

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **OVERVIEW AND SCRUTINY – CORPORATE RESOURCES**

DATE: **THURSDAY, 12 DECEMBER 2013**

REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

SUBJECT: **WORKFORCE INFORMATION QUARTER 2 JULY - SEPTEMBER 2013**

1.00 PURPOSE OF REPORT

1.01 To provide Members with an update for the second quarter 2013/14. This report provides details of the following:

Establishment
Headcount
Agency
Early Retirements (First and third quarter reports only)
Turnover
Diversity
Absence

2.00 BACKGROUND

2.01 The format of the detailed Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.

2.02 This report now includes additional details on agency workers, including number of placements, level of spend and the savings which have been achieved through the Matrix contract and information on Early Retirements, the latter being reported bi-annually (first and third quarter reports).

2.03 The format of this accompanying report has been adapted to provide commentary on changes and trends that have occurred during the quarter on an exceptional basis.

3.00 CONSIDERATIONS

Establishment

3.01 As stated in quarter 1, due to a hold on the deletion of vacant positions whilst the data was being imported to the Pay Modeller for Single Status, a data cleanse exercise was carried out in August to reduce vacancies. However,

due to ongoing Service Reviews throughout the Authority, the net effect in the reduction of vacancies is only 51. As part of the Service Review process, any vacancies remaining within the old service will be removed accordingly.

Headcount

- 3.02 The headcount report figures continue to reflect the removal of relief and school supply workers. The headcount figure in quarter 2 is 7,309 compared to the comparative figure of 8,977 last year.

Agency

- 3.03 The statistics below provide a breakdown of spend and net savings per month during the second quarter.

| Month | Spend £ | Net Savings £ | Net Savings % |
|-----------|-------------|---------------|---------------|
| July | £286,323.04 | £24,711.56 | 8.63% |
| August | £206,613.43 | £18,371.66 | 8.89% |
| September | £378,571.24 | £32,027.66 | 8.46% |

- 3.04 Snapshot figures taken from Matrix on 30th September indicate 156 placements were active, a greatly reduced figure when compared to the same date in the previous financial year.

| Year | 2012 | 2013 |
|-----------|------|------|
| July | 192 | 197 |
| August | 224 | 179 |
| September | 235 | 156 |

- 3.06 The Agency net savings for the second quarter for the financial year 2013/14 are £57,688.23, compared to £80,210.23 savings for the same quarter in the financial year 2011/12. This is due to an overall reduction in the volume of agency workers used.

Early Retirements

- 3.07 Not reported this quarter.

Turnover

- 3.08 The turnover report figure continues to reflect the removal of relief and school supply workers. The turnover figure in quarter 2 is 9.04% compared to the comparative figure of 11.45% last year.

Diversity

- 3.09 Further to the statement made in quarter 1, the increase in the quality and quantity of data continues to be identified in this quarter with the comparison from quarter 2 last year.

Absence

- 3.10 The number of days lost due to absence in quarter 2 has increased from the comparative quarter 2 last year. As summarised in quarter 1, this is predominantly due to the significant increase in stress/depression related absences.

| Average FTE Days Lost | | | | | | | |
|-----------------------|----------------------------------|--------------------|----------------------------------|--------------------|----------------------------------|--------------------|--------------------|
| | All Wales Avg Whole Year 2010/11 | 2011/12 Actual FCC | All Wales Avg Whole Year 2011/12 | 2012/13 Actual FCC | All Wales Avg Whole Year 2013/14 | 2013/14 Actual FCC | 2013/14 Target FCC |
| Qtr 1 | | 2.27 | | 2.52 | | 2.53 | 2.25 |
| Qtr 2 | | 2.17 | | 2.13 | | 2.15 | 1.95 |
| Qtr 3 | | 2.89 | | 3.18 | | | 2.45 |
| Qtr 4 | | 3.21 | | 3.26 | | | 2.95 |
| Whole Year | 10.34 | 10.54 | 10.90 | 11.10 | | 4.68 | 9.60 |

- 3.11 An additional absence report is included that shows the breakdown of absence reasons by long and short term periods. This report has been extended to show the breakdown by Directorate.

This report aligns to the breakdown developed as part of our benchmarking work across Wales. This means that each service area can now compare its long and short term absence at each level of the Organisation, throughout Wales.

There is a continued programme of attendance management reporting and action planning across each Directorate. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.

Where necessary, capability measures are taken to address poor attendance. This includes first stage disciplinary through to dismissal.

The review of the Attendance Management Strategy has been completed and focused work is being undertaken between HR / Occupational Health and Directorate Management Teams to implement early interventions to reduce levels of sickness absence, e.g. Environment and Community Services. The Physiotherapy pilot in Streetscene is being evaluated.

