

**NORTH YORKSHIRE COUNTY COUNCIL**

**CORPORATE AND PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE**

**2<sup>nd</sup> March 2020**

**WORKFORCE UPDATE**

**1.0 Purpose of Report**

1.1 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) has now stabilised following recent years of steady reduction as below:

	<b>Headcount</b>	<b>FTE</b>
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
Q4 2017/18	7462	5611
Q4 2018/19	7264	5480
Q3 2019/20	7239	5492

The number of restructures and the impact on staff numbers has reduced, although there are still further restructures and reductions ongoing and into mid-2020.

2.2 The overall non-schools FTE has stabilised in the last year, although the reduction since 2010 has been some 13% (19% on headcount). Reductions are higher if schools staff are included, however this includes schools converting to academies where numbers are removed from NYCC records and do not represent an actual reduction in the education workforce.

2.3 Further reductions have been offset by:

- an increase in posts funded by government grants/initiatives e.g. Better Care Fund in HAS
- new traded service contracts, generating additional income, have increased workforce numbers in some areas.

2.4 Since April '14 which was the start of the 2020 change programme nearly 6,000 staff have been involved in redundancy consultation in over 150 restructures resulting in 976 staff displaced (meaning their job no longer exists in the structure) and 562 redundancies, of which over half (310) were voluntary, and 20 retired.

2.5 In terms of the cost of redundancies, £5m allocated in 2010 for One Council redundancy and pension strain costs was spent over the 4-5 year programme with a

further £5m allocated in 2014/15 for 2020 restructure costs and a final £2m for remaining and potential restructures allocated in this year's budget. Exit payments are determined by 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. Spend compares well with other authorities and the average redundancy cost per leaver is £12k compared to £30 - £50k in neighbouring authorities.

### 3.0 Supporting our Workforce through Change

3.1 Increasingly there is less opportunity to redeploy staff due to the more specialist and senior posts affected and so support to staff has focussed on achieving 'good outcomes'. Where we know employees' destination at leaving:

- 42% found other employment
- 30% did not wish to seek new work
- 2% self-employed or in further training
- 4% unemployed and still seeking work

So 96% achieved a positive alternative outcome and staff feedback shows they value highly the support they receive.

### 4.0 Recruitment, Turnover & Attendance

4.1 **Composition:** the non-schools' workforce continues to see a slight increase in the proportion of men with a split of 22.7% male and 77.3% female. The proportion from a BAME background is 1.9% (against a local population figure of 2.7%) and the proportion of staff declaring a disability is 2.1%. However there remains over 2,000 staff who have chosen not to declare their ethnicity and over 3,000 have not identified if they have a disability, highlighting further work needed to enable accurate information collection and reporting. The average age of the workforce is 47.3 years and the proportion of under 25 year olds is 4.4%. 43.5% of staff are full time so 56.5% working part time and many of these having multiple part time roles. The characteristics of the top 5% of earners are 67.5% female (LGA benchmark 48.8%), 2.1% BAME (LGA benchmark 3.7%) and 1.2% with a disability (LGA benchmark 2.5%).

4.2 **Sickness Absence:** sickness absence is measured in number of FTE days lost and was 7.38 in 2018/19, one of the lowest in the country and amongst the best for county councils nationally. In the first 3 quarters of 2019/20 this has increased with a projected 2019/20 figure of around 8 days. This continues to compare favourably with other public sector benchmarking data with the most recent (2018) Local Government Association workforce survey reporting an average 8.8 days lost per FTE across Local Government and private sector employers with over 5,000 staff averaging around 9 days lost.

In 2018/19 working days lost to long term sickness absence accounted for 59.5% of all absence. The most common causes of sickness absence remain stress, depression and anxiety related (32.1%), musculo-skeletal problems (18.5%) and infections (12.3%). Some of the increase in mental illhealth related absence appears to be a change in how the reason for absence is recorded, with a decrease in most other causes of sickness absence, which suggests improved confidence about reporting and seeking help for mental health issues.

The most recent LGA information on the proportion of staff absent due to stress, depression and anxiety is 3 years old (29% in 2017), but other councils are reporting that this accounts for an increasing proportion of absence within their own councils in the last years or so it this national figure is expected to have increased.

