

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 19 th September 2019
Report Subject	Employment and Workforce Quarterly update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the first quarter for 2019/20. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisation Age Profile (Non –Schools and Schools)
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Monitoring (Appraisals)
- Resource Management (Agency Workers)
- Equality and Diversity
- Achievements made by Human Resources within the quarter

The format of this report and the accompanying Workforce Information Dashboard reports are intended to focus on organisational performance and trends. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

This 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.

On a periodic basis, this report will highlight key achievements or projects undertaken in support of the People Strategy and/or Council Plan.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter one 2019/20 to 30 June 2019.
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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 one show an overall increase of 5 FTE across the Council since April which is less than 1%. Non-schools show an increase of 18 FTE, and Schools show an overall decrease of 13 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 support workforce planning. <p>Understanding our workforce profile, enables the Council to assess supply and potential problem areas within a given service/portfolio and aids succession planning by identifying any skill gaps that may arise. Without an analysis of age profile (and skills 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 turnover percentage for quarter one is 2.73%. Whilst the out turn figure is lower than the 3.19% figure reported for the same period last year, it is short of our 2% target for the quarter.</p> <p>The majority of leavers during the quarter were part of a planned, normal retirement or engaged on fixed term contracts, which is also, part of a</p>

	<p>planned exit so not a cause for concern although we will actively encourage the use of exit interviews so we can continue to monitor and understand individuals reasons for leaving.</p>
1.04	<p>Attendance</p> <p>The FTE days lost for the Council during quarter one is 2.63. This is a downturn when compared to 2018/19 which recorded 2.58 FTE days lost. The Q1 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 (2.18) when compared to Q1 last year. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance is managed consistently and appropriate support and interventions are made available.</p> <p>Stress, Depression and Anxiety remains the number one recorded reason for absence, followed by absences related to musculoskeletal issues and like many employers we are continually reviewing the nature and level of support provided to manage people's health at work.</p> <p>We provide a range of work place health promotion and support with access to talking therapies/counselling via Occupational Health to facilitate an earlier return to work. We also offer positive interventions to try and avoid an absence in the first place such as early referral for physiotherapy.</p> <p>CareFirst, our employee assistance programme, has seen an increase in the number of employees accessing support. It is very positive that the majority (92%) of contacts made were self-referred; this can indicate that there is a comprehensive knowledge of Care first and the services which are readily available. It is notable that the service isn't just being used by people who are at work, but also by individuals who have been absent from work for up to six months. Recognising that line managers are critical in the success or otherwise of managing attendance, in the coming months, we will be 're-launching' the scheme with a focus on the management support aspect of the programme.</p>
1.05	<p>Performance Monitoring (Appraisals)</p> <p>As at 30 June 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 73%. However, at the time of writing this report, this figure has risen to 83%.</p> <p>All portfolios have been tasked with confirming that all appraisals completed are duly recorded in Trent, and for preparing and submitting an action plan which confirms that all outstanding appraisals are scheduled and completed before the end of the financial year (31/03/2020) and duly recorded in Trent. In addition, managers have been asked to ensure that a 'scheduled' date is duly entered into iTrent and where possible are recorded in Trent by the end of September 2019.</p> <p>HR Business Partners (HRBPs) are provided with interim reports on a periodic basis which details the completion levels by person for each of the service areas they support. HRBPs regularly attend portfolio management team meetings during which the reports are discussed and action plans</p>

	<p>agreed. Additional support can and is provided to assist, for example, with bespoke appraisal training sessions for managers.</p> <p>The current appraisal policy, forms and tools in support of performance management are being reviewed with a view to adopting a new, simplified process which is flexible enough to accommodate the diverse range of services, positions occupied across the Council.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The agency spend for quarter one is £428,000. The largest agency spend is within Streetscene and Transportation at £206,000. The second largest spend is within Social Services at £71,000.</p> <p>Overall, there were 94 active agency placements on 30 June 2019. At the time of running the report 48 placements exceeded the 12 week Agency Worker Regulations threshold.</p> <p>A reduction in the number of placements and level of spend is anticipated in quarter 3 within Streetscene and Transportation following a successful recruitment campaign which has resulted in 15 Streetscene operatives commencing employment at the beginning of September 2019.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity. 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>
1.08	<p>Achievements</p> <p>During quarter one, we launched our apprenticeship programme for 2019/20. Building on our partnership with Coleg Cambria we participated in a number of 'meet the employer' open days in advance of going live with our job advert which resulted in us receiving 149 applications for 23 placements across the following range of disciplines:</p> <ul style="list-style-type: none"> • Business Administration • Countryside Services) • Customer Services • Finance (AAT) • Joinery • Streetscene/Local Environmental Services (General Operative placements) • Plasterer

	<ul style="list-style-type: none"> • Graduate ICT • Graduate Quantity Surveyor <p>84 candidates were short-listed to attend for interview and testing over two days in May 2019. The new cohort of successful candidates have since been offered and accepted an apprenticeship of two years duration which commenced for the majority on 2 September 2019.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the dashboard reports 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 Q1 2019/20

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development.</p> <p>Telephone: 01352 702139</p> <p>E-mail: sharon_carney@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p><u>Headcount and FTE</u> This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u> 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>

Employee Turnover and Stability (Including Redundancies and Early Retirements)

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.

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.