

Quarterly Workforce Report

Introduction



This is a new format for the existing quarterly workforce report which aims to raise awareness of the size and makeup of the workforce and of the issues that affect it. When appropriate it provides the opportunity to explore and discuss issues identified from analysis of the data arising from workforce transactions.

The first section of the new report will give the key observations from the data that has been analysed for the quarter. This will be followed by a themed commentary which will provide a deeper analysis and insight into a specific topic that is current for the council. The indicators at the end of the report will give an instant view of selected trends over the last year to see the wider picture of what is changing in the workforce. We are proposing the following key themes to be chosen when most relevant and applicable:

- Sickness absence
- Employee turnover
- Resourcing and recruitment
- Employee costings
- Apprentices
- Employee engagement
- Under25s/demographics
- Agency

Quarterly Workforce Report

July – September 2017

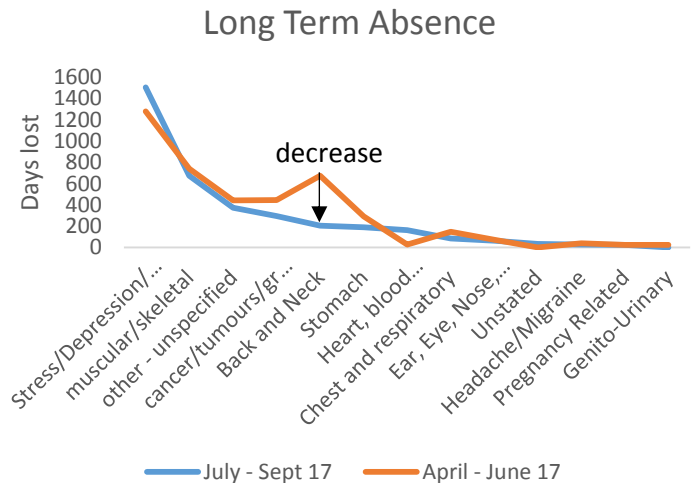


Key Observations

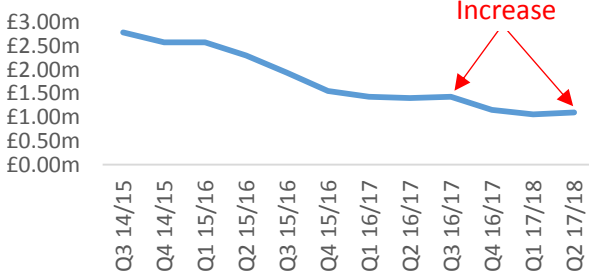
The percentage of long term absences has decreased this quarter from 53.5% to 49.4%.

The reason for most long-term absences is still stress/depression/mental health, with the loss of 1503 days (+17%) over the last quarter.

The noted decrease was due to a reduction in absences related to back and neck and muscular/skeletal (-469 and -68 days respectively). Waste and Environment has seen significant decreases in these reasons; during this period, an HR business partner has been working extensively, through a number of training sessions, with team leaders and managers in this area to improve the competence and confidence in managing long term sickness absence. This has positively contributed to the decrease in absences, and HR will continue to explore how this approach can be applied or adapted to positively support other services where sickness rates are considered an issue.



Agency Spend Trend



The use of agency staff has increased this quarter. Apart from another slight increase in Q3 2016/17, this quarter is the only other increase over the past 3 years. This is a result of additional agency use in both Corporate Function and Adult Social Care Operations (+£48K and +£37K respectively).

The increase in Corporate Functions was exclusively in the Procurement service, where 2 executive interims on day-rates were acquired in Q2. Adult Social Care Operations

saw an increase due to additional demand for level 3 social workers, going from 4 in Q1 to 7 in Q2. As only one level 3 social worker left the directorate during Q2, this temporary demand may be attributable to the Adult Social Care transformation programme, however the Business Partner is currently considering this with the relevant services.

UNDER 25?

The percentage of under 25s has decreased this quarter to 6%

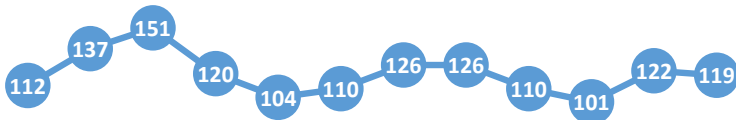
The lowest it has been over the past 5 years

In this quarter, the Under 25s workforce has seen the largest number of new starters for 3 years. 5 of the 46 were social workers in children's services, a traditionally challenging area to recruit to. This growth was, however, partly offset by increased turnover in this age group, which increased to 5.0% (+0.7%) since the previous quarter. In addition, 11 employees moved into the next age bracket between Q1 and Q2 and a further 22 changed to a casual contract (meaning they would be excluded from our reporting but were still retained).