The county council as an employer is working hard at supporting staff to be resilient and is providing support with mental health issues, much of which is in response to life challenges and events. Support is available through the employee assistance programme provided by Health Assured via a 24 hour access to a confidential helpline with life management and personal support available for all employees and immediate family members living at the same address. In addition, the programme provides self assessment tools and plans for staff with regard to lifestyle issues such as diet, smoking and exercise as well as information, articles and advice.

The County Council has signed up to be a Mindful Employer, an NHS initiative, to demonstrate that as an employer we are committed to creating a supportive and open culture, where colleagues are able to talk about mental health and feel safe in disclosing mental health conditions, confident that they will be supported.

Ongoing is on a programme to improve the experiences of employees with mental ill-health, as well as a wider preventative approach to improve the mental health and wellbeing of all the workforce. As an employer NYCC wants to be able to provide non-judgmental and proactive support to staff who experience mental health issues and ensure managers have information and training to support staff in the workplace. Mental health awareness and skills training for managers is now available via the Learning Zone.

Work is underway to enable, facilitate and support colleague led, self-sustaining, workplace wellbeing initiatives across the County. Activities range from physical activity, crafts and awareness raising / support groups on a range of topics as raised by colleagues, as well as promoting healthy lifestyle changes and public health campaigns. Specific activities include work to establish support groups on a range of topics identified through feedback and roadshow events such as Alcohol awareness, Menopause, Mental Health, caring for someone with Dementia / Autism, the introduction of physical activity groups as suggested/requested by colleagues including yoga, running, walking, martial arts, a pilot for the use of e-bikes in Harrogate initially. These take place outside work time and these and other support initiatives such as the Health Assured programme are funded from employer NI and pension contributions savings resulting from workforce salary sacrifice schemes.

In addition, the promotion of annual public health and other national health and wellbeing campaigns such as Dry January, Red January, Stoptober, One You, Cancer Awareness etc to the workforce is ongoing.

#### **4.3 Turnover and recruitment:**

Turnover was 13.4% in 2018/19 and is currently slightly lower for 2019/20 (LGA benchmark 13.5%). Length of service is 8.4 years against a local authority average of 4.5 years. The Council continues to be relatively successful in recruiting and retaining staff with activity in recent years focussing on frontline and operational

posts. NYCC advertises an average 1,500 vacancies and receives approximately 13,000 applicants per year. Full year advertising spend was £56.5k for 18/19 and half year spend £12k in 19/20 (Q1 and 2) with paid for advertising limited to senior and specialist positions. Social media and digital advertising are used progressively and our recruitment technology platform has been upgraded, however direct approaches through our in-house specialist recruiters are now more regularly required to fill difficult positions.

Recruitment continues to be increasingly challenging in a candidate-led market with unemployment remaining very low, at 2.1% for the county, compared to a national average of 3.9%, with 6,300 job seekers of whom only 1095 are under 24 years old. When increasingly looking to attract candidates currently employed, NYCCs reputation as an employer is extremely important.

The average cost per hire is £31, significantly lower than the local authority national average at £582. Average time to hire has remained at a good standard in 18/19 and year to date at 31 days, again being significantly lower than the LA national average of 47 days.

Detailed below are areas of challenge and response;

