QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

Delivering the Business Plan - Quarter ending June 2011

Notes on the figures:

- All reported figures exclude casual employees and agency/professional services staff (unless stated)

- Wiltshire Council figures exclude Fire, Police and Schools

  - **Headcount** = Number of positions that are filled not individual people
  - **FTE** = "Full Time Equivalents" which take into account actual working hours to show accurate staffing levels

- Information is based on the structures in place post the senior management restructure to ensure consistency throughout the year e.g. DTR and DNP have been reflected.

- **"Annualised"** means we take the measured amount divide it by the months it covers and multiply it by 12 to give an estimate of the rate that would be seen throughout the year.

- **"YTD"** means year to date i.e. all reportable information since April 2011 has been included.

- The **Voluntary staff turnover** section does not include information for those who leave due to statutory retirement, ill health, compulsory or voluntary redundancy, dismissals, end of contract, unsatisfactory probation and TUPE transfers as these are classified as compulsory reasons. Only Voluntary leavers are included as these are the individuals that have decided to leave for their own reasons and therefore it may not be in Wiltshire's best interest. Overall turnover rates will be higher and can be analysed upon request.

- Although the cost associated with turnover is not readily available, CIPD estimate that the recruitment cost of replacing a leaver is £2930. Based on last year's turnover rate (11.7%) we could estimate that 617 employee's will leave Wiltshire Council during 2011-12 resulting in costs of **£1,807,810**.

- **% <1 year turnover rate:** The cost of turnover in this group is generally higher as the investment in recruitment, induction and training is unlikely to be recovered within such a short time period.

- **Redundancy figures** relate to all redundancies made not just those as part of service reviews

If you have any queries on these reports or requests for further information, please contact Paul Rouemaine, HR Information Manager, on 01225 756159 or Paul.Rouemaine@Wiltshire.gov.uk

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WILTSHIRE COUNCIL (excl. schools)   Quarter ended: **June 2011**

Management Information Team Observations:

- Wiltshire Council's (WