

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday 15 <sup>th</sup> February 2018
<b>Report Subject</b>	Workforce Information Report – Quarter 3 2017/18
<b>Portfolio Holder</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

To provide Members with an update for the third 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 Management (Appraisal)
- 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 or exceeding organisational performance indicators 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 three 2017/18 to 31 December 2017.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE WORKFORCE INFORMATION REPORT</b>
1.01	<b>Headcount and Full Time Equivalent (FTE)</b>  The headcount and FTE figures for quarter three show an overall decrease of 394 FTE across the Council since April, Non-schools show a decrease of 351 FTE, and Schools show an overall decrease of 43 FTE. Within Schools, teaching staff show a decrease of 27 FTE whereas non-teaching staff decreased by 16 FTE. The transfer of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' accounts for the majority of the headcount reduction. In both cases the arrangements provide the best opportunity of sustaining services and providing important outcomes for the residents of Flintshire and protecting the employment for a large group of employees.
1.02	<b>Age Profiling</b>  Age profiling an organisation, across the various levels (portfolios, services 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? <ul style="list-style-type: none"><li>• to identify work areas with a high average age</li><li>• to help plan for retirements and how we will recruit or retain staff</li><li>• to highlight patterns and trends across our workforce</li><li>• to assist workforce planning.</li></ul> 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, in conjunction with known changes, both internal and external, workforce planning is ineffective.
1.03	<b>Employee Turnover and Stability (Including Redundancies and Early Retirements)</b>  The turnover percentage for the Council during quarter three is 3.17%, with the cumulate figure for 2017/18 being 20.91%. This is significantly higher than the cumulative figure of 10.8% reported for the same period last year. The reason for the increase is as a result of the transfer of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' as detailed in Section 1.01.

1.04	<p><b>Attendance</b></p> <p>The FTE days lost for the Council during quarter three is 2.62, which provides a cumulative figure of 6.31 for 2017/18. This is an improvement when compared to the same period in 2016/17 which recorded 7.22 FTE days lost. The cumulative figure as at quarter three identifies that, if absence rates continue at the current level for the remainder of the reporting year then the forecast for 2017/18 will be 8.39. This is a positive out-turn at this point in the year, but we will continue to work with services to try and improve further.</p>
1.05	<p><b>Performance Monitoring</b></p> <p>A report on the full year position will be presented to Committee in May. This will build on the report presented in January so have not provided interim figures this quarter.</p>
1.06	<p><b>Resource Management (Agency Workers)</b></p> <p>The cumulative agency spend for 2017/18 is £1.73m, which exceeds our target of £1.65m. However, this shows a 45% reduction in agency spend compared to the cumulative agency spend as at quarter three for the previous year (£3.15m).</p> <p>As expected, the majority of the agency spend continues to be spent within Streetscene and Transportation (£635,000), and Social Services (£532,000) respectively.</p> <p>Overall, there were 71 active agency placements on 31 December 2017. Of the 71, 57 placements exceeded the 12 week Agency Worker Regulations threshold, of those placements, 42 were within Streetscene and Transportation, 8 in Community and Enterprise, 4 in Social Services, 2 in Governance, and 1 in Education and Youth.</p> <p>A number of positive steps have been taken since December which will be reflected in the next quarter out-turn. For example, 2 long-term placements in social services have ended as the candidates have accepted employment directly with the Council. Both Streetscene and Social Services have committed to keeping agency costs to a minimum, and in the case of social services, to only use agency staff for specialist roles, such as victim support.</p>
1.07	<p><b>Equality and Diversity Workforce Monitoring</b></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</p>

	development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None arising directly from this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None arising directly from this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix One: Dashboard - Workforce Information Report Q3 2017/18
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development. <b>Telephone:</b> 01352 702139 <b>E-mail:</b> <a href="mailto:sharon_carney@flintshire.gov.uk">sharon_carney@flintshire.gov.uk</a>
<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b><u>Headcount and FTE</u></b> This will provide information on the current levels of the Council's workforce.</p> <p><b><u>Age Profiling</u></b> 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><b><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></b> 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><b><u>Attendance</u></b> 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>

**Performance Management (Appraisals)**

Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.

**Resource Management**

This information will include the usage of agency workers within the Council.

**Equality and Diversity Workforce Monitoring**

Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.