- For senior appointments NYCC continues to attract a high calibre field of candidates compared to other local authorities and successfully appointed to all roles in 18/19 and year to date. A national presence, track record, awards, having well respected people that people want to work with, who are well connected and networked and together with an imaginative approach are key to the ongoing attraction strategy.
- Against a backdrop of national social worker shortages recruitment continues to be challenging particularly in the coastal area. With targeted, multi-channel campaigns social worker vacancies were filled and with the exception of 3 agency workers on less than 3 month assignments (early 2018) Prior to this CYPS had not used agency social workers for over 6 years, an enviable position, and still one of only a few authorities nationally to use agency social workers very infrequently. The most significant challenges are recruitment of AMHP's (Advanced Mental Health Practitioners) and Educational Psychologists due to limited national availability.
- Care roles remain a very challenging labour market to recruit to across the county, with specific challenges in Harrogate. The Recruitment Hub, set up in late 2018, is where NYCC's Resourcing Solutions team recruit care workers on behalf of the sector. This started initially as a pilot in Scarborough and rolled out across the county. To date this has been well received by the care providers and has supported 173 providers, with 320 candidates successfully placed, equating to over half a million annual care hours. The service also provides support and advice to care providers to help improve their recruitment and workforce practices. In October' 19 the service was expanded to cover internal care vacancies placing 54 staff in the first 3 months equating to 84,500 annual care hours.
- Highways and Technology and Change services have found that applications for technical roles continue to reduce. Given the scarcity of candidates in these technical fields the ability to 'grow our own', our profile/reputation, ability to create interest, be modern, agile and flexible, exploit professional networks and be imaginative in

approach to attraction is essential. Historically Technology & Change used standard approaches to recruit resulting in reduced applications. Multi-channel campaigns were introduced as part of a more integrated, proactive and strategic approach and these filled the majority of positions, despite low applications numbers. All regional local authorities and private sector businesses are reporting similar challenges recruiting ICT and Engineering talent. NYCC is supporting local and regional campaigns such as Women in Tech, Women in Engineering and Return to Tech campaigns in addition to 'growing' our own approaches.

- 4.5 **The implications of Brexit:** The limited labour market with low unemployment is unlikely to change in the foreseeable future, particularly when considering the possible effects of Brexit. Latest ONS figures found EU migration to the UK was at its lowest level in 10 years which is of particular concern in health and social care, agriculture, hospitality and engineering due to their higher dependency on non-UK nationals. The potential impact on NYCCs workforce is significantly less in direct terms than other areas, 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 farming, food production, retail, tourism and hospitality sectors locally and the concern is that if these EU workers leave there is likely to be a pull on the existing care workforce to fill the resulting gap.

Work has been undertaken to:

- Identify EU workers and their managers to provide advice, guidance and support.
- Raise Awareness, using the Home office toolkit various forms of communication have been created and directed at internal managers, external providers and individuals.
- Offer dedicated support. A forum has been created offering dedicated support to both recruiting managers and individuals affected. Dedicated support is available from Resourcing Solutions via telephone or email.
- Ease the Application process. NYCC registration service have set up a scanning service in Northallerton, Harrogate and Scarborough to assist any individuals to scan their documents and apply if they do not have access to a required device.
- Link with partner organisations to help promote workshops which support EU workers through the application process.

Further work is planned to:

- Issue updated internal material to inform and encourage NYCC's staff to apply
- Continue to engage with social care employers and encourage them to inform their employees of the scheme
- Produce and circulate local case studies to local media sources, and use social media accounts, to back up the government's campaign

- 4.6 **Spend on agency pay:** The workforce approach 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 was £1.08m in 2018/19 and so far is £436k 19/20 (half year position of Q1 and 2) so overall agency spend is reducing. IR35 assignments account for a large portion of total agency spend. For 18/19 the total IR35 was £640k and is currently at £369k at the half year point with only £68k non IR35 agency spend. To illustrate the low use of agency workers at the half year position (19/20) there were

4047 hours of agency used, equating to 4.2 FTE agency workers. Agency spend remains low compared to other local authority spend; agency spend in similar sized authorities is approx. £3-4m.

## **5.0 Workforce Strategy**

- 5.1 The workforce strategy is undergoing a refresh with a renewed focus for the Workforce 'Beyond 2020' focusing on five key areas:
1. Engagement of the workforce;
  2. Future talent, including recruitment and retention;
  3. Skills and expectations for staff and managers;
  4. Workplace wellbeing;
  5. Underpinned by a Diversity and inclusion element
- 5.2 To support the Council as innovative, modern and high performing, the workforce plan aims to provide a framework of information, tools, and practical support to enable the workforce to take responsibility for their development, career progression and health and wellbeing, supported by confident managers.
- 5.3 Work is underway across these areas involving middle and senior managers in working groups but also broader engagement to ensure front-line staff are involved in the development of initiatives, policies and processes.
- 5.4 Reporting arrangements on progress include The Modern Council Programme Board and Management Board on a quarterly basis.

