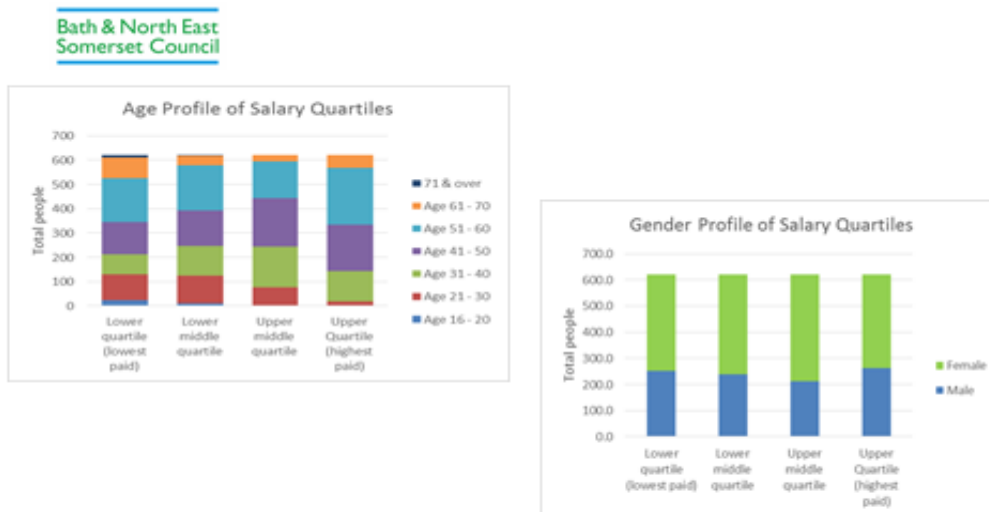


**Questions from Nicolette Boater
to the 23.11.16 Resources PDS Panel meeting**

1. The background report to agenda item 8 highlights the need for a more holistic and evidence based approach to Human Resource, Organisational Development and workforce planning, to ensure alignment¹ with the Council’s strategic priorities and delivery objectives. In particular the report alludes to the need for workforce planning to be better informed² by readily available “quantitative staffing data including equalities information.”

To provide a baseline for the development of this HR/OD strategy, please can you indicate the current proportion of Council employees³ in each pay quartile, by age band, and by gender?

Please see below



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¹ As summarised in paragraph 6.1 “In times of significant financial constraint, it is crucial that the Council has a robust, forward looking workforce plan in place ensuring that the Council’s workforce is aligned to the Council’s priorities and that “the right number of people with the right skills, are in the right place at the right time to deliver short- and long-term organisation objectives””.

² For example paragraph 3.1 states that “The data and data reporting tools are already available” and paragraph 5.5. that “Work is currently underway to create an “HR dashboard” to provide managers with clear quantitative staffing data including equalities information.”

³ At an appropriate level of aggregation, ideally service level.

2. The presentation associated with agenda item 8, will be addressing “apprenticeships” alongside wider recruitment, retention, skills and succession planning issues.

In view of the Prime Minister’s 2017 support⁴ for career returnships, and the associated publication⁵ this month by The Government Equalities Office of Best Practice Guidance, what is the Council doing to evaluate the contribution that career returnships might also make to the delivery of its corporate objectives?

The Council does recruit career returners, but we do not track them or have plans at the current time to launch a formal career returnship programme. In our Recruitment & Selection training course we specifically advise/encourage managers not to focus too narrowly on qualifications or full work history so as not to rule out career returners who can bring valuable and relevant experience to the role. The Council also has well established policy and practice for part-time and flexible working.

We published our Gender Pay Gap report this week which you might find interesting in this context: <http://www.bathnes.gov.uk/services/your-council-and-democracy/equality-and-diversity>

⁴ *In the 2017 Spring Budget, the Prime Minister announced £5 million to “promote returnships in the public and private sector”, and in her 2017 Conservative Manifesto pledged to support organisations to take on parents and carers “returning after long periods of absence”.*

⁵ *The report, downloadable from <https://www.gov.uk/government/publications/set-up-a-returner-programme>, is aimed at increasing the number and scope of returner programmes as a way of tackling skills shortages, accessing high-calibre talent, and improving gender, age and cognitive diversity.*