

TITLE OF REPORT: Age Profile of the Workforce

REPORT OF: Mike Barker, Strategic Director Corporate Services & Governance

SUMMARY

The purpose of this report is to provide the Overview and Scrutiny Committee with information regarding the age profile of the Council and the actions which are being implemented to address an ageing workforce

Background

1. As requested by the Committee, this report contains data relating to the age profile of the Council's workforce and the actions being implemented to support succession planning and issues relating to an ageing workforce.

Age Profile Data

2. The overall age profile of the Council is shown in the chart at appendix 1. The shows that a significant proportion of the Council's workforce are aged 55 and over. Age category as a percentage of the total workforce is summarised in the table below

Age Category	Headcount	Percentage of total workforce
16 – 24	242	5%
25 – 34	614	12%
35 - 44	1171	23%
45 - 54	1418	28%
55 - 64	1494	29%
65+	160	3%

3. The graphs showing the age profile of individual services are shown at appendix 2. These indicate a number of services with a significant number of employees aged 55 and over, in particular Environment and Fleet, Property and Assets, and Integrated Adults and Social Care. This presents challenges for the Council in relation to succession planning to ensure that services have staff with the right skills and experience to deliver an effective service.

Current Actions to address an ageing workforce

4. A number of apprenticeship programmes and roles are being implemented in order to support succession planning and ensure services are developing staff with the necessary skills for the future. These are as follows:

- Children's Social Care and Adults Social Care have introduced a Social Work Apprenticeship Programme and have appointed 4 apprentices to date.
 - Adult Social Care are also in the process of recruiting three Trainee Social Workers. Successful candidates will be offered a career pathway which includes undertaking a social work apprenticeship.
 - Highways & Waste Services have introduced an Urban Driver Apprenticeship Programme which is being offered to 12 employees across the service. This is to support succession planning due to the number of staff close to retirement and also the current shortage of HGV drivers nationally.
 - Fleet and Environment have introduced an Arborist apprenticeship which is currently being recruited to.
5. In addition to apprenticeships, other job roles and development opportunities are being offered as follows:
- Adult Social Care has established three Graduate Management Trainees. The service has also appointed two Kickstart placements which is a government scheme providing funding to create new jobs for young people aged 16-24 who are at risk of long-term unemployment.
 - Adult Social Care (Provider) also offers T-Level placements. T-Levels are a two-year qualification equivalent to 3 A-Levels and incorporate classroom learning and 45-day work placements. This allows students to gain practical experience and an understanding of the job roles within their chosen sector.
6. Workforce Development are also currently leading on or supporting a number of initiatives to support succession planning as follows:
- In relation to Social Work, the Council is part of the regional group developing and supporting the Aspiring Leaders and Managers Programme. Two cohorts have been delivered across 12 local authorities, with 2 learners from each organisation. The third programme is due to start in May 2022. This programme is specifically for Social Workers.
 - Work is also underway to develop a Leadership and Management Programme in line with the corporate programme currently being rolled out to Service Directors and Service Managers. This will aim to support employees already in a management role, and those interested in moving into a management role to gain the necessary skills and knowledge.

Future Actions to support succession planning

7. Further work to support succession planning is currently in development as follows:
- Social Care Career Pathways are being developed which will include apprenticeships at Level 2 through to Level 6.
 - Joint Health and Social Care Apprenticeships are being developed in conjunction with the NHS QE Foundation Trust.
 - Adult Social Care are planning to establish a Trainee Occupational Therapist role.
 - Within Construction Services, Workforce Development are working with the service to develop five-year plans across the different trades to ensure the service is recruiting the necessary number of apprentices to address future skills gaps.
 - Waste Services are introducing new roles below the level of Supervisor. This will support succession planning by enabling staff to be developed with a view to

progressing to a supervisor role as staff retire. A similar approach is being developed within Highways in relation to Team Leader roles.

- Career starter apprenticeships are being explored in service areas which previously have not had apprenticeship roles, for example Trading Standards.
- Leisure and Libraries are currently undergoing a transformational review, and this includes exploring options for both entry level posts and management career pathways.

8. A comprehensive review of the Council's approach to recruitment and retention is currently underway. The review will incorporate a robust appraisal of marketing and communication methods, employee benefits, career pathways, including our approach to work experience and university placements in a bid to encourage early interaction with Gateshead as a local employer of choice.