## **6.0 Engaging the Workforce**

- 6.1 The county councils workforce operates in an environment of continual change and are encouraged to challenge how things are done, to improve service delivery and be an active part of the change that is underway. How they are engaged is crucial to the success of all change, listening to what staff have to say and acting on their views.
- 6.2 During the summer a full staff survey took place with a return rate of 43%. 70% of all questions showed an increased satisfaction since the last full survey in 2017 with the majority of questions scoring above the national benchmarks for Local Government and Public Sector. Follow up engagement has included group discussions across different locations, filming responses to staff questions and committing to addressing 'wicked issues', as well as the results being considered at senior and team level.
- 6.3 There will a Pulse Survey in 2020 to continue benchmark the response to five core questions, as well as questions that measure the staff response to topical issues and inform future engagement opportunities, in a 'You said, we did' style.
- 6.4 The introduction of the 'Innovation space' at County Hall was helpful for sharing information and communicating the development of services through the use of interactive approaches, with engagement at the County Hall campus. Subjects covered included; Health & Wellbeing, Modern Council, School Readiness, Energy, the Internal Customer project, 'Your Council, Your Plan' Strategy and Performance. Whilst renovation work is underway in the Brierley Building and staff restaurant, the innovation space has been temporarily paused and will allow for a refreshed

approach when the building re-opens. There was also a pilot of a similar 'Innovation space' undertaken at North Yorkshire House in Scarborough around School Readiness. Spaces within other County Council buildings for Innovation Space will be explored further as part of Modern Council.

- 6.5 Recognition, celebration and sharing success is important with the fifth annual staff innovation awards held in December'19, attracting nominations from over 50 teams highlighting innovative developments across the Council. Shortlisted nominations showcased their entries to colleagues and senior managers with awards presented for; improvements behind the scenes, improving efficiency, improving the customer experience, the people's choice award for best bright idea, and the CEX's choice for 'Apprentice of the year'.
- 6.6 Middle Managers continue to engage with the CEX and senior management through yearly discussion sessions with the CEX and "shared conversations" with Assistant Directors held in November and December 2019, continuing to role model best practice and explore views across all directorates. The focus for shared conversations was to share understanding of corporate priorities and planning, whilst recognising the importance of teams knowing how their work contributes to the success of the Council. Feedback included how managers informed and inspired to engage their teams in planning discussions and how recognition of success would help drive cultural change.
- 6.7 Blogs continue to be a place where staff can engage with key senior managers who regularly contribute with topical articles, aligning content with priorities such as Health and Wellbeing this helps to include more of the workforce in engagement.
- 6.8 The Bright Ideas scheme will be reviewed and developed to continue to attract innovative ideas, big or small from across the workforce as part of Modern Council.
- 6.9 Digital developments planned will enhance engagement with the workforce, including the roll out of Office 365 tools (such as Yammer Enterprise Social Networking) to harness the employee voice to support innovation, sharing knowledge and influencing change.

## **7.0 Learning and Development**

- 7.1 Strengthening the workforce by developing the requisite knowledge, skills and behaviours to meet the workforce priorities is important, and headline data for the full year 18/19 and half year 19/20 for staff development and training is below:

### **Full year 18/19**

- 863 classroom training events for 10,417 delegates (inc 863 from PVI Sectors)
- 252 started a qualification with 110 completed and by end of year 304 ongoing.
- 25,462 mandatory online learning completions (inc 2,368 from PVI Sectors)
- 14,445 non-mandatory online learning completions (inc 643 from the PVI)
- 3,200 CPD (continuous professional development) training/learning activities undertaken
- 43 front line managers completed Foundation Level Management Programme.
- 26 middle managers completed Middle Management Programme.
- 13 social work students placed and 58 Trainee Practice Educators mentored

**Use of Online learning resources:**

- Ashridge (Learning materials for managers) 4,856 views
- Stream Learning (short videos on how to communicate/manage effectively when faced with typical workplace problems) 1,746 views
- Learning Nexus (a suite of learning to support staff e.g. ICT courses, social care, health and workplace legislation) 4,533
- Learning Zone views 1.26m

