

## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 14 December 2017
<b>Report Subject</b>	Workforce Information Report – Quarter 2
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<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 second 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 two 2017/18 to 30 September 2017
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE WORKFORCE INFORMATION REPORT</b>
1.01	<p><b>Headcount and Full Time Equivalent (FTE)</b></p> <p>The headcount and FTE figures for quarter two show an overall decrease of 396 FTE across the Council since April, Non-schools show a decrease of 354 FTE, and Schools show an overall decrease of 42 FTE. Within Schools, teaching staff show a decrease of 220 FTE whereas non-teaching staff decreased by 1 FTE.</p> <p>The significant reduction of FTE for quarter two is attributable to the transfer of Aura Leisure and Libraries Limited on 1 September 2017, and also the closure of John Summers High School on 31 August 2017.</p>
1.02	<p><b>Age Profiling</b></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"> <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> <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><b>Employee Turnover and Stability (Including Redundancies and Early Retirements)</b></p> <p>The turnover percentage for the Council during quarter two is 9.81%. As explained under the Headcount and Full Time Equivalent section, the majority of this is attributable to the transfer of Aura Leisure and Libraries Limited, and the closure of John Summers High School. This has meant that the cumulate figure for 2017/18 is 16.95%.</p>

1.04	<p><b>Attendance</b></p> <p>The FTE days lost for the Council during quarter two is 1.83, which provides a cumulative figure of 3.70 for 2017/18. This is a significant improvement when compared to the same period in 2016/17 which recorded 4.41 FTE days lost. The cumulative figure as at quarter two identifies that, if absence rates remain at the current level for the remainder of the reporting year the projected out-turn for 207/18 will be 7.40.</p>
1.05	<p><b>Performance Appraisals and Development</b></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"> <li>• Schools based employees</li> <li>• Relief/casual workers</li> <li>• Employees on long term sick leave</li> <li>• Employees on maternity leave or undertaking a career break</li> <li>• Employees in their first 6 months of employment (new starters)</li> <li>• Employees working a period of notice (leavers)</li> <li>• Employees whose appraising manager is/has been absent for a prolonged period</li> <li>• Employees of Clwyd Theatre Cymru</li> <li>• Employees engaged on a fixed term contract of less than 12 months duration</li> </ul> <p>The revised annual target for completion of appraisals is 100% of eligible employee's, and as at 30 September 2017, the recorded completion rate on iTrent against eligible employees was 72%.</p> <p>Appraisal is one part of a wider performance management picture. In addition to quality day to day supervision, most employees benefit from regular team meetings, and 1-2-1's with their manager which provides an opportunity for coaching and formal and informal progress discussions throughout the year.</p> <p>All portfolios are in the process of reviewing progress against the target, and updating records to reflect the number of appraisals scheduled to take place over the next few months and those recently completed. A follow-up report detailing the completion levels of appraisals across the Service Portfolios will be shared with members during the Committee meeting of 18 January 2018.</p>
1.06	<p><b>Resource Management (Agency Workers)</b></p>

	<p>The cumulative agency spend for 2017/18 is £1.2m, which is a significant improvement when compared to the cumulative agency spend as at quarter two for the previous year (£2.3m).</p> <p>As in previous years, the majority of the agency spend is within Streetscene and Transportation (£385,000), and Social Services (£445,000) respectively. However, the reduction in spend compared to the previous year illustrates that the Portfolios are working hard to reduce their use of agency workers and find alternative methods of fill for both temporary and permanent vacancies.</p> <p>Overall, there were 109 active agency placements on 30 September 2017. At the time there were 74 placements exceeded the 12 week Agency Worker Regulations threshold, the majority of placements, 46 were within Streetscene and Transportation, 15 in Community and Enterprise, 9 in Social Services, 3 in Governance, and 1 in Education and Youth. At the time of writing this report, the number of active placements had reduced to 87.</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. 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>

<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 Q2 2017/18

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><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></p>

<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> <p><b><u>Performance Appraisals and Development</u></b>  Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p><b><u>Resource Management</u></b>  This information will include the usage of agency workers within the Council.</p> <p><b><u>Equality and Diversity Workforce Monitoring</u></b>  Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.</p>