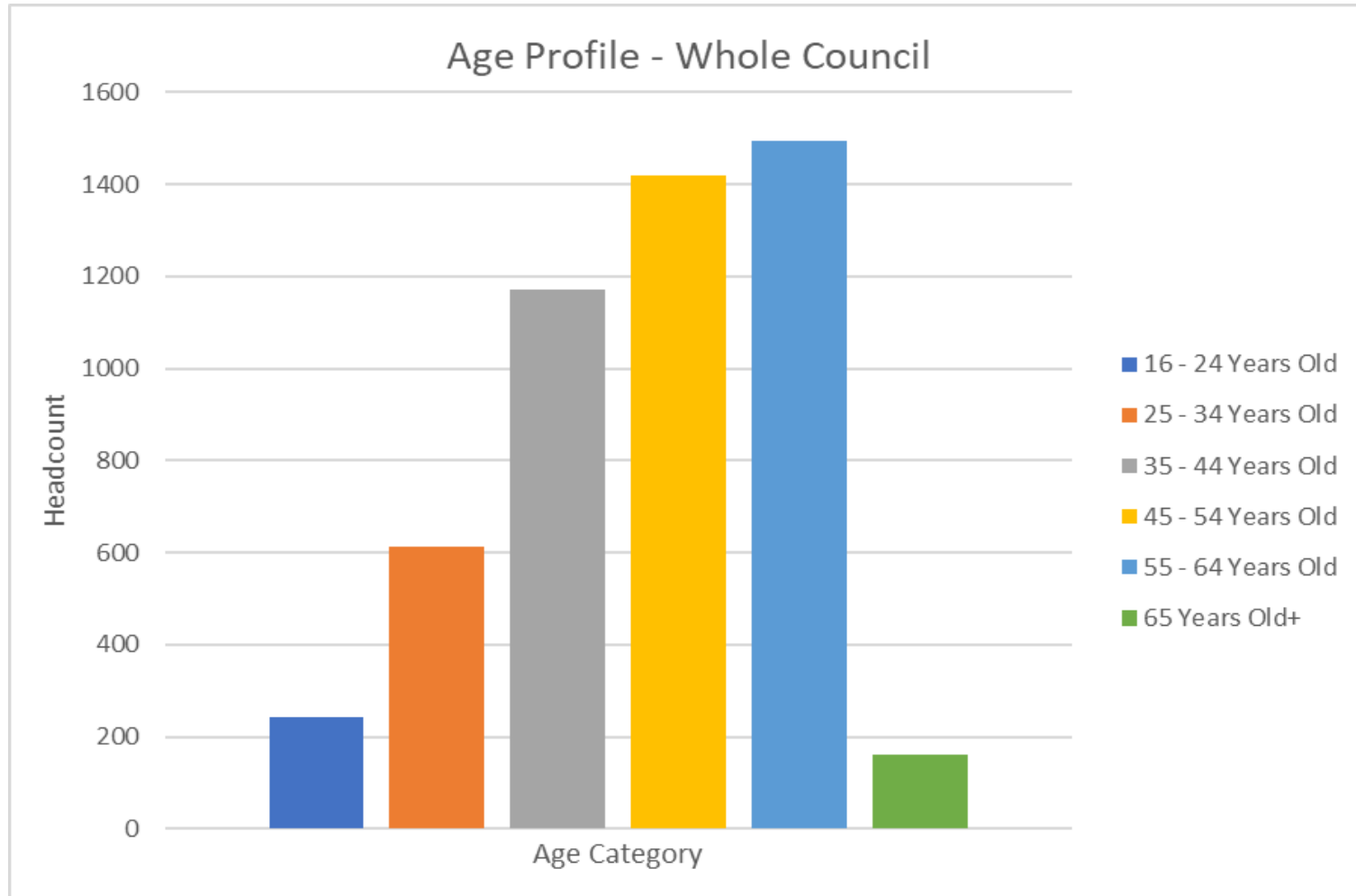
9. In addition, the review will evaluate current community engagement methods ensuring there is a strong link between the Thrive Agenda, the Health and Wellbeing Strategy, and Gateshead as an employer. Increasing our presence within the local community and actively encouraging applications will also positively support our ambition to increase workforce representation, which is reflective of the community we serve.