**Half year (April-Sept) 19/20**

- 394 classroom training events for 4,638 delegates (incl. 316 from PVI Sectors)
- 100 started a qualification with 66 completed with 358 on-going.
- 8,123 mandatory online learning completions (inc 2,168 from PVI Sectors)
- 8,195 non-mandatory online learning completions (inc 181 from the PVI)
- 538 CPD training/learning activities undertaken
- 20 front line managers completed Foundation Level Management Programme
- 20 middle managers completed Middle Management Programme. A further 21 commended Programme 10 in September.
- 5 social work students placed and 81 Trainee Practice Educators mentored

## Online learning resources:

- Ashridge (Learning materials for managers) 2,338 views
- Stream Learning 785 views
- Learning Nexus 3,250
- Learning Zone views 609,838

All delivered via the Learning Zone, accessed by staff from any electronic device 24/7.

## 7.2 The key training and learning priorities for 20/21 include;

- Deliver quality interventions to meet needs emerging from the Beyond 2020 future workforce work; plugging skills and knowledge gaps.
- Further grow the leadership and management development offer by introducing an alumni of middle leaders, action learning sets and networks for managers.
- A targeted programme to strengthen commercial skills/ knowledge in traded services
- Provide necessary training and learning activities to support the development of a teal company in highways.
- Continue to deliver a range learning interventions (team development, coaching, and training) for the LEP to support service transition.
- Ongoing training to support remaining service restructures.
- Targeted support for HAS including a new delivery model increasing accessibility to training and support of managers
- Continue to deliver adult social care training to wider sector via the Learning 4 Care project (funded by the IBCF) whilst planning for a longer term commercial working relationship with external providers post funding.
- Build on success of accreditation to Skills for Care Training Provider Endorsement Framework by commercial growth in adult social care sector.
- Further grow the online offer with differentiated resources and learning tools,
- Continue to support a high number of Assessed and Supported Year in Employment (ASYE) programmes for Newly Qualified Social Workers (NQSWS)



- Provide mentoring, observation, support groups, guidance and advice for over 100 Practice Educators in social care.
- Appropriate and effective delivery of apprenticeships across the council.

## **8.0 Developing Talent**

- 8.1 The council's corporate approach to succession planning and graduates continues to ensure the right staff talent is available to meet future workforce demands.
- 8.2 Succession planning activities monitored "hot spots" in terms of senior management, hard to recruit/retain roles and/or those with statutory functions with work identifying and developing internal talent.
- 8.3 The graduate programme continues to be successful with 83% of the 2017-19 cohort securing roles and a further cohort of 11 recruited during summer 2019. Plans for a summer 2020 cohort are underway to attract graduate talent in the best recruitment window, along with a celebration event in spring 2020 to recognise and reward our successful 2017-19 graduates.

## **9.0 New Grading Structure**

- 9.1 The revised pay structure has been in place for over 10 months with a Post Implementation Review underway to understand any ongoing issues and to check the structure against key roles in the market. Feedback has been sought from managers, Unison, and HR Business Partners to establish:
- Market pay alignment for hard to fill roles
  - Impact on need for recruitment/retention payments
  - Impact on merit payment use
  - Impact on need for agency workers
  - Impact on turnover – voluntary leavers
  - Requirement to place new starters on top points
  - Feedback from managers on accelerated increments moratorium
  - Results of staff survey on questions on pay and terms and conditions
- 9.2 The new pay spine grade maximums were positioned to attract and retain staff within the relevant pay market for professional and management roles. Early indications are that they have largely removed or reduced the need for market supplements, with successful recruitment, reduced turnover, low use of agency staff and reduced supplementary payments such as recruitment and retention payments.
- 9.3 Staff survey findings: In respect to pay and conditions, the 2019 Voice Your Views staff survey indicated a 6.64% increase in satisfaction on the question of pay being fair, which increased from 47.9% to 54.55%. To the question on satisfaction with the total benefits package, there was a 2.22% increase from 74.33% to 76.55%.

