

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 13 <sup>th</sup> June 2019
<b>Report Subject</b>	Workforce Information Report – Quarter 4 2018/19
<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 fourth quarter for 2018/19. 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 Monitoring (Appraisals)
- 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 performance information for the whole organisation is split to show Schools and Non-Schools data separately.

## RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter four 2018/19 to 31 March 2019.
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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 2018/19 show an overall increase of 48 FTE across the Council since April. Non-schools show an increase of 51 FTE, and Schools show an overall decrease of 3 FTE.</p> <p>Although there has been an overall increase of FTE during 2018/19, a significant number of new recruits were previously engaged via agencies. This has had a positive impact on reducing agency spend across the Council in addition to those workers who have since secured permanent employment.</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.</p> <p>Portfolios undertake regular workforce planning which requires them to review the age profile of their workforce (in addition to skills analysis) on a regular basis. This is important as it may impact on the nature and number of actions they need to take, which may include some or all of the following:</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></ul>

1.03	<p><b>Employee Turnover and Stability (Including Redundancies and Early Retirements)</b></p> <p>The cumulative turnover percentage for the Council during 2018/19 is 11.83%.The turnover figure is significantly lower than the 2017/18 out-turn of 22.86%.</p> <p>The 2017/18 figure was attributable to the transfer of employees to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' as part of the Council's organisational change programme. This increased level of turnover is not expected to be a normal trend but may occur in the future should a similar situation arise.</p>
1.04	<p><b>Attendance</b></p> <p>The cumulative FTE days lost for the Council during 2018/19 is 10.44. This is a downturn when compared to 2017/18 which recorded 8.89 FTE days lost. The 22 local authorities have an information sharing protocol, which includes absence data. At the time of writing, it is apparent that the majority of the other local authorities have experienced a similar downturn in performance.</p> <p>The Q4 figure for Non-Schools (2.98) has seen a downturn when compared to the same period last year. However, there has been an improvement for Schools (2.68) when compared to Q4 last year. The HR Business Partner team continue to work closely with Portfolio management teams and Schools to ensure attendance is managed consistently.</p> <p>The majority of sickness absence across the Council for 2018/19 is attributed to Stress, Depression, Anxiety followed by musculoskeletal. This mirrors the national picture, with absence levels recorded at 26% and 24% respectively.</p> <p>Like many employers we are continuing to face a significant challenge in managing people's health at work. We pro-actively raise awareness of mental health issues across the workforce and will continue to do so. We have a range of support and interventions available to our employee's, which is reviewed periodically.</p>
1.05	<p><b>Performance Monitoring (Appraisals)</b></p> <p>As at 31 March 2019, the information recorded in iTrent indicated that the percentage of our eligible workforce who had received an appraisal was 75%. There is a downturn in completion rate since the previous quarter (91%). However, based on previous evidence that the recording of appraisals in iTrent is not undertaken routinely across all Portfolios, our expectation is that the actual completion rate is higher. Appraisals that are not routinely recorded mean that the reporting and analysis is challenging and time consuming which will be an area that requires further focus and</p>

	<p>as such, work on more reliable collection methods going forward as part of the action plan.</p> <p>Portfolios are responsible for ensuring that outstanding appraisals are scheduled for completion, and for recording completion details on a regular basis to enable accurate reporting from iTrent. HR will continue to liaise with Chief Officers and Senior Managers across all Portfolios to ensure that appraisals are being carried out.</p> <p>As part of Committee assurance, we will bring back a further report in next quarter including an action plan, and progress points from Chief Officers on the current position of their Portfolio.</p> <p>Performance Appraisals remain a high priority and the target still remains 100% for eligible employees to receive an annual appraisal.</p> <p>One of the People Strategy priorities for the coming year is the development of a new performance appraisal process to make appraisal even more effective.</p>
1.06	<p><b>Resource Management (Agency Workers)</b></p> <p>The cumulative agency spend for 2018/19 £1.8m, which is within the target of £1.9m. In the context of the total wage bill for 2018/19 of £179.4m, agency spend equates to 1%.</p> <p>The largest cumulative agency spend is within Streetscene and Transportation at £893,000. The second largest cumulative spend is within Social Services at £346,000 which has shown a decrease in spend of 49% when compared to the previous year (£686,000).</p> <p>Overall, there were 82 active agency placements on 31 March 2019. At the time of running the report 35 placements exceeded the 12 week Agency Worker Regulations threshold.</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 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 Q4 2018/19
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<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></p> <p>This will provide information on the current levels of the Council's workforce.</p> <p><b><u>Age Profiling</u></b></p> <p>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></p> <p>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></p> <p>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</p>

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.