Recommendation

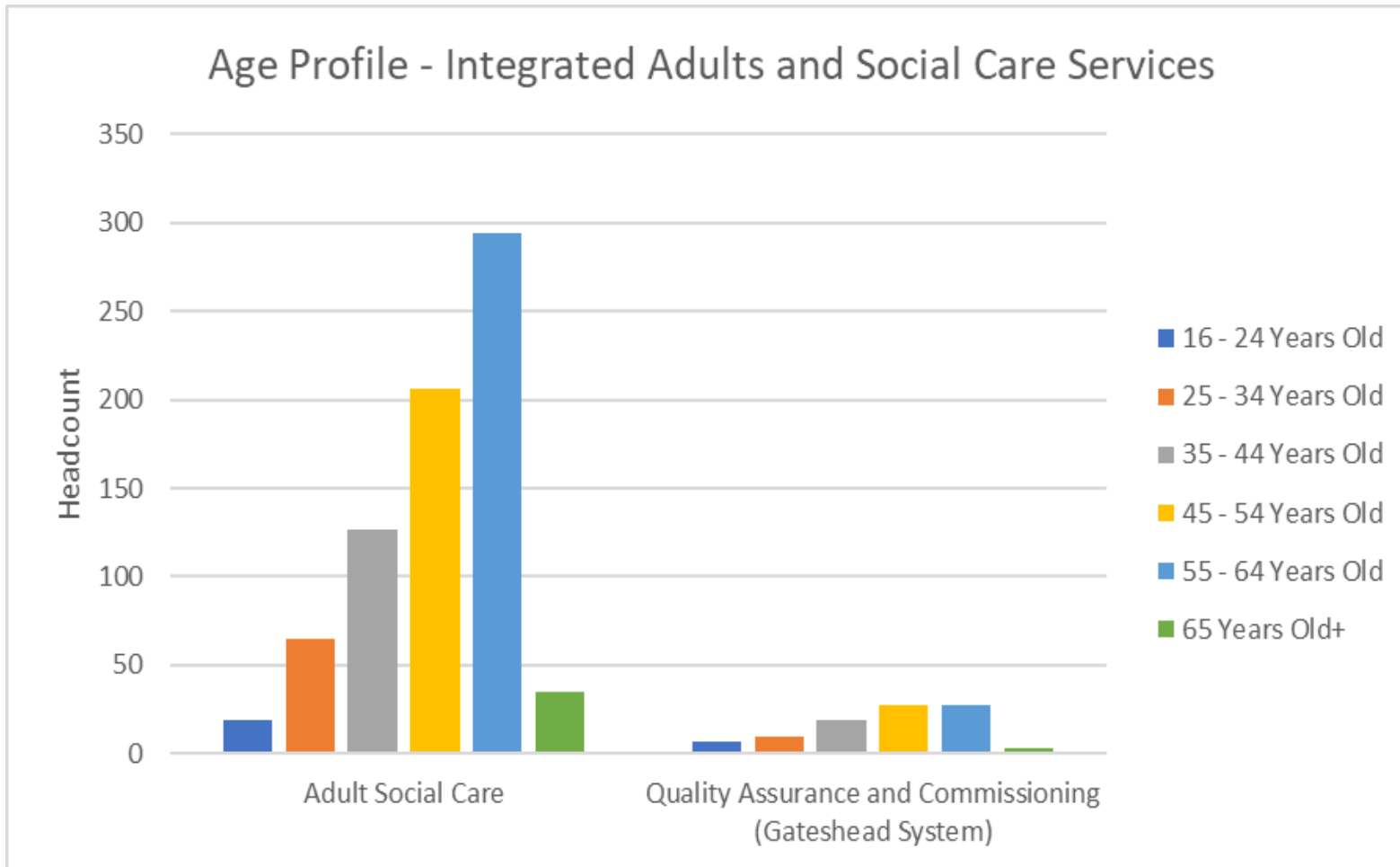
10. The views of the Overview and Scrutiny Committee are sought on:

- i) whether the Committee is satisfied with the actions being undertaken to address an ageing workforce.