## **10.0 Apprenticeships**

- 10.1 2018/19 was the first year of the new apprenticeship levy scheme in full operation. Nationally it was reported that apprentice numbers were down across the board due to the introduction of the levy but this was not the position for NYCC who continued to increase apprentice starts across the organisation.

10.2 Since April' 18, 255 apprentices have commenced with 124 from core NYCC roles and 33 within schools in 2018/19. The remaining 97 commenced in 2019/20 with 89 in core NYCC roles and 8 within schools. There have been 32 completions across our apprentices in Business Administration, Health & Social Care and Leadership Management, IT and Construction: Sustainability.

10.3 The actual spend since April 2018 and the committed and forecast for 2019/20 are as follows:

Full year 2018/19 and at Q2 2019/20			
Levy Deduction est.		Levy Spent	Apprentice starts
Corporate	£1,254,574	£714,755	213
Schools	£1,460,410	£104,337	41
<b>Total</b>	<b>£2,714,984</b>	<b>£819,092</b>	<b>255</b>

2019/20 Total Committed & Forecasted Spend						
Levy Deduction 2019/20 est.	Committed		Additional Forecast*		Total	
	Levy Spend	No. of Apprentices	Levy Spend	No. of Apprentices	Levy Spend	No. of Apprentices
£1,485,983	£386,658	209**	£262,130	123	£648,788	332

\* based on identified requirements and annual forecast

\*\* with an estimated 94 completions in 2019/20

10.4 NYCC's levy spend for 2018/19 and to date in 2019/20 is c£819k with £714.7k spent on core council and £104.3k on schools' apprentices.

10.5 The forecast starts for 2019/20 is 123 apprentices. This represents spend of £649k, 43% of levy deductions of £1.5m. As previously reported unspent funds started to expire in May'19. NYCC began returning funds from the levy pot to the treasury in September'19 with £61k returned and an estimated return of £533k for 2019/20, all of which is schools' unspent funds. This is in line with expectations due to the ongoing challenges for schools.

#### 10.6 Public Sector Target Report 2018/19

As per the annual reporting requirements of the Education Skill Funding Agency (ESFA) NYCC reported on progress towards the achievement of the 2018/19 public sector apprenticeship target of 377 apprentices i.e. 2.3% of the workforce including schools. Performance against the target has increased from 0.46% in 2017/18 to 1% in 2018/19, with council apprentices at 1.6% and schools at 0.4% and a significant increase in starts from 81 to 159. NYCC continues to have regard to the public sector target, however it remains unachievable due to the continuing challenges and structural limitations previously reported and detailed below:

- The council employs a large number of part time workers whose Full Time Equivalent (FTE) makes it difficult to meet the apprentice numbers required.
- A number of services employ a significant number of part time staff with low contracted hours which makes apprenticeships ineligible or impractical.
- There is almost full employment in the county with strong competition for workers so apprenticeships are often unattractive in terms of the pay rate.

- Most schools are small and in rural locations with small workforces and a high percentage being part time, making an apprenticeship almost impossible due to low contracted hours or ability to cover the 20% off the job training.
- The county is predominantly rural with public transport provision often reducing labour market mobility for apprentices who are lower paid until qualified. NYCC provides a transport allowance but it remains a restriction if a car is needed.
- The requirement to undertake Level 2 Maths and English functional skills for the Level 2 & 3 apprenticeships has a negative impact on recruitment and retention and up skilling staff. A large proportion of apprentices require functional skills training as they do not hold an equivalent qualification particularly in the older workforce with their qualifications not being equivalent, and this is having a detrimental effect on some service areas, particularly the care sector. The introduction of the occupational specific standards can be restricting for the public sector as the standards are removing the more generic apprenticeships previously seen with the frameworks leaving gaps in provision for apprenticeships at level 2. A large proportion of NYCC's requirements are at level 2 and there is concern that there is no complete pathway for entry level learners. Specifically, this impacts our opportunities in Business Administration and Schools IT.