100% Attendance – Flintshire

- 3.12 When looking at the 2nd quarter 2013/14 data, 81% of all employees have had 100% attendance. This represents an increase of 1% when compared to the same quarter last year.

| 100 % Attendance | | | | |
|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | 2010/11 Actual | 2011/12 Actual | 2012/13 Actual | 2013/14 Actual |
| Quarter 1 | 78 | 77 | 75 | 75 |
| Quarter 2 | 78 | 84 | 80 | 81 |
| Quarter 3 | 65 | 75 | 67 | |
| Quarter 4 | 69 | 67 | 70 | |
| Whole Year | 40 | 42 | 41 | |

100% Attendance by Directorate

- 3.13 When looking at each Directorate, the rate for Community Services and Environment compared to the same quarter last year has increased by 4% and 2% respectively, while Corporate Services has decreased by 1%.

| | 2012/13 | | | | | 2013/14 | | | | |
|---------------------------|----------------|-----------|-----------|-----------|-------------------|----------------|-----------|-----------|-----------|-------------------|
| | Q1 | Q2 | Q3 | Q4 | Whole Year | Q1 | Q2 | Q3 | Q4 | Whole Year |
| Community Services | 69 | 71 | 63 | 65 | 30 | 76 | 75 | | | |
| Corporate Services | 81 | 83 | 74 | 76 | 45 | 82 | 82 | | | |
| Environment | 76 | 74 | 66 | 68 | 37 | 76 | 76 | | | |
| Lifelong Learning | 78 | 79 | 72 | 71 | 44 | 77 | 79 | | | |
| Schools | 76 | 85 | 65 | 70 | 44 | 73 | 85 | | | |

Community Services

- 3.14 The Community Services Directorate is pleased to report a further improvement in attendance across the Directorate during Quarter 2. There has been a significant improvement again in attendance rates in Adult Social Services and in Housing which is very encouraging. However there has been an increase in the number of absences in Children's Social Services and in Development & Resources. The Heads of Service responsible for these areas continue to work with their managers to bring about improvements through the application of the Attendance Management policy.

Long term absence continues to have the greatest impact on attendance rates across all services and although managers have been working hard to keep absences to a minimum, clearly there remains more work to be done to ensure that there is a greater focus on the importance of managing attendance. A Return to Work pathway has been developed and piloted in Community Services to assist managers to facilitate a timely return to work. This pathway involves early intervention by managers to identify alternative work opportunities where employees are temporarily unable to return to their substantive role for health reasons. These supportive measures have already had a positive impact with employees returning to work much sooner thereby improving absence rates at the start of this financial year. Heads of Service have set service targets to focus performance in this area and to identify areas which require further support and management intervention.

The Directorate recognises the need to maintain its focus on managing attendance as overall absence rates continue to remain above the corporate target. An Attendance Management working group has been developed across the Directorate, meeting on a monthly basis to look at hot spots and to review individual cases to ensure that they are being appropriately managed. The focus continues via the monthly Workforce Bulletin where health promotion tips are provided and absence levels are highlighted to the workforce. During Quarter 2, 13 formal Capability Stage 1 meetings were held with employees whose absence was of concern and a further four formal Capability Stage 2 meetings were held which resulted in one dismissal.

Average FTE Days Lost by Service

| | 2012/2013 | | | | 2013/2014 | |
|-------------------------------|-----------|-------|-------|------------|-----------|-------|
| | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1 | Qtr 2 |
| Development and Resources | 2.31 | 2.84 | 2.35 | 11.24 | 1.21 | 2.59 |
| Housing Services | 3.14 | 4.02 | 3.06 | 13.25 | 2.47 | 1.96 |
| Social Services for Adults | 4.34 | 5.56 | 6.35 | 20.92 | 4.00 | 3.20 |
| Social Services for Children | 3.24 | 3.98 | 5.11 | 14.91 | 2.97 | 3.98 |
| Senior Management and Support | 0.19 | 0.41 | 0.00 | 1.02 | 0.26 | 0.00 |
| Community Services | 3.75 | 4.78 | 5.16 | 17.57 | 3.33 | 2.99 |

Corporate Services

- 3.15 Actions within specific areas across Corporate Services have resulted in an overall reduction in FTE days lost and percentage absence rate which is encouraging. Additional support has been provided to managers in handling situations on a targeted approach where staff hit 'trigger points' which will contribute to further reductions going forward.

That said, some service areas have scope to improve further and we have targeted these areas for action. Changes to the categorisation of reason for absence has helped identify trends and patterns across Corporate Services, again to enable targeted action for tackling long term sickness absence which provides the main challenge.