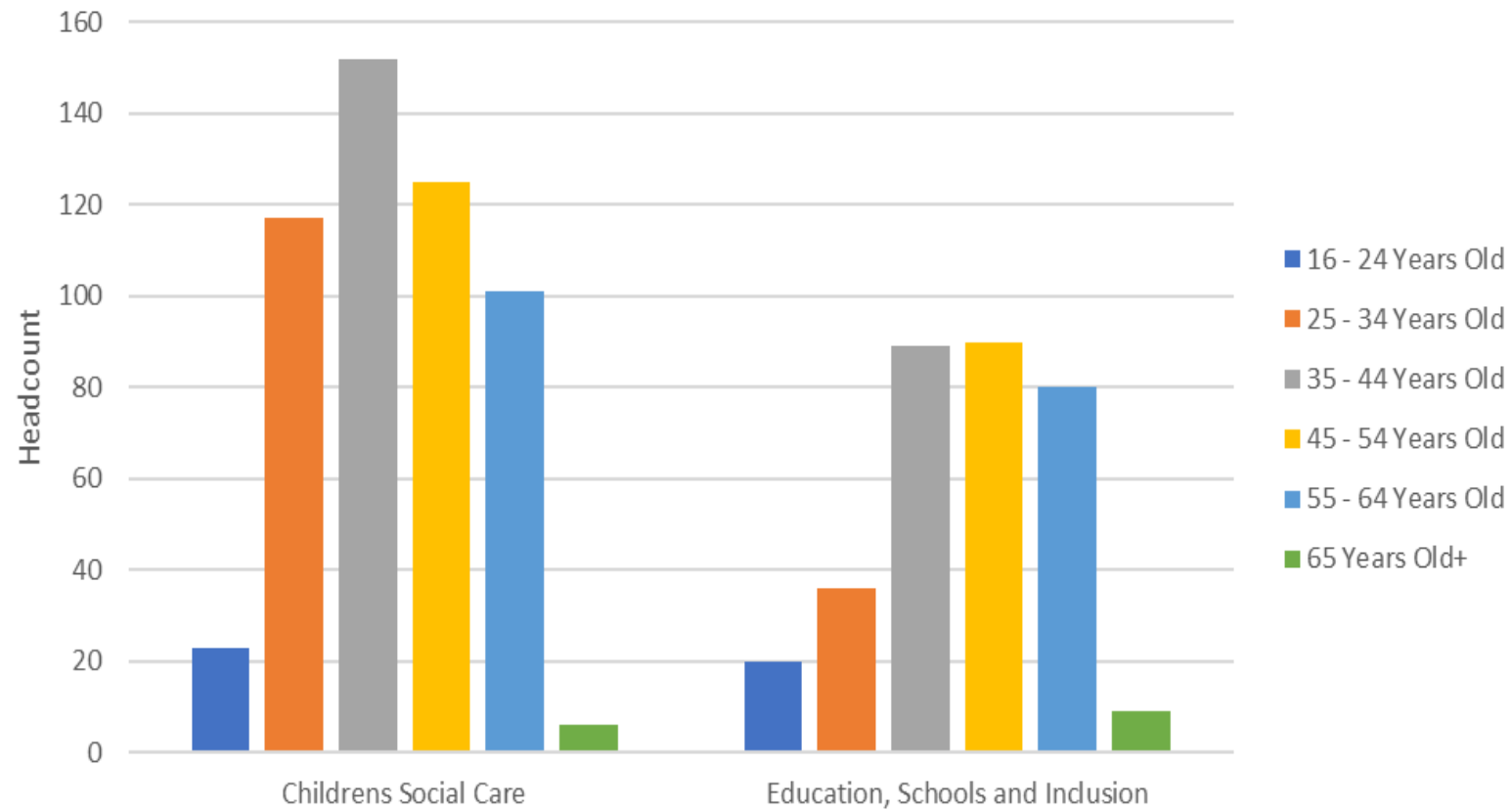
Contact: Caroline Judson – HR & Workforce Development Manager
Extension: 2226



