

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 21 st September 2017
Report Subject	Workforce Information Report – Quarter 1 2017/18
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the first quarter for 2017/18. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisational Age Profile
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Appraisals and Development
- Resource Management (Agency Workers)
- Equality and Diversity

The format of this report and the accompanying Workforce Information is intended to focus on organisational performance and trends, with the information being presented in a dashboard format. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

The report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below organisational performance indicators or where there has been a significant movement, either upwards or downwards, in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately. The Schools data is further broken down into Teaching and Non-Teaching.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter one 2017/18 to 30 June 2017.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE figures for quarter one show an overall decrease of 214 FTE across the Council since April, Non-schools show a decrease of 207 FTE, and Schools show an overall decrease of 7 FTE. Within Schools, teaching staff show a decrease of 6 FTE whereas non-teaching staff decreased by 1 FTE. The significant reduction of FTE for quarter one is attributable to the transfer of Facilities Services to NEWydd Catering and Cleaning on 1 May 2017.</p> <p>The headcount for Non-Schools is 3,034 and the headcount for Schools is to 3,277 equating to 6,311. However, the overall Flintshire County Council headcount is 6,274. The anomaly of 37 is in relation to employees who are employed in both Schools and Non-Schools positions.</p>
1.02	<p>Age Profiling</p> <p>Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling?</p> <ul style="list-style-type: none">• to identify work areas with a high average age• to help plan for retirements and how we will recruit or retain staff• to highlight patterns and trends across our workforce• to assist workforce planning. <p>Understanding our age profile supports good workforce planning, enables the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p>
1.03	<p>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>The turnover percentage for the Council during quarter one is 7.14%. As explained under the Headcount and Full Time Equivalent section, the majority of this is attributable to the transfer of Facilities Services to NEWydd Catering and Cleaning on 1 May 2017.</p>

1.04	<p>Attendance</p> <p>The FTE days lost for the Council during quarter one is 2.15. This is improvement when compared to the same period in 2016/17 which recorded 2.42 FTE days lost. This is the second consecutive quarter we have seen an improvement in attendance, and builds upon the improved out-turn for 2016/17 which saw Flintshire ranked the 7th highest performer when benchmarked against other Welsh Local Authorities during 2016/17 with a total of 9.82 days lost per FTE.</p>
1.05	<p>Performance Appraisals and Development</p> <p>Performance Appraisals remain a high priority within the Council. Historically, appraisal completion levels have been reported on the basis of information (data) held in iTrent. A fundamental review of the data for each portfolio identified the requirement to establish and apply an agreed set of eligibility criteria so that future reporting is both meaningful and consistent across the Council.</p> <p>The following exemptions for inclusion in this performance indicator were agreed last year, as follows:</p> <ul style="list-style-type: none"> • Schools based employees • Relief/casual workers • Employees on long term sick leave • Employees on maternity leave or undertaking a career break • Employees in their first 6 months of employment (new starters) • Employees working a period of notice (leavers) • Employees whose appraising manager is/has been absent for a prolonged period • Employees of Clwyd Theatre Cymru • Employees engaged on a fixed term contract of less than 12 months duration <p>The revised annual target for completion of appraisals is 100% of eligible employee, and as at 30 June 2017, the recorded completion rate on iTrent against eligible employees was 66%. The details of those appraisals scheduled to take place over the next few months and those recently completed will be reported later in the year.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The total agency spend for quarter one is £572,000, which exceeds our target of £550,000. The largest agency spend is within Social Services (£208,000), and the second largest spend was within Streetscene and Transportation (£170,000). Social Services and, Streetscene and Transportation are responsible for 66% of the overall agency spend for quarter one.</p> <p>Overall, there were 93 active agency placements on 30 June 2017.</p> <p>At the time of running the report 54 placements exceeded the 12 week Agency Worker Regulations threshold, the majority of placements, 27</p>

	<p>were within Streetscene and Transportation, 15 in Community and Enterprise, 10 in Social Services, 1 in Planning and Environment, and 1 in Education and Youth.</p> <p>The Council's consolidated agency contract arrangements via a Managed Agency Solution (hosted by Matrix) is due for renewal in the coming months. A fundamental review is underway to establish the most effective method of using what has traditionally been a complementary workforce taking into account changes in legislation and working practices to ensure value for money and visibility of alternative, off-contract arrangements.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity.</p> <p>Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.

4.00	RISK MANAGEMENT
4.01	None arising directly from this report.

5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q1 2017/18

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development.</p> <p>Telephone: 01352 702139</p> <p>E-mail: sharon_carney@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p><u>Headcount and FTE</u> This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u> The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u> This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><u>Attendance</u> Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.</p> <p><u>Performance Appraisals and Development</u> Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p><u>Resource Management</u> This information will include the usage of agency workers within the Council.</p> <p><u>Equality and Diversity Workforce Monitoring</u> Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.</p>