Date of Meeting	Thursday, 14th November 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 second 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 two 2019/20 to 30 September 2019.

REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	**Headcount and Full Time Equivalent (FTE)** The headcount and FTE figures for quarter two show an overall increase of 59 FTE across the Council since April which is less than 1%. Non-schools show an increase of 64 FTE, and Schools show an overall decrease of 5 FTE. Numerous recruitment campaigns which include the appointment of 15 Streetscene Operatives and 20 Modern Apprentices who commenced employment at the beginning of September 2019 are attributable to the overall increase of FTE across the Council.
1.02	**Age Profiling** 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? • 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.
		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.
1.03		**Employee Turnover and Stability (Including Redundancies and Early Retirements)**
		The turnover percentage for quarter two is 3.87%. The cumulative turnover percentage is 6.25%. As with the previous quarter, the majority of leavers were part of a planned, normal retirement or engaged on fixed term contracts, which is also, part of a planned exit so not a cause for concern.
1.04		**Attendance**
		The FTE days lost for the Council during quarter one is 2.22. This is a downturn when compared to 2018/19 which recorded 2.06 FTE days lost. As at quarter 2, the 2019/20 forecast is 9.48 FTE Days Lost, which would exceed the annual target of 8.00.
		The HR Business Partner team continue to work closely with all Portfolios and Schools to ensure attendance is managed consistently. Weekly sickness monitoring meetings take place in a number of services which are further supported by monthly meetings attended by senior officers. Referrals to Occupational Health are routine in the majority of cases. Follow-up support provided by Occupational Health takes a variety of forms including but not limited to, mindfulness, counselling and physiotherapy.
		A change in the categorisation of reasons for absence has been introduced which it is hoped will improve transparency and allow us to provide targeted support.
1.05		**Performance Monitoring (Appraisals)**
		As at 30 September 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 83%. This is a significant improvement compared to last quarter. All portfolios have been tasked with confirming that all appraisals completed are duly recorded in Trent.

	A new performance review policy, forms and tools in support of performance management have been developed and has been circulated to a number of stakeholders to seek feedback on the content. A manager's guide has also been developed to support the managers and the process with a view to ensuring consistency of approach.
1.06	**Resource Management (Agency Workers)** The agency spend for quarter two is £660,000, which equates to cumulative spend of £1.09m for the year. The largest agency spend is within Streetscene and Transportation at £298,000. The second largest spend is within Social Services at £101,000. As explained in the previous quarterly update, a reduction in the level of spend within Streetscene and Transportation is anticipated in quarter three following a successful recruitment campaign. Overall, there were 86 active agency placements on 30 September 2019. At the time of running the report 49 placements exceeded the 12 week Agency Worker Regulations threshold.
1.07	**Equality and Diversity Workforce Monitoring** 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.
1.08	**Achievements – New Pay Model** Year Two of the NJC pay agreement included the introduction of a 'new' pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award which necessitated a fundamental review of our pay model to accommodate the changes. Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable. The target date for implementation was July 2019 which was achieved, backdated to April 2019.

Whilst there are no changes to Terms and Conditions of Employment, an updated contract with the full set of current Terms and Conditions for clarity, and for ease of access has been produced for all employees in scope.

A secondary piece of work has progressed further to a report to Cabinet in September 2019 which sought agreement to align 92 (FTE) employees, predominately male, employed on locally agreed 'craft' Red Book pay to the aforementioned new Council Pay Model.

To effect the change, job descriptions have been updated and evaluated using the Greater London Provincial Council (GLPC) scheme and conventions in the same vein as all other roles on the Green Book pay scales.

The introduction of four newly evaluated positions mapped across to the Council's new pay model, will result in an all-inclusive rate, will remove spot points and introduce incremented grades providing incremental progression.

Transferring employees from Red Book to Green Book is considered a fundamental change to Terms and Conditions requiring the Trade Unions to ballot their membership.

Joint meetings with management and the Trade Unions with employees in scope, took place during September 2019 with agreement being reached to undertake a work place ballot to effect the change.

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None arising directly from this report.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	None as the dashboard reports appended to this report details existing actual out-turns in the various measures.

5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q2 2019/20

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Sharon Carney, Senior Manager, Human Resources and Organisational Development. **Telephone:** 01352 702139 **E-mail:** sharon_carney@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Headcount and FTE** This will provide information on the current levels of the Council's workforce. **Age Profiling** 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. **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.

	Red Book JNC for Local Authority Craft & Associated Employees **Green Book** JNC National Agreement for the former APT&C and Manual employees