CORPORATE RESOURCES OVERVIEW AND SCRUTINY	

Date of Meeting	Thursday, 14 June 2018
Report Subject	Workforce Information Report – Quarter 4 2017/18
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the fourth 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 four 2017/18 to 31 March 2018.

REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	**Headcount and Full Time Equivalent (FTE)** The headcount and FTE figures for 2017/18 show an overall decrease of 448 FTE across the Council since April. Non-schools show a decrease of 406 FTE, and Schools show an overall decrease of 42 FTE. Within Schools, teaching staff show a decrease of 23 FTE whereas non-teaching staff decreased by 19 FTE. As explained in previous reports, the transfer of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' accounts for the majority of the headcount reduction.
1.02	**Age Profiling** 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? • 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. 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	**Employee Turnover and Stability (Including Redundancies and Early Retirements)** The turnover percentage for the Council during quarter three is 3.19%, with the cumulate figure for 2017/18 being 22.86%. This is significantly higher than the cumulative figure of 10.8% reported for the same period last year. The significant 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	**Attendance** The FTE days lost for the Council during quarter four is 2.57, which provides a cumulative figure of 8.89 for 2017/18. This is a further improvement from previous years. A number of Portfolios exceeded the annual target, for example, Chief Executives (6.02), Governance (4.06), People and Resources (8.77), Planning and Environment (8.56), Organisational Change 1 (6.84) and Organisational Change 2 (5.06). The Council's absence rate compares favourably against other Welsh Local Authorities and nationally. The 'Absence Management Survey 2016' conducted by the CIPD, found the absence rate for staff in Local Government to be 10.5 days per employee per year. Cold/Flu continues to be the most common cause of sickness absence across the Council, closely followed by Stress, Depression and Anxiety. The ongoing work between, Occupational Health, HR and Trade Union colleagues is key to improving attendance management and remains a key priority of the people strategy moving forward.
1.05	**Performance Monitoring (Appraisals)** A report on the full year position was provided in May with the overall position as at 31 March 2018 was 86% completion. Portfolios are required to provide detailed action plans which confirm, by service, the points of the year to avoid (if any), the type of appraisal undertaken (full/light) and the percentage of appraisals scheduled for 2018/19 recorded in iTrent.
1.06	**Resource Management (Agency Workers)** The cumulative agency spend for 2017/18 is £2.2m, which achieves the annual target spend of £2.2m. In the context of the total wage bill for 2017/18 of £178.9m, agency spend equates to 1.23%. This out-turn represents a 40% reduction in agency spend compared to the previous year (£3.66m). The reduction of 'Off-Contract' spend has contributed to the overall reduction. The 'Off-contract' spend for 2017/18 is £373,000 compared to £1.05m for the previous year. This shows that improvements have been made and the organisation is using agency workers more appropriately. The majority of the agency spend continues to be spent within Streetscene and Transportation (£877,000), and Social Services (£686,000) respectively. Overall, there were 63 active agency placements on 31 March 2018. Of the 63, 39 placements exceeded the 12 week Agency Worker Regulations threshold, of those placements, 24 were within Streetscene and Transportation, 8 in Community and Enterprise, 5 in Social Services, 1 in

	Governance, and 1 in Education and Youth.
1.07	**Equality and Diversity Workforce Monitoring** As a public body, we are committed to promoting and developing equality and diversity in all areas of our work and our sector, ensuring compliance with the Equality Act, Public Sector Equality Duty, the Human Rights Act and other relevant legislation. Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity. The Council collects diversity information 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.

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 Q4 2017/18

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

7.00	**GLOSSARY OF TERMS**

7.01	**Headcount and FTE** This will provide information on the current levels of the Council's workforce. **Age Profiling** 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. **Employee Turnover and Stability (Including Redundancies and Early Retirements)** 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. **Attendance** 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. **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.