When combined, these changes resulted in the proportion of Under 25's reducing to 6%, the lowest level reported since 2012. This is described further in the Themed Commentary section below.

Employee Turnover

No. of voluntary leavers over the past 3 years



In September 2017, The Office for National Statistics (ONS) reported that Local Government employment had dropped, whilst the private sector had increased jobs from the previous year ([Public sector employment release, UK: September 17](#)). It is pleasing to note that despite this upturn in the private sector the council's rate of turnover has remained broadly consistent.

ONS suggests that the job market is becoming more buoyant in private sector.

Q3 14/15 Q4 14/15 Q1 15/16 Q2 15/16 Q3 15/16 Q4 15/16 Q1 16/17 Q2 16/17 Q3 16/17 Q4 16/17 Q1 17/18 Q2 17/18

Voluntary turnover has remained stable at 2.6% (119 employees) this quarter. 'Resignation to alternative employment not LA' was stated as the most common reason for leaving in this quarter (48 leavers); this has consistently been the most common reason over the past 3 years. It should be noted the graph above suggests a trend where Q1 and Q2 are consistently higher than Q3 and Q4, alluding to a seasonal influence on turnover within Wiltshire Council. Based on this trend we can project that for the 17/18 financial year the turnover rate would be around 9.4%, against around 9.8% and 9.9% for the previous 2 financial years. This is, however, a simple projection and is subject to numerous variables.

To develop our understanding of the drivers behind these turnover trends and observations, HR have invested further in the council's grow learning management system. This will deliver significant new possibilities to identify and respond to workforce sentiment and perceptions at both corporate and service level. This is described in more detail later in this report.

It should also be noted that the ongoing project between HR and Finance to introduce effective establishment controls has resulted in a significant data cleanse exercise in this quarter, particularly around variable hours contracts. For the purposes of this report we have taken this into account and, where appropriate, mitigated any effects on workforce trends.

Service Turnover Observations

The data for this quarter shows the number of leavers in Operational Children's Services was not in line with the expected seasonal trend (with 18% of all voluntary leavers coming from this directorate). As this is a priority area in the council's Business Plan, it is considered a key area of focus for the HR Resourcing Team. This focus has generated a positive result for the service by offsetting the increase in turnover by the successful recruitment of 9 new social workers in this quarter. This resulted in a net increase in the overall number of social workers within OCS. This was achieved through leveraging our relationships with the Guardian and Indeed, as well as maximising exposure and promotion on multiple social media platforms throughout this period. In addition, exit interviews have been conducted with those social workers leaving safeguarding and support, with key themes identified and fed back to heads of service to support retention.

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Social workers recruited this quarter

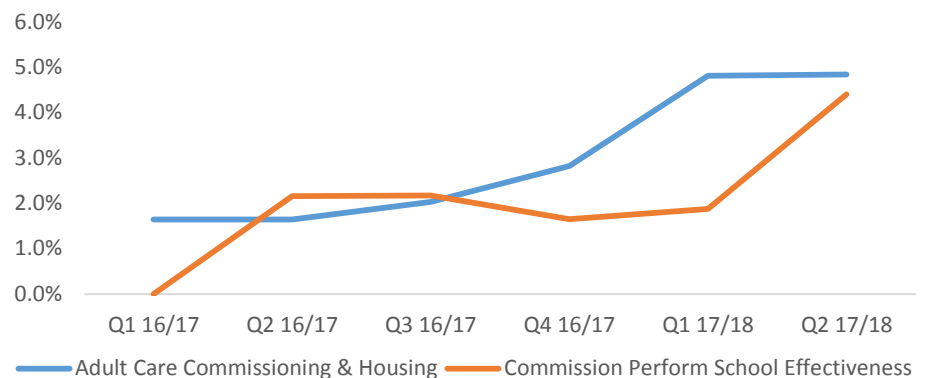
THEMED COMMENTARY

Within Operational Children's Services, the North and East Special Educational Needs and Disability (SEND) locality service showed an increase in the number of leavers due to retirement. HR have investigated this and our flight risk analysis indicates a relatively low average age and low rate of over 55s within the team. We therefore anticipate that this is an isolated occurrence.

Voluntary turnover within both Adult Care Commissioning & Housing, and Commissioning, Performance and Schools Effectiveness has seen a clear upward trend since April 2016. HR have supported these directorates to deliver new structures, to be implemented as part of the new tier 2 restructure; this may have influenced recent turnover rates with the uncertainty associated with impending restructures.

