## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

| Date of Meeting | Thursday 17th March 2016 |
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| Report Subject | Workforce Information Report – Quarter 3 2015/16 |
| Portfolio Holder | Corporate Resources Overview and Scrutiny Committee |
| Report Author | Sharon Carney (for Chief Officer – People and Resources) |
| Type of Report | Operational |

## EXECUTIVE SUMMARY

To provide Members with an update for the third quarter for 2015/16. 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 (Including 100% Attendance)
- Performance Appraisals and Development
- Resource Management (Agency Workers)
- Equality and Diversity

The format of this report and the accompanying Workforce Information has been redeveloped to focus on the organisational performance and trends, with the information being presented in a dashboard format. The dashboards are designed to be 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. 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 the actions that are planned to improve or maintain performance.

The performance information for the whole organisation is split to show Schools (with further breakdown into Teaching and Non-Teaching) and Non-Schools data separately.

| RECOMMENDATIONS | |
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| 1 | Members comment on Workforce Information Report for quarter three 2015/16 |

**REPORT DETAILS**

| 1.00 | EXPLAINING THE WORKFORCE INFORMATION REPORT |
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| 1.01 | **Headcount and Full Time Equivalent (FTE)**<br><br>The headcount and FTE for the Council continues to decrease which is expected and planned. Cumulative figures for 2015/16 show an overall decrease of 141 FTE across the Council, Non-schools show a decrease of 77 FTE, and Schools show a decrease of 64 FTE. Within Schools, 29 of the 64 FTE are teaching staff. |
| 1.02 | **Organisational Age Profile**<br><br>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. |
| 1.03 | **Employee Turnover and Stability (Including Redundancies and Early Retirements)**<br><br>Early Retirements and redundancy schemes across the Council continue to be applied.<br><br>The Flintshire County Council turnover percentage as at quarter three is 10.30%.<br><br>For the comparative figures for last year, the turnover percentage for quarter three was 10.35%, which shows a decrease of 0.05%. |
| 1.04 | **Attendance (Including 100% Attendance)**<br><br>The cumulative absence FTE days lost for quarter three is 7.34. The projected out turn for 2015/16 is currently at 9.78 which, if it remains on track, would see Flintshire County Council just miss its annual target of 9.60.<br><br>Social Services, and Streetscene and Transportation continue to have higher volumes of absence than other portfolios. There is however, a noticeable improvement when compared to previous years, within those areas and continued focussed and robust interventions in line with the Attendance Management policy should continue to yield further improvements. |

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| | There were four capability dismissals (due to long-term ill-health) during the quarter in Streetscene and Transportation and there are a further 7 'Stage 2' capability hearings scheduled over the next few weeks. This should have a positive impact on long-term absence.  There has been an increase in short-term absence during the quarter, which is monitored closely by the Streetscene and Transportation management team who make formal interventions as appropriate (for example, 'Stage 1' capability hearings). |
| | Social Services held 22 'Stage 1' and 5 'Stage 2' capability hearings during the quarter, the actions taken should have a positive impact on long-term absence. |
| 1.05 | **Performance Appraisals and Development** |
| | Chief Officers have completed performance appraisals (including talent assessment) for all their direct reports.  The 'new' process is now planned to be rolled out across the rest of the organisation. |
| | The undertaking of appraisals on a broader scale will be tracked against target completion dates in future reports. However, whilst some issues within the software that were identified have been resolved other outstanding issues are yet to be rectified. |
| 1.06 | **Resource Management (Agency Workers)** |
| | The cumulative agency spend after quarter three is £2.7m. This has exceeded the aspirational target of £1.9m. The majority of the agency spend is within Social Services (£1m), and Streetscene and Transportation (£1.1m) respectively. |
| | Streetscene and Transportation had 75 front line vacancies as at 31st December 2015 and this has contributed significantly to the requirement for agency workers in order to ensure continuity of service. |
| | Social Services have used a number agency workers to cover vacancies and to supplement some of the core workforce allocated to special/ad-hoc projects. This arrangement is not expected to be long-term. |
| | Overall, there were 101 active agency placements on 31st December 2015. From the 101 placements, 77 have exceeded the 12 week Agency Worker Regulations threshold. |
| 1.07 | **Equality and Diversity** |
| | The importance of collecting equality and diversity information remains a high priority. Equalities monitoring information is regularly reviewed with measures in place to collate missing diversity data from employees. The pilot of iTrent in schools has begun, should the pilot be successful, this will enable school based employees to enter their information on iTrent, therefore increasing the quality of data held for the workforce. |

| 2.00 | **RESOURCE IMPLICATIONS** |
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| 2.01 | Increased accuracy for reporting will allow the Council to better understand the composition and usage of the workforce and therefore plan and manage the largest single cost of service delivery. |
| **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** |
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| 4.01 | None arising directly from this report. |

| 5.00 | **APPENDICES** |
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| 5.01 | Appendix One: Dashboard – Workforce Information Report Q3 2015/16 |

| 6.00 | **LIST OF ACCESSIBLE BACKGROUND DOCUMENTS** |
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| 6.01 | **Contact Officer:** Sharon Carney (for Chief Officer – People and Resources)<br>**Telephone:** 01352 702139<br>**E-mail:** sharon_carney@flintshire.gov.uk |
| **7.00** | **GLOSSARY OF TERMS** |
| 7.01 | **Headcount and FTE**<br><br>This will provide information on the current levels of the Council's workforce.<br><br>**Organisational Age Profile**<br><br>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.<br><br>**Employee Turnover and Stability (Including Redundancies and Early Retirements)**<br><br>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.<br><br>**Attendance**<br><br>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 Appraisals and Development**

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**

Information will be provided to implementation measure to prevent inequalities within the Council.