

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday 9 <sup>th</sup> February 2017
<b>Report Subject</b>	Workforce Information Report – Quarter 3 2016/17
<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 third quarter for 2016/17. 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. 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 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 three 2016/17 to 31 December 2016.
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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 show an overall decrease of 10 FTE across the Council since April, Non-schools show a decrease of 18 FTE, and Schools show an overall increase of 8 FTE. Within Schools, teaching staff show a decrease of 9 FTE whereas non-teaching staff have increased 17 FTE.</p> <p>The headcount for Non-Schools is 3,479 and the headcount for Schools is to 3,286 equating to 6,765. However, the overall Flintshire County Council headcount is 6,656. The anomaly of 109 is in relation to employees who are employed in both Schools and Non-Schools positions.</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 as a whole as at quarter three is 2.27% which equates to a cumulative figure of 10.80% for 2016/17.</p>
1.04	<p><b>Attendance</b></p> <p>The cumulative FTE days lost for the whole organisation as at quarter three is 7.22. This is improvement when compared to the same period in 2015/16 which recorded 7.34 FTE days lost.</p>

	<p>A number of Portfolios are projecting to exceed the target based on the out-turn as at Q3, for example, Education and Youth (8.6) Governance (7.79) People and Resources (7.06) and Organisational Change 1 (6.13).</p>
1.05	<p><b>Performance Appraisals and Development</b></p> <p>Performance Appraisals remain a high priority within the Council. The undertaking of appraisals have been carried out in a more consistent and frequent basis and recorded on iTrent which shows significant improvement.</p>
1.06	<p><b>Resource Management (Agency Workers)</b></p> <p>As expected, the level of agency spend during the quarter has reduced significantly. The highest agency spend is within Social Services (£328,000). The second largest spend was within Streetscene and Transportation (£281,000). However, this reduced significantly when compared with previous quarters (£540,000 in quarter 1, £590,000 in quarter 2). As previously reported, the reduction in agency spend is as a result of filling long-term vacancies. A total of 55 agency workers commenced employment with us during October and November 2016 after successfully being appointed into full time, permanent Streetscene Operative roles. It is important to note that the cost of employees and agency staff combined will not exceed the annual budget so there will be no overspend.</p> <p>Overall, there were 84 active agency placements on 31<sup>st</sup> December 2016 compared to 168 at 30 September 2016.</p> <p>At the time of running the report 61 placements exceeded the 12 week Agency Worker Regulations threshold, the majority of placements, twenty eight were within Streetscene and Transportation, fourteen in Community and Enterprise, twelve in Social Services, four in Governance, two in Education and Youth, and one in Planning and Environment.</p> <p>During the meeting of committee held on 11 January 2017, committee were advised, by way of a given a verbal update that Streetscene had 19 placements. The reason for the disparity in the latest figures, is due to a number of retrospective extensions to placements.</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>The first step is 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</p>

	or alternative policies and practices.
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<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 Q3 2016/17

<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.</p> <p><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</p>

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 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 Workforce Monitoring**

Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.