Average FTE Days Lost by Service

| | 2012/2013 | | | | 2013/2014 | |
|-------------------------------|-----------|-------|-------|------------|-----------|-------|
| | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1 | Qtr 2 |
| Chief Executive's Dept | 4.16 | 2.44 | 2.71 | 11.25 | 3.87 | 4.50 |
| Clwyd Theatr Cymru | 0.08 | 0.80 | 0.95 | 2.51 | 0.53 | 0.20 |
| Finance | 1.42 | 1.62 | 6.01 | 10.75 | 1.56 | 1.35 |
| HR & OD | 1.61 | 2.26 | 2.71 | 7.29 | 6.30 | 2.78 |
| ICT & Customer Services | 0.95 | 1.17 | 1.06 | 3.97 | 0.98 | 0.49 |
| Legal and Democratic Services | 2.8 | 2.45 | 1.04 | 10.8 | 2.01 | 1.09 |
| Corporate Services | 1.52 | 1.65 | 1.75 | 6.44 | 2.83 | 1.42 |

Environment

- 3.16 Managing attendance remains a priority for the Directorate and is a standing item on the agenda of each of the service area Senior Management Team (SMT) meetings. Four of the six service areas are currently achieving attendance levels which are better than annual forecast target of 9.6 FTE days lost and we are optimistic about maintaining this level.

The Workforce Information Report is showing a marginal improvement for the Directorate from Qtr 1 to Qtr 2. A higher level of improvement was anticipated due to the number of management interventions and on further analysis this can be attributed to the late submission of paperwork. Timely returns would have resulted in an improved position for the Directorate, and this should bear out in the Qtr 3 report.

Due to the occupational groups and nature of the work undertaken, Streetscene continues to look for alternative interventions in order to achieve improvements in attendance. Return to Work interviews are now conducted by both the Team Leader and the Supervisor, with the presence of the senior officer visibly raising the profile and importance of attendance management. This is a new initiative and early indications are that this is a positive intervention. A cross functional group also meet on a weekly basis to review ongoing absences and agree a strategy for resolution which in some cases has led to employees being dealt with through the formal attendance management procedure.

Average FTE Days Lost by Service

| | 2012/2013 | | | | 2013/2014 | |
|--------------------------------------|-----------|-------|-------|------------|-----------|-------|
| | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1 | Qtr 2 |
| Assets and Trans | 1.60 | 2.50 | 2.23 | 8.35 | 2.28 | 1.93 |
| Mgt, Supp and Perf | 1.37 | 1.26 | 4.37 | 8.92 | 0.74 | 1.40 |
| Planning Services | 0.91 | 2.97 | 4.02 | 10.27 | 3.25 | 1.61 |
| Public Protection | 1.36 | 1.83 | 1.30 | 6.83 | 1.79 | 1.30 |
| Regeneration Division | 1.60 | 2.38 | 4.90 | 13.44 | 3.46 | 0.78 |
| Streetscene Services | 3.33 | 4.39 | 4.34 | 15.61 | 3.69 | 4.30 |
| Senior Management and Support | 1.33 | 0.00 | 0.00 | 2.67 | 0.00 | 0.00 |
| Environment | 2.42 | 3.40 | 3.55 | 12.34 | 3.07 | 3.04 |

Lifelong Learning

- 3.17 For Lifelong Learning we have identified an overall slight increase in absence in from 3.94% in quarter 1 to 4.80% in quarter 2. Whilst Schools have seen a drop from quarter 1 4.69% to 3.09% in quarter 2. Support for attendance management issues continues to be provided by HR, working with Managers. The Directorate continues to apply the formal procedures to support the management of attendance including long term absence via formal Capability Hearings. This has included during quarter 2, two Capability Stage 1 Hearings and one Capability Stage 2 Hearing, resulting in dismissal on grounds of ill health. In addition 2 further employees with long term attendance management issues have resigned. This should continue to impact on the performance levels of the Directorate in quarter 3.

Average FTE Days Lost by Service

| | 2012/2013 | | | | 2013/2014 | |
|-------------------------------|-----------|-------|-------|------------|-----------|-------|
| | Qtr 2 | Qtr 3 | Qtr 4 | Whole Year | Qtr 1 | Qtr 2 |
| Culture and Leisure | 2.00 | 2.39 | 2.34 | 8.30 | 1.93 | 2.78 |
| Resources and Dev | 2.95 | 3.34 | 3.90 | 13.77 | 3.27 | 3.58 |
| Lib, Culture and Heritage | 3.00 | 3.40 | 2.98 | 10.99 | 0.69 | 1.42 |
| School Services | 1.55 | 3.54 | 3.44 | 10.86 | 2.49 | 1.69 |
| Senior Management and Support | 0.00 | 0.00 | 0.00 | 7.14 | 0.00 | 0.57 |
| Lifelong Learning | 2.37 | 3.11 | 3.13 | 11.12 | 2.25 | 2.51 |

4.00 RECOMMENDATIONS

4.01 Members note Workforce Information Report for quarter two for 2013/14.

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy of reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 This increased reporting and monitoring within this area will result in more informed analysis of the impact our policies and procedures have across these groups.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 APPENDICES

12.01 Available in Members' Services and on the Website.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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