

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 14 th February 2019
Report Subject	Workforce Information Report – Quarter 3 2018/19
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the third 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 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.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter three 2018/19 to 31 December 2018.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE figures for quarter three show an overall increase of 43 FTE across the Council since April, the majority of which is in Streetscene and Transportation. Non-schools show an increase of 68 FTE, and Schools show an overall decrease of 25 FTE.</p>
1.02	<p>Age Profiling</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"> • to identify work areas with a high average age • to help plan for retirements and how we will recruit or retain staff • to highlight patterns and trends across our workforce • to assist workforce planning. <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>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>The cumulative turnover percentage for the Council during 2018/19 is 9.55%. This is significantly lower than the comparative figure for last year (20.91%). However the inflated number for 2017/18 was largely due to the transfers of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries'.</p>
1.04	<p>Attendance</p> <p>The cumulative FTE days lost for the Council at Q3 for 2018/19 is 7.59. This is a downturn when compared to the same period in 2017/18 which recorded 6.31 FTE days lost. The Q3 figure for both Non-Schools (3.16)</p>

	<p>and Schools (2.56) have seen a downturn when compared to the same period last year. The HR Business Partner team continue to work closely with the relevant Portfolios 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 facing a significant challenge in managing people's health at work. We pro-actively raise awareness of mental health issues across the workforce which could be contributing to increased disclosure of mental health issues, and could be viewed positively. We have a range of support and interventions available to our employee's, which is reviewed periodically as part of our commitment to developing a Health and Well-being strategy.</p>
1.05	<p>Performance Monitoring (Appraisals)</p> <p>Between 2014 and 2018, the percentage of employees' who have had a performance appraisal increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. All outstanding appraisals are required to be scheduled for completion by the end of March 2019.</p> <p>The recording and management of performance is an area that requires further focus and as such it remains a key part of the People Strategy Action plan for 2019/20. A mixed picture with services employing larger proportions of employees who work remotely with varying hours of work are experiencing lower completion rates, however, the levels have increased considerably since January 2018.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The cumulative agency spend for 2018/19 as at quarter 3 is £1.2m, which significantly within our target of £1.4m. The largest cumulative agency spend is within Streetscene and Transportation at £611,000, which is lower than the same period last year (£635,000). The second largest cumulative spend is within Social Services at £202,000 which is considerably lower than the same period last year (£532,000).</p> <p>Overall, there were 68 active agency placements on 31 December 2018. At the time of running the report 51 placements exceeded the 12 week Agency Worker Regulations threshold.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating,</p>

	<p>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>
2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.
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
4.01	None arising directly from this report.
5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q3 2018/19
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>
7.00	GLOSSARY OF TERMS
7.01	<p><u>Headcount and FTE</u></p> <p>This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u></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><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></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</p>

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 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.