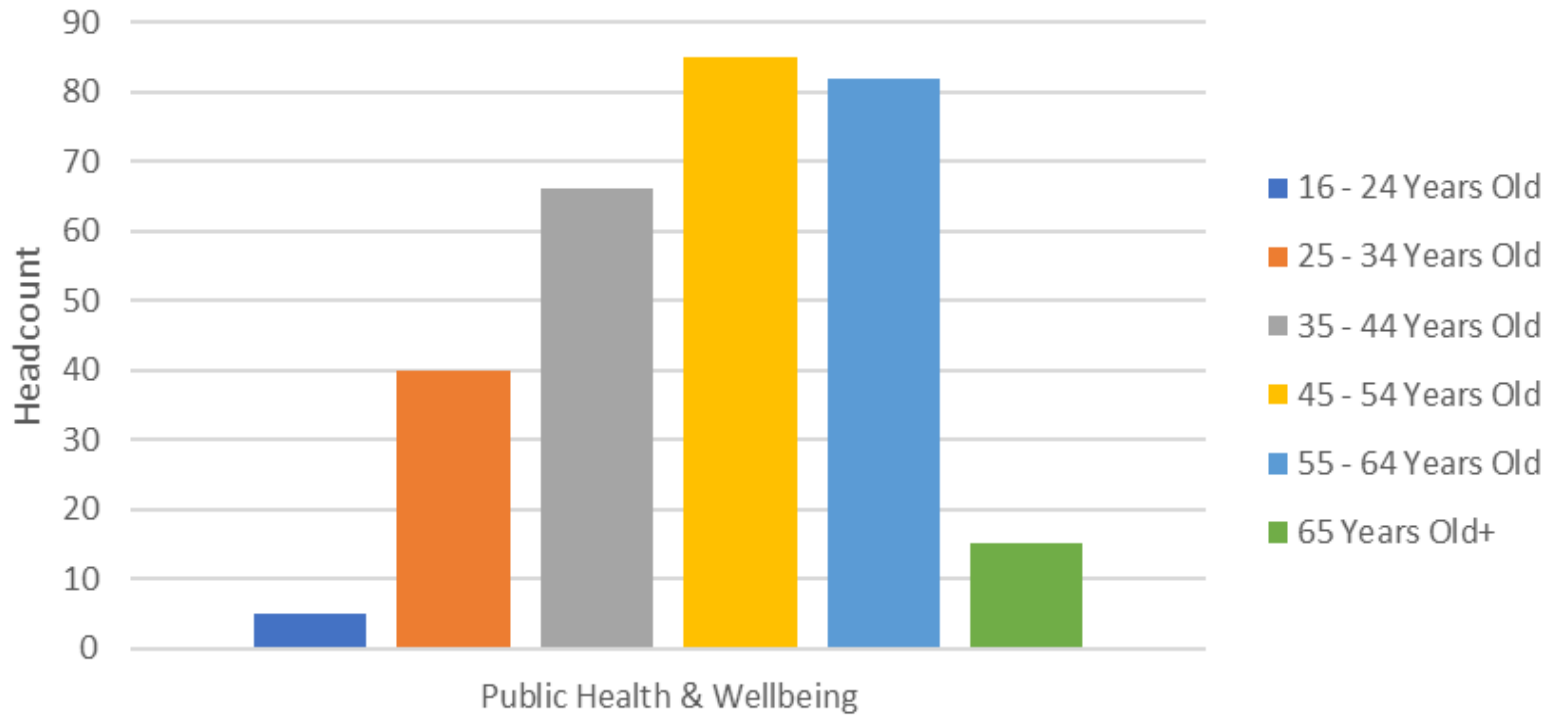
Appendix 2



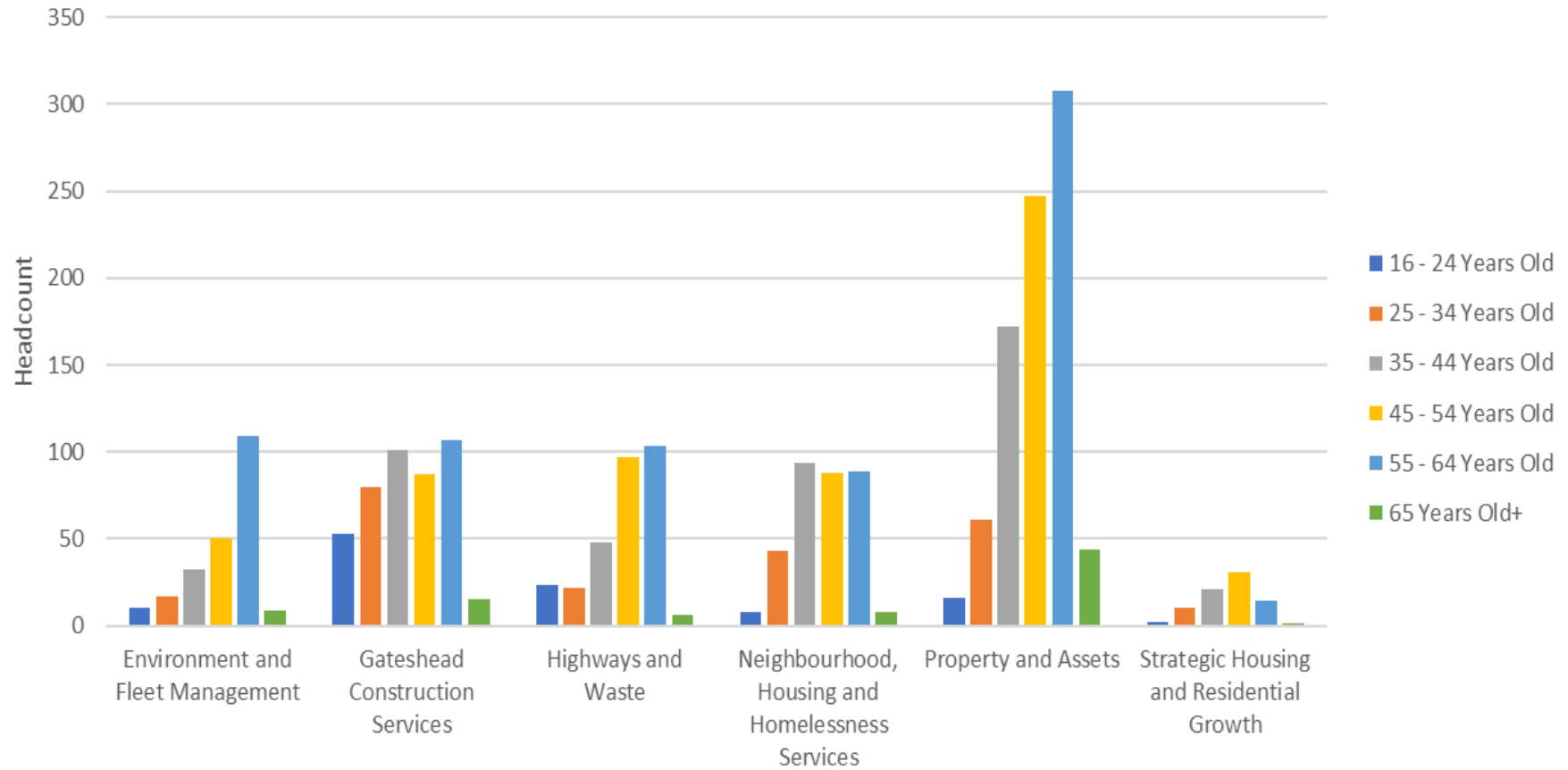
Age Profile - Children's Social Care & Lifelong Learning



