staff
- Considering local labour market and skill shortages, and how to attract new potential groups eg ex-forces.
- Understand any wider implications beyond the directly employed workforce, for example in the wider health and care sector, education, agriculture and hospitality.

4.3 Sickness Absence: NYCC continues to perform well although the number of days lost to sickness has gone up by just over 1 FTE day lost from last year. Some of this is the result of more complete reporting now that all staff sickness absence is recorded online. Until recently relatively large staff groups such as cleaning and catering recorded an input absence data differently. In addition the long period of uncertainty for staff involved in the 2 big restructures in Adult Care and Support and Libraries may have increased absence levels.

While this year's absence figures have shown increases they still compare favourably across all sectors as illustrated in the tables below, and within the Yorkshire and Humber Region NYCC's performance was second only to Richmondshire District Council. The majority of NYCC staff (51%) had no days off sick at all in 2016/17.





4.4 Stress related absence: There has been a lot of media coverage recently on the impact of stress on the public sector workforce, with much higher absence figures than the private sector outlined. A survey by mental health charity Mind found that around half (48%) of public sector respondents said they had taken time off because of their mental health, more than private workers where less than a third (32%) said they had taken time off. The most recent CIPD absence survey summarised performance in the public sector as follows;

- The main causes of absence are similar to previous years.
- Minor illness remains the most common cause of short-term absence, followed by stress.
- Stress, acute medical conditions and mental ill health continue to be the most common causes of long-term absence with nearly a third of organisations seeing an increase in stress-related absence over the past year and two-fifths a rise in reported mental health problems.

By contrast at NYCC stress, depression and anxiety accounted for 18% of all days lost to sickness (down from 21% in 2015/16 and over 30% in 2014/15) and was the 3rd most common reason for sickness absence after musculo-skeletal and infections.

Paul Farmer, CEX of Mind highlights that a vital part of changing the lives of people with mental health problems is to tackle the culture of “fear and silence” in the workplace that stops people opening up about what they are experiencing. “But it’s also vital that when people do speak out they get the right help and support at the right time,” he added “By promoting wellbeing for all staff, tackling the causes of work-related mental health problems and supporting staff who are experiencing mental health problems, organisations can help keep people at work and create mentally healthy workplaces where people are supported to perform at their best.”

3 recent blogs, by the Chief Executive and 2 other Management Board members, have highlighted the experience of NYCC staff with different mental health problems. These personal stories, together with the supportive comments left by staff, managers and elected members, highlight the increased openness and willingness to talk about mental health problems and demonstrate top level support. Resources which are available to staff to support health and wellbeing include:

- The intranet site 'Boost' <http://nyccintranet/content/boost> supports employees to take responsibility for health and wellbeing and provides advice, support and activities to help o make healthy lifestyle changes
- Part of the site includes a 'Your Support' page <http://nyccintranet/content/your-support> which takes staff to the employee assistance programme with factsheets and information and online self-assessments focusing on diet, exercise, fitness, personal coaching, medical information and emotional support

- Confidential telephone support is also available 24/7 for all NYCC staff and family members living at the same address and covers telephone counselling, tax advice, legal advice (except for employment law), eldercare, childcare and medical information. The service is accessed via a free phone number on 0800 030 5182
- Stress related conditions can be linked to financial difficulties and so a scheme is being launched to support staff financial wellbeing, including help with debt management.

4.5 Composition: 82% of staff are female, 57% part time, many in multiple roles, 5.8% are 25 years old or younger, 1.5% are BME and 87% live in the county. The workforce composition has not changed significantly over recent years, except the proportion of staff in full time employment rather than part time working has increased to 43%. The proportion of staff under the age of 25 has increased this year after a few years of decline. It is hoped this will increase further with new approach to apprentices (see section 9).