A notable change in the number of retirements for the whole council was seen in this quarter, increasing to 19, from 11 in Q1. Within Commissioning, Performance and Schools Effectiveness, a recent significant issue has been an ageing workforce. Currently School Effectiveness have 1 in 3 staff over the age of 55, with an average age of 49. This is against 1 in 4 and 45 respectively for the whole council. In addition to this, 12% of the workforce are over 59, with many also in higher paid roles (such as lead professionals and SIA's) so are potential flight risks. This has contributed to the increase in retirements, with 4 staff from this service retiring this quarter. Of these 4 staff, 3 were school improvement advisors (SIA) and the other was an advisory headteacher; all critical roles with a wealth of experience and knowledge. HR Business Partners will discuss Succession Planning with the service, and this area will be monitored closely in the short term.

Voluntary Turnover Trend



Ageing workforce within Schools Effectiveness

In Adult Care Commissioning & Housing, the elevated rate of turnover is predominantly within Housing. There are no significant trends in leaving reasons and without sufficient exit questionnaire data it is difficult to summarise why they are leaving; although, as with other areas, the restructure may have contributed. We can, however, identify that the role of Multi-trade Operative has seen 2 leavers this quarter and 3 in Q1. Three of the five leavers indicated that they left for a job outside of local government, with 1 person leaving the council within a month of joining. We have previously had issues in recruiting to Multi-trade Operative roles. The apprenticeship levy may provide an opportunity to explore this and see if there are relevant frameworks, or if not explore the possibility of trailblazers to support this development need. The HR Apprenticeship Co-ordinator will investigate this further and, as mentioned elsewhere in this report, the exit questionnaire process is being addressed and other steps taken to understand workforce sentiment.

THEMED COMMENTARY

The table below shows potential areas of concern relating to turnover. HR will closely monitor this, with business partners working directly with these services to establish a focus on increased retention, workforce planning and succession planning:

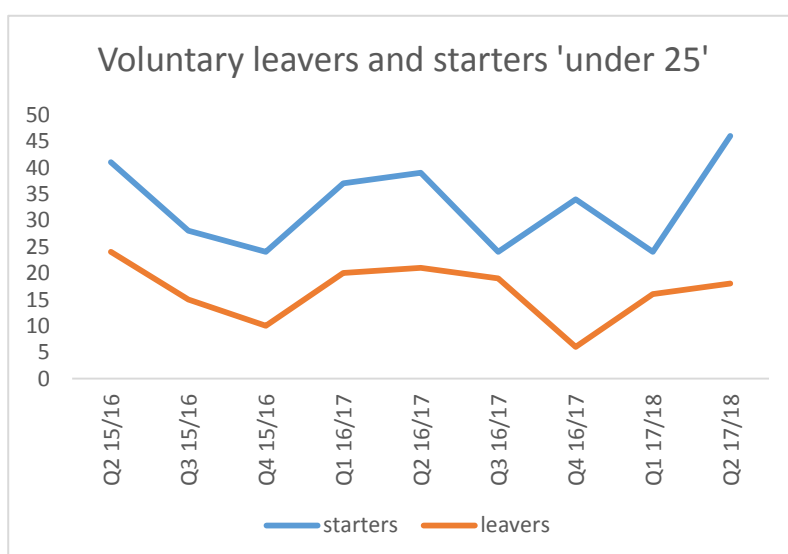
| Potential Future Problem Areas for Turnover | |
|---|---|
| Service | Reason |
| Passenger Transport | Ageing workforce - 61% over 55 - potential for retirements |
| Registration Service | Ageing workforce - 59% over 55 - potential for retirements |
| Housing – Strategy & Assets | Significant upward trend of voluntary turnover |
| Housing Operations & People | Upward trend of voluntary turnover – from historical data we may also expect to see an increase next quarter |
| Schools Effectiveness | Upward trend of voluntary turnover (and retirements) - and an ageing workforce in Schools Effectiveness - 33% over 55 |
| Leisure | Consistently high turnover over the last 2 quarters and ongoing restructure |
| Adult Care Operations | Currently going through a major transformation programme, may see voluntary turnover off the back of this |

Almost 1 in 2 staff who leave within a years' service go to work outside of local

The number of staff leaving voluntarily within a year's service has increased this quarter. Whether you look at staff who leave within 6 months of joining or within a year's service, 40% leave for work outside of local government. A large proportion of these tend to be within Leisure due to the nature of the roles within the service.