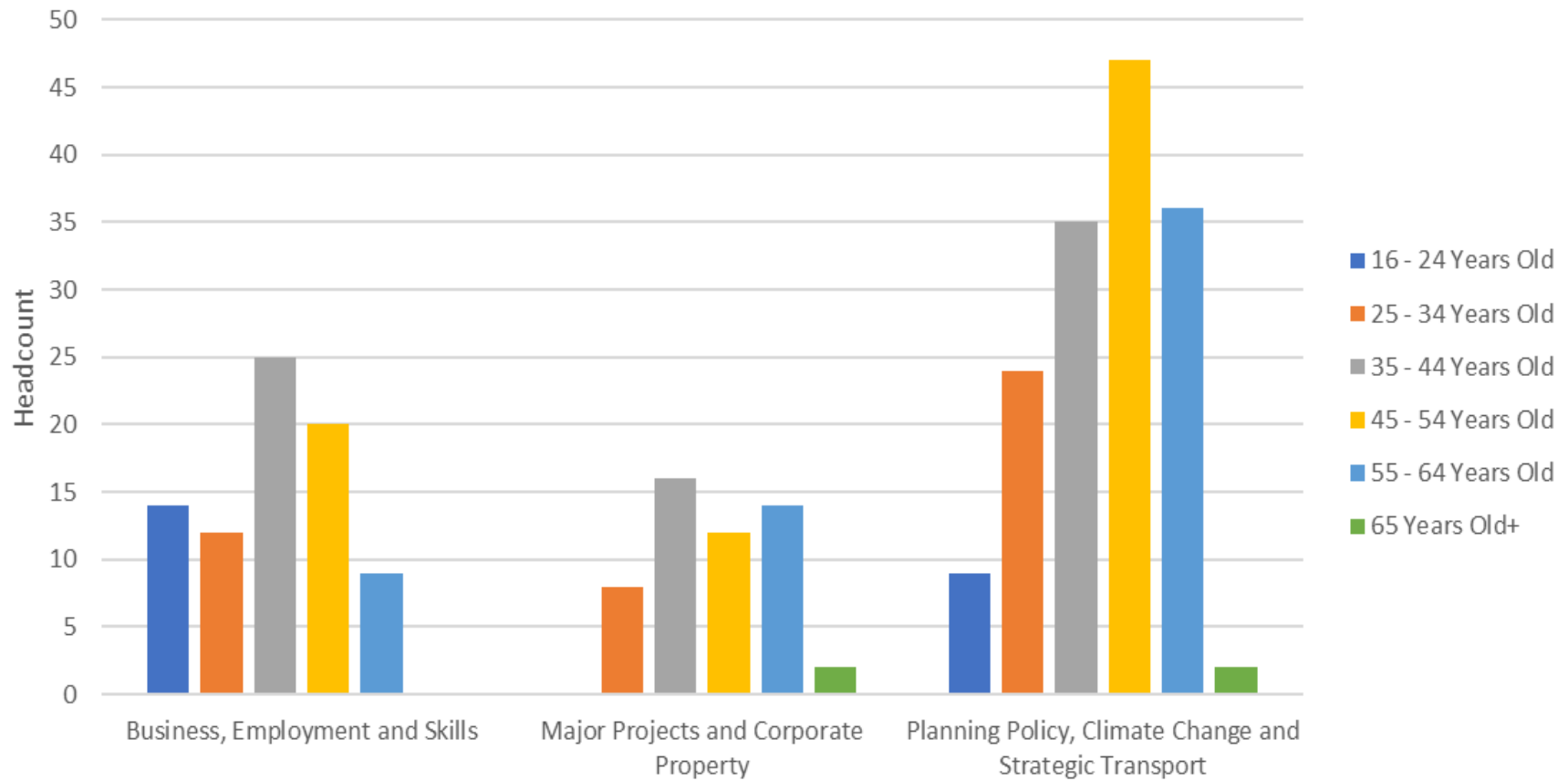
Public Health & Wellbeing



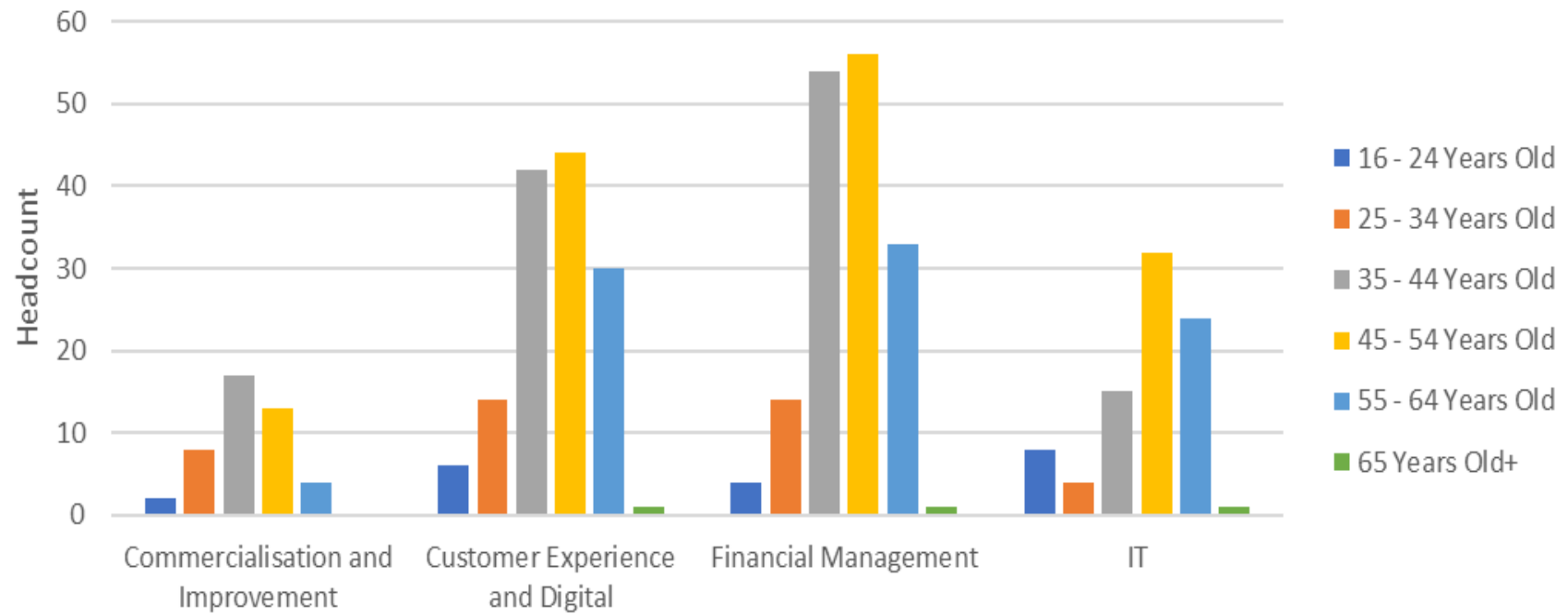
Age Profile - Housing Environment & Healthy Communities