4.6 Spend on agency pay: The workforce model at NYCC is based on employing staff on permanent contracts and supplementing this with internal relief staff (usually staff with an existing part time contract at a different location/in a different role) or using existing staff in the same team to work extra hours. Agency staff are only used in exceptional circumstances and when all other options have been exhausted. Spend on agency staff for 2016/17 was £374k compared to £311k in the previous year. Agency spend remains low compared to other local authority spend (comparable sized authorities spend an average £3m pa). The change in tax regulations (IR35) has had the effect of moving workers engaged under other terms to agency workers, and with this will come an expected increase in agency spend moving into 17/18. By way of comparison it was reported in the press during the year, in response to a Freedom of Information request, that agency spend at the following councils was £116m (Essex), £52m (Northamptonshire), £40m (Birmingham), and £29m (Lancashire). NYCC is 1 of only a handful of local authorities nationally with no children's social worker agency spend now or in the last few years. Many local authorities run on 20% agency social workers

5.0 Workforce Strategy

2020 service changes can fundamentally change what is needed for a specific staff group now and into the future and it is important that the Council is able to develop staff into changed roles and recruit the right staff where there are gaps. The 2020 Workforce Strategy is a roadmap for ensuring the Council has the right people with the right skills working in the right way within effective roles and structures so it can attract, develop, retain and motivate a high quality workforce into the future.

5.1 The current 2020 Workforce Strategy has been in place since 2015 and sets out the Council's priorities for its staff across 5 areas:

1. Transforming the Organisation
2. Managing and Developing Talent
3. Driving Performance
4. Engaging the Workforce
5. Working Together

Progress has been made against each priority and the strategy is now being refreshed to reflected changes and to consider what is needed in workforce terms to move beyond 2020. For example the need for staff in traded services to be much more commercially aware and develop appropriate skills. Progress will be included in the workforce performance reports considered by Executive and the Members Workforce Development Group consider and monitor progress for one of the priorities at each quarterly meeting

6.0 Learning and Development: Ensuring council staff have the right knowledge and skills continues to be important and 2020 service changes often alter roles and hence the skills needed requiring development and training for the staff affected.

6.1 Headline data for the last 12 months for staff development and training is:

- 1,269 classroom training events for 16,362 delegates (inc 2,331 from PVI Sectors)
- 616 started a qualification with 604 completed and by end of the year 201 on-going.
- 24,754 mandatory online learning completions (including 5,185 from PVI Sectors)
- 3,904 CPD(continuous professional development) training/learning activities undertaken
- 53 front line managers completed Foundation Level Management Programme
- 36 middle managers completed Middle Management Development Programme.
- 45 social work students placed and 32 Trainee Practice Educators being mentored

Online learning resources:

- Ashridge (Learning materials for managers) 1,157 views
- Stream Learning (short videos on how to communicate/manage effectively when faced with typical workplace problems) 913 views
- Learning Nexus (a suite of learning to support staff e.g. ICT courses, social care, health and workplace legislation) 22,522

These are delivered via the Learning Zone which had 1,440,748 views and can be accessed by staff from any electronic device 24/7.

6.2 The key training & learning priorities for this and next year include:

- Continuing to support the Council's main traded services with commercial skills development via a new programme
- Supporting the roll out of the 2020 Customer cross cutting theme
- Supporting CYPS with the role out of Partners in Practice including a range of training to assist with the extension of 'no wrong door' methodology into the social emotional & mental health service (SEMH), and looked after children / children leaving care services
- Support for roll out of the regional adoption service
- Support for further reshaping of adult social care particularly integration with health
- Support for reshaping the cleaning & catering service particularly for managers
- Induction for HAS assessment staff is being re-written in modular format to facilitate better access to the programme by a wider range of staff
- Social work teaching partnerships, revised competency frameworks, and Government proposals to test all social workers

7.0 Engaging the Workforce: During change it is even more important to engage, listen and act on the views of staff. NYCC takes this seriously and does so in a variety of ways.

7.1 The infographic at appendix 1 sets out some of the activities to promote staff engagement to date.

7.2 While the Council seeks to engage with all staff a tailored approach is needed as groups and professions are different and engage and respond in different ways. One such group is social workers who are nationally hard to recruit and retain. Appendix 2 sets out the very positive results for NYCC of a national survey of social workers

7.3 The next staff survey 'voice your views' went live on the 5th June and is open until end July. All staff are encouraged to take part and work is ongoing with staff groups considered 'hard to reach' eg cleaning staff to encourage response. Teams will be able to bench mark their outcomes against the last full survey in 2015 so they can monitor progress and highlight any areas where improvement is needed

7.4 The second annual staff innovation awards has been held which provided staff the opportunity to highlight work they or their colleagues had been involved in which they consider to be innovative. There were increased entries this time with a county wide innovation event held in December and directorates also have their own events to recognise

good staff performance. The third annual awards are planned for December' 17 with two new categories: Best Commercial Development and Best 'Bright Idea' which will be voted on by staff themselves.