10.7 Key priorities for 2019/20 are;

- **The delivery of the 25% Transfer Levy**  
As previously reported from March'19 NYCC could transfer 25% of the levy pot to non-levy paying employers. Work is underway focusing on key objectives below;
  1. To support the spend of the NYCC levy pot and reduce the funds returned
  2. To support North Yorkshire employers to deliver services through the development of their workforce.

Work continues with linked organisations and partners and specifically with Borough and District Councils, Stronger Communities team, the York, North Yorkshire, East Riding Local Enterprise Partnership LEP and Community First Yorkshire. In Q2 2019/20 transfers were made to 2 local employers, including Align Property Partners and a small employer supporting the economic needs of North Yorkshire in the area of engineering. This is an estimated £54k levy transfer. In Q3 a further 5 transfers are in the pipeline.

- **Engagement with Schools to optimise levy spend**

Teaching Assistant and School Business Professional apprenticeships continue to be the most popular within schools, and providers have been identified. Initial forecasts show 16 learners across both apprenticeships. Starts are also expected in HR and Accountancy. Work is continuing to update the information provided to schools through the CYPs.info website, to be launched to schools in February.

The apprenticeship offer for schools is continually developing and work with schools focuses on this to ensure they know what is on offer and how it can support their staff's learning and development. Schools have shown some initial interest in the Level 6 Post Graduate teaching apprenticeship and work will begin

to identify a local provider who may be able to offer this and give people another option when choosing to move into teaching.

- **Ensuring apprenticeship schemes are of a high quality and meet NYCC/service requirements**

Work continues with providers through procurement and contract management to ensure apprentices are on high quality schemes.

- **The continuation of role mapping and workforce planning work with directorate services**

New apprenticeship standards continue to be reviewed and discussed with services as part of ongoing workforce planning. Apprenticeship are being considered initially as learning and development solutions in all areas where training needs are identified for individuals/teams/roles.

10.8 NYCC continues to support Coventry University, Scarborough through a collaboration agreement. Currently on programme are 12 staff on the Chartered management degree apprenticeship and 16 on the Digital and technology solutions professional degree apprenticeship. There are also 4 Chartered management degree apprentices enrolled with York St. John University and an additional 4 higher level Apprenticeships identified as appropriate; Chartered Legal Executive, Accountancy Taxation Professional, Civil Engineer and Data Scientist. With an additional 2 high level apprenticeship solutions identified for the remainder of 2019/20, Digital and technology solutions specialist and Social Worker.

10.9 The Social Work apprenticeship standard was approved for delivery last year by the institute of apprenticeships and work is ongoing with CYPS and HAS to look at the integration of this route into the current pathways into Social Work within the organisation. CYPS has identified 4 apprenticeship starts for Q4 2019/20.

10.10 2018/19 has seen National awards and recognition for a number of apprentices. In September'18 a Para Legal apprentice won the CILEx (Chartered Institute of Legal Executives) apprentice of the year award and in March'19 a Care Leader apprentice was runner up in the Health, Public Services and Care category at the Selby College Apprenticeship Awards. The CEXs award at this year's Innovation awards was Apprentice of the Year. The winner was a Business Administration apprentice who has gained a wide variety of transferrable skills throughout their apprenticeship which they use in the workplace and to support community projects. This has helped to raise thousands of pounds for their village. A further 2 apprentices were highly commended.

10.11 NYCC are holding an annual Apprenticeship Celebration Event in the spring to recognise and reward apprentices who have completed their apprenticeship. 79 apprentices due to complete their apprenticeship are invited to attend. Executive Members and the Members Workforce Planning Group representatives have also been invited.

## 11.0 Conclusion

11.1 This annual update evidences good progress on all aspects of the workforce plan. Priorities for the year ahead include the 5 priorities identified in the Workforce Strategy namely:

- Engagement of the workforce;
- Future talent, including recruitment and retention;
- Skills and expectations for staff and managers;
- Workplace wellbeing;
- Underpinned by a Diversity and inclusion element

11.2 Specific challenges include:

- Recruitment attraction in the care sector in a post Brexit labour market
- Supporting workforce wellbeing with a focus on supporting staff be resilient
- Maximising the use of the apprentice levy, both directly and via schools and other employers
- Measures to promote a more diverse and inclusive workforce at all levels

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