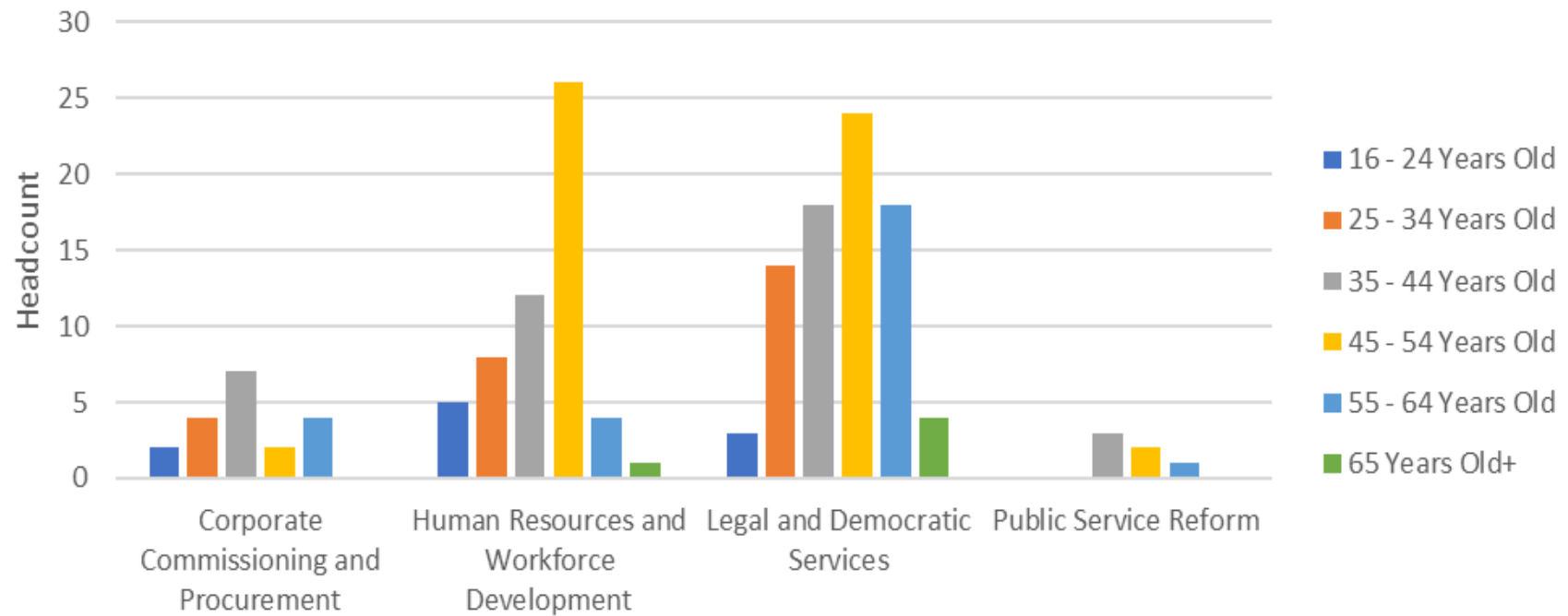
Age Profile - Economy, Innovation and Growth



Age Profile - Resources & Digital



Age Profile - Corporate Services & Governance



Age Profile - Chief Executive's & Corporate Communications