7.5 Managers are expected to engage and involve staff in areas which affect them at work, particularly at a time of change, and this was a specific feature of the staff survey. To support this the behaviour and skills framework for managers was refreshed last year alongside a video which hopefully helps staff understanding why it is important. These also reference the importance of the annual appraisal conversations. This year 570 of 581 managers (98%) completed their appraisals on time compared to 80% last year. Managers continue to be engaged with the CEX in twice yearly discussion sessions and the next session of "leadership conversations" which Assistant Directors have with all line managers are due in the next few months based this time on continuous improvement within teams. The continued use of team brief as a cascade from the CEX via directors to all staff through line management ensures key messages and information is disseminated in a timely way.

8.0 Developing Talent: Work continues to improve the approach to succession planning, graduates, apprenticeships and qualifications to ensure there is the right staff talent available as needed to meet the demands for the future workforce. The approach to succession planning is based on roles which pose a risk to service continuity and resilience with 3 identified below against which plans are being worked up as part of appraisal and workforce planning processes or recruitment ;

- Senior Manager roles (grades SM1 and above)
- Service critical roles (relating to service resilience, eg HAS resource workers)
- Hard to fill or retain roles (at or above the Council average turnover of 14%)

In addition, all staff continue to have access to career development discussions as part of the normal appraisal process

8.1 The approach to graduates has been refocused to a more targeted approach on the specific professions needed in the future, such as social workers and engineers, as opposed to the previous more generic approach. Specific job related training will be provided within services supported by a corporate development programme for all graduates. Good relationships have been established with Universities that can supply these disciplines, and services have determined their needs. This will sit alongside the approach to apprenticeships which have changed to reflect national changes from the Enterprise Act.

8.2 An improved approach to qualifications is being developed to determine whether the Council has the appropriate qualifications framework in place to meet current and future service needs. This will include current needs as well as those created by changing roles as part of 2020 changes and will provide a picture of all statutory and mandatory qualifications needed across the Council to ensure service compliance and resilience. It will also consider how qualifications can build capacity where a new qualification requirement could improve workforce fit for a service area going forward, as well as where new provision of a qualification as part of wider measures could enhance the ability to attract, retain and succession plan in hotspot / hard to fill roles.

8.3 **Reward and Recognition:** NYCC continues to offer a range of ways in which staff can be recognised and rewarded. Managers can award thank you payments, additional increments or send a thank you email. Long service awards are hosted by the Chef Executive and an opportunity to celebrate long service with a partner or other guest. A new page on the intranet highlights the different ways in which good performance can be recognised and rewarded.

Recognition

Welcome to Recognition, where we celebrate your efforts and achievements. Our staff are at the centre of everything that we do, delivering services across the county that make a difference to individuals and the community we serve. You will find a range of ideas, tools and information, about the many ways we recognise and reward staff.



Saying thank you



A one-stop shop for saying 'thank you'

Individual performance management



Opportunities for reflection (appraisal) and recognition of achievement

Making a difference



Appreciating the positive impact our staff can make

External awards



Celebrating our successes with staff and the wider community

Bright ideas



We want to hear from you!

Innovation and internal awards



Recognising the achievements of our staff



8.4 Conversely where staff performance is not appropriate there are processes managers use to develop and manage performance which can impact on incremental progression. Data is not yet fully complete for this year but the figures available so far indicate 88.2% of increments have been approved (up from 83% last year) and just less than 11% (490) have either been withheld or removed (down from 13% last year) with only 0.8% still to process. Increments can be withheld as a result of poor conduct, capability or attendance.

9.0 **The Apprenticeship Levy:** Apprenticeships have changed with the government's new scheme including the levy and public sector targets, which present both challenges and opportunities.

