

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 8 July 2021
<b>Report Subject</b>	Employment and Workforce Year-End update
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets,
<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 Year-End 2020/21 Report. 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

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| 1. | Members comment on Year-End Workforce Information Report 2020/21 (October 2020 – March 2020) |
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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 during at year-end shows a marginal increase in FTE across the Council since April 2020. Non-schools show an increase of 5 FTE, and Schools show an overall increase of 7 FTE.</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 support workforce planning.</li> </ul> <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><b>Employee Turnover and Stability (Including Redundancies and Early Retirements)</b></p> <p>The cumulative turnover percentage for 2020/21 is 10.05%. This is an improvement when compared to the previous year (10.29%). Restrictions on movement due to national lockdowns during the year meant that the forecasted cumulative turnover figure was 7.50%. However the transfer of 100+ employees to the newly established Theatr Clwyd Trust has increased the final turnover figure by 2.50%.</p>

	<p>Human Resource colleagues actively encourage the use of exit interviews so portfolios can monitor and understand reasons for leaving. Reasons for leaving include not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews also assists Human Resources to review the effectiveness of the various recruitment methods used across the Council and justify making changes as appropriate to improve recruitment and retention.</p>
1.04	<p><b>Attendance</b></p> <p>The cumulative full time equivalent (FTE) days lost for the Council during 2020/21 is 8.08. This is a significant improvement when compared to the previous year (11.05). The COVID-19 pandemic has seen a change in the way that all workgroups undertake their work. For a substantial number, this has seen them working from home, for others, they remain in work supported by a range of measures including but not limited to the establishment of ‘bubbles’, provision of appropriate PPE and/or maintaining physical distancing. All of these changes have had a positive effect on some illnesses such as infection rates.</p> <p>Attendance has been managed very closely throughout the pandemic as managers and employees have had to learn to manage a range of new and complex scenarios such as self-isolation, household isolation and COVID absence.</p>
1.05	<p><b>Performance Monitoring (Appraisals)</b></p> <p>Many of our employees have and continue to work differently in what are often challenging circumstances. Some employees have been unable to work due to the nature of their work or the lack of facilities to work from home. There have been particular challenges for many with the closure of schools and other services most notably those with caring responsibilities for children or other dependents. There have also been a number of employees who, for many months, were required to shield because of their vulnerability or illness.</p> <p>Employees still need a framework in which they can provide and receive feedback and continue to learn and grow. With this in mind, for 2020/21 we introduced an alternative approach to our normal performance appraisals in the form of a structured one to one which provided for a welfare check, an honest discussion about what has been achieved during the preceding six months, and how they have coped. Followed by what can realistically be achieved in the coming 12 months and the normal career conversation which provides an opportunity to discuss and explore future aspirations. Whilst the alternative approach is being carried out across the organisation, we are not holding statistics at this stage.</p>

1.06	<p><b>Resource Management (Agency Workers)</b></p> <p>The cumulative agency spend for 2020/21 is £3.10m. The largest agency spend is within Streetscene and Transportation at £1.60m. The second largest spend is within Social Services at £650,000. Both of these services have been at the forefront of the response to the pandemic, which has required to changes to working practices, including the introduction of 'bubbles' to keep our workforce safe which has impacted on the number of additional, temporary resources required to supplement the service.</p> <p>The cumulative 'Off-contract' spend for 2020/21 is £470,000, which equates to 15% of the overall agency spend. This shows that the use of agency workers is continuing to be used more appropriately across the organisation. The main reasons for 'off-contract' spend is where there is a need to fill specialist, hard to fill roles such as Social Workers.</p> <p>There were a total of 137 active agency placements on 31 March. At the time of running the report 79 placements exceeded the 12 week Agency Worker Regulations threshold. Of those that exceeded the threshold, 40 were within Streetscene and Transportation, 24 in Housing and Assets, 6 each in Social Services and Governance, and 3 in Planning, Environment and Economy.</p> <p>As portfolios move into recovery, HR Business Partners will work with them to bring placements to an end and where it will support service delivery, offer workers direct employment.</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. 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>

<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 reports 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 Year-End Report 2020/21

<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</p> <p><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 within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><b><u>Attendance</u></b> 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.</p> <p><b><u>Performance Management (Appraisals)</u></b> Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p><b><u>Resource Management</u></b> This information will include the usage of agency workers within the Council.</p>

**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