Under 25s

As mentioned in the key observations section on page 2, the turnover within under 25s increased this quarter. Coupled with the fact that the current percentage of under 25s is lower than previous quarters (6%), this appears to be an area of concern; however, the graph on the right shows that we consistently recruit more under 25s than leave in the equivalent period. We believe that research on under 25s has found career progression and training are both important factors to them remaining in a post. The 2016 staff survey showed that satisfaction with learning and development and career progression within the council had fallen by 14%, with 61 respondents specifically commenting on this.



In response to this HR has invested additional funding into a significant new suite of online e-learning tools, launched the leadership and management programme and circulated a Learning and Development Survey for staff to complete to support further L&D improvements. In addition, HR have a dedicated Apprenticeship Co-ordinator working with services to specifically identify long term career

pathways, with the aim of improving staff retention, as well as providing new training opportunities for

THEMED COMMENTARY

Pulse Surveys

Due to insufficient exit questionnaire data upon which to base conclusions as to why certain staff are leaving or what is driving staff to leave Wiltshire Council, HR have recently reviewed the leavers process and improved our leaving questionnaire using Sharepoint. This will increase exposure to the questionnaire and make it easier to complete, encouraging a higher completion rate to allow identification of leavers sentiments. This would support better predictions of potential problem areas.

To augment these improvements, HR have also identified an opportunity to use the council's grow learning management system to develop our understanding of the drivers behind these turnover trends and observations. This has resulted in the recent implementation of new functionality, called Pulse - a powerful tool used to identify and respond to workforce sentiment and perceptions about three key areas: the employee, their management, and the organisation.

HOW'S IT GOING?

Me

OK, sorry to hear that. Tell us more...

What could we be doing better? *

Do you see yourself working here in the next 12 months? *

Management

Great! Tell us more...

What are we doing well? *

What could we be doing better? *

Company

OK, tell us more...

What could we be doing better? *

Describe our CURRENT CULTURE in three words or less. *

Describe your preferred FUTURE CULTURE in three words or less. *

Using Pulse enables us to establish an ongoing open and anonymous dialogue with staff across the whole council. The key aims are to understand how cultural aspects and staff sentiment are linked to turnover, and to further support the staff engagement and “employee voice” initiatives resulting from recent staff surveys and engagement forums.

The image to the left shows an example of a brief “pulse” survey, a similar version of which will be launched in January 2018 to all staff with access to the grow system. Staff will be able to complete the survey as many times as they like during its active cycle (likely 6 months or so) with a maximum frequency of once daily if they choose to. A suite of communications will be issued to staff to highlight this new function, and encourage them to share their views and indicate how they are feeling about the three key areas of “Me”, “Management” and “Organisation”. The EPIC group will be supporting the rollout and communication of this new employee voice tool, building staff awareness and providing reassurance that all feedback is 100% anonymous.

Pulse comes with a powerful set of real-time analytics, which HR Business Partners and the HR Engagement Lead can use to support services and managers in identifying key trends in their areas, optimising positive areas and guiding supportive actions for areas indicating less positive sentiment.

Pulse will also enable us to quickly and easily identify key cultural themes from the workforce perspective – something which has previously been laborious and challenging to undertake – and gives staff the opportunity to suggest future cultural themes for consideration by senior management. This is a powerful enabler for staff to feel they have direct and visible input into the council's culture. As well as at the organisational level, culture mapping will also be available at individual service level,

representing a significant step forward in HR's ability to support services undertaking cultural change activity.

An **example** culture map from Pulse is shown below:



QUARTERLY WORKFORCE Measures

Quarter ended: 30 September 2017

| Staffing Levels | | | | | |
|--|--------------|----------------|---------------|----------------|-------|
| Measure | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | Trend |
| Headcount | 4657 | 4639 | 4635 | 4602 | ▼ |
| FTE | 3547 | 3527 | 3511 | 3489 | ▼ |
| Agency worker use (equivalent number of FTE's used during quarter) | 117 | 95.9 | 97.3 | 104.9 | ▬ |
| Ratio of managers to employees | 1:9.9 | 1:10.2 | 1:10.3 | 1:10.4 | ▲ |
| FTE of managers | 456 | 445 | 439 | 431 | ▼ |
| Number of redundancies made during quarter | 30 | 25 | 19 | 19 | ▼ |
| Ratio of starters to leavers (FTE) | 1:1.4 | 1:1.1 | 1:1.4 | 1:1.1 | ▬ |