9.1 On the challenge side:

- The levy and public sector target are unnecessary additional burdens at a time of continued pressure on public sector services and finances. Locally there are other challenges, notably the availability of apprentices. Recent figures show that unemployment in the county is less than 2% (1,639) compared to a national average of around 5%, with 155 aged under 24.
- Yet the NYCC target for apprentices is 480 given the inclusion of schools numbers and the calculation being based on headcount rather than more sensibly FTE. 60% of the workforce is part time so calculating on headcount inflates the target. The Council has to compete hard for staff locally which will be no different for apprentices when all local employers are also trying to recruit them.
- The levy, originally projected and budgeted at £750k p.a., increased to £2m with the inclusion of schools creating additional budget pressure. The inclusion of schools is at odds with the government's approach to local authorities' role in supporting schools and whilst NYCC is now responsible for the levy and target for maintained schools, the Government has ruled out top slicing DSG, discouraged pooled payrolls, and there are no mechanisms to ensure schools create apprentices.
- To fully recover the levy of £2m, the Council needs to appoint 913 apprentices, every year, depending on mix and cost. This figure is well beyond both service need and numbers available in the local economy.
- NYCC is a large employer recruiting some 12,500 new staff annually but many are for posts requiring experience in a particular area, sometimes post qualification. The target in effect requires around quarter of vacancies be filled by new apprentices already in employment elsewhere in the local economy.

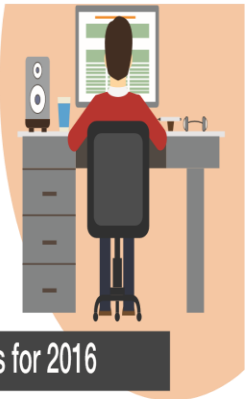
9.2 However, the levy can also be an opportunity in shaping future workforce needs. Services have considered succession planning needs, identified workforce hotspot areas and likely future skills shortages. Apprenticeships can be a progression route into jobs still needed in the future rather than a training scheme.

- The current service demand is 370 apprentices, including schools, the majority in HAS, Cleaning & Catering and Business Support. This comprises 218 new staff to fill vacancies, with a summer campaign for HAS and Business Support planned for Sept/Oct launch. Property, cleaning & catering may have needs in the autumn after further service changes. All this assumes such volume recruitment is possible given the strong local economy. In addition the levy can be used for 152 existing staff who must have a service need to learn new skills. The 370 figure includes up to 20 undergraduates which will be a mixture of new and existing staff.
- These figures are for the first 12 months of intake but spread across the length of the apprenticeship, which in some cases will be up to 4 years, so service demand is unlikely to be sustained at 370 every year. Service demand will be revisited annually.
- Difficulty in recovering the levy is mitigated by the fact that NYCC has been awarded Main & Employer Provider status by the DfE, which gives the ability to deliver the Council's own apprentices and reclaim the levy, as well as deliver on a traded basis for others. The current estimate of levy recovery in the first 12 months of operation is £1.2m including schools. This may increase as more schools participate.
- Training & Learning team will deliver adult social care apprenticeships and Adult Learning will deliver for other disciplines and in schools. Where in house providers do not have the necessary expertise, e.g. engineering, DfE approved providers will be procured in the normal way. Public-public partnerships with providers will be used where possible.

- Schools are being engaged via primary and secondary school network meetings and Bursars & Admin Conferences. An on-line survey of schools apprenticeship needs is being conducted with results available by end June.
- Working with local universities on degree level apprenticeships in areas such as ICT will supplement the usual graduate entry, providing a bigger pool of applicants, greater interest from local young people and in the long run hopefully higher retention.
- Partnership working with LEP and Health partners to create cross sector programmes is particularly important in the health and social care sector given workforce shortages and statutory responsibilities, so that regardless of who provides the service staff are trained and skilled to a high level.
- The levy will, where appropriate, be used to support the ongoing development of existing staff and to give staff the ability to acquire a higher level of qualification and skills. There are staff who wish to progress their career but often lack the required level of qualification and this scheme can be used to address this.
- There are positive elements to the scheme such as the introduction of more degree level apprenticeships which provide local young people and career changers with the opportunity to secure a good job offer with training and complete their qualifications free of debt.

9.3 The new arrangements are far from ideal, and there is much hard work ahead, but nevertheless there are some clear opportunities for positive change and NYCC will use the levy to attract new talent, up skill existing staff and help future proof the workforce.

Justine Brooksbank
Assistant Chief Executive (Business Support)



Staff engagement

3,700 staff responded to biennial staff survey 2015 (pulse survey every other year)

Results in 2015

68% (above benchmark)
My line manager motivates and inspires me to be more effective in my job

78% (above benchmark)
I find my job rewarding

65%
I am encouraged to think innovatively

Our 2016 pulse survey shows improvement in 8 areas, static in 1 and 1% drop in 1 area

Monthly team briefing for all staff

Annual engagement events for 400 managers with the chief executive

307 Managers engaged in 17 leadership conversations with senior managers

359 Thank you payments issued
88 bright ideas received last year

78 innovation award nominations, with 21 finalists and 5 awards

Intranet statistics for 2016

Over 2.1m sessions on our intranet

412 Corporate news articles published

Top news articles are routinely viewed over 2,000 times

78 blogs from our senior management team, viewed nearly 90,000 times, received over 1,600 'likes'

Engaged staff in 85 forums, with 1,500 comments

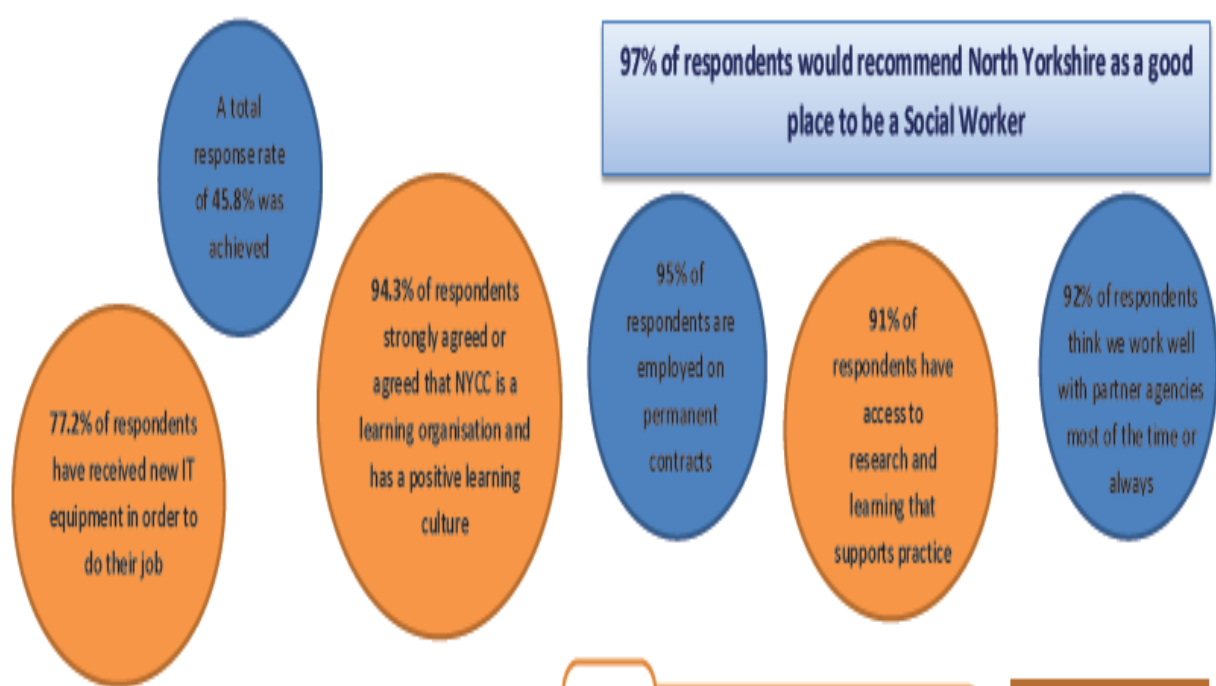
Ran 26 polls and registered over 2,000 votes

Average over 4,000 logged on users daily





Results of national survey of social workers 2016; NYCC results



"The people I have worked with over the last eleven years have been supportive and inspiring, this includes, social workers, managers and senior managers as well as trainers"

82% of Social Workers have between 1-20 cases open to them

95% of respondents have NOT had to take sick leave in the last year due to stress at work

"NYCC is a fantastic forward thinking organisation"

88% of respondents feel their caseload is completely or almost manageable

84% of respondents often or always feel supported to manage any work-related pressures



"My role gives me a sense of belonging and I am proud to work for North Yorkshire. The Authority has allowed me to grow and develop as a professional and has helped me form my identity as a social work professional."