| Sickness Absence | | | | | | |
|----------------------------------|--------------|----------------|---------------|----------------|----------------|-------|
| Measure | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | July – Sept 16 | Trend |
| Working days lost per FTE | 2.1 days | 2.7 days | 2.2 days | 2.1 days | 2.1 days | ▬ |
| % of total absences over 20 days | 47% | 42.9% | 53.5% | 49.4% | 54.5% | ▲ |

| Health and Safety <u>RIDDOR</u> related injuries | | | | | |
|--|--------------|----------------|---------------|----------------|-------|
| Measure | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | Trend |
| No. of workplace incidents/injuries reported | 1 | 2 | 0 | 2 | ▲ |

| New Disciplinary, Grievance and Absence Cases | | | | | |
|---|--------------|----------------|---------------|----------------|-------|
| Measure | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | Trend |
| Disciplinary cases | 15 | 20 | 16 | 14 | ▼ |
| Grievance cases | 0 | 2 | 3 | 3 | ▲ |
| Absence cases | 129 | 202 | 131 | 183 | ▲ |

| Voluntary Staff Turnover | | | | | | |
|------------------------------------|--------------|----------------|---------------|----------------|----------------|-------|
| Measure | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | July – Sept 16 | Trend |
| % staff turnover | 2.4% | 2.2% | 2.6% | 2.6%* | 2.7% | ▲ |
| % <1 year turnover rate | 4.8% | 3.2% | 4.3% | 5.0% | 3.4% | ▬ |
| % Under 25's voluntary turnover | 6.1% | 1.9% | 5.1% | 6.1% | 6.3% | ▬ |
| Average leavers' length of service | 9.2 years | 8.4 years | 8.1 years | 7.7 years | 7.7 years | ▼ |

*see themed commentary above

| Employee costs | | | | | | |
|--|--------------|----------------|---------------|----------------|----------------|-------|
| Measure Relating to Quarter | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | July – Sept 16 | Trend |
| Total paid in salaries to employees (non casual) | £25.68m | £25.08m | £25.23m | £25.25m | £25.68m | ▼ |
| Total paid in salary to casual employees | £0.48m | £0.40m | £0.48m | £0.55m | £0.43m | ▲ |
| Total salary pay | £26.16m | £25.49m | £25.71m | £25.80m | £26.11m | ▼ |
| Total paid to agency workers | £1.43m | £1.15m | £1.06m | £1.10m | £1.40m | ▼ |
| Median employee basic salary | £20,456 | £20,456 | £20,661 | £20,661 | £20,456 | ▲ |

Why this is important: Clear budgetary constraints mean that keeping track of this information is vital. Whilst we are seeing a reduction in contracted employees we may see some services using **alternative resourcing options on a more regular basis such as agency workers, consultants or casuals.** This information will highlight whether this is happening or not.

| Additional financial information | | | | | |
|--|--------------|----------------|---------------|----------------|-------|
| Measure <i>(If the figure is negative a saving has been achieved)</i> | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | Trend |
| Cost of sick pay | £0.71m | £0.85m | £0.78m | £0.65m | ▼ |
| FTE change due to employee hour changes | -4.9 | -6.2 | -4.6 | -8.2 | ▼ |
| Cost/saving of employee hour changes | -£80,357 | -£165,370 | -£125,180 | -£210,079 | ▼ |

Why this is important: Sick pay amounted to £2,989,600 across Wiltshire Council during the 2016-17 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. FTE changes indicate where services may be looking to employees to work more hours than they previously have done to cover gaps where a reduction in the headcount of employees has been made. It could also be an indication that services are adopting a more positive approach to flexible working.

| Employee Diversity | | | | | | |
|----------------------------|--------------|----------------|---------------|----------------|----------------|-------|
| Measure | Oct – Dec 16 | Jan – March 17 | Apr – June 17 | July – Sept 17 | July – Sept 16 | Trend |
| % < 25 | 6.5% | 6.7% | 6.5% | 6.0% | 6.8% | ▼ |
| % 55 and over | 24.7% | 24.9% | 24.9% | 24.9% | 24.7% | ▲ |
| % Female | 69.9% | 70.0% | 70.2% | 70.9% | 70.1% | ▲ |
| % Part-time | 43% | 43.6% | 44.1% | 44.2% | 42.5% | ▲ |
| % Temporary contracts | 5.5% | 5.5% | 5.3% | 5.7% | 5.9% | ▲ |
| % Black or Minority Ethnic | 2.1% | 2.1% | 2.0% | 2.1% | 2.2% | ▬ |
| % Disabled | 3.4% | 3.6% | 3.6% | 3.7% | 3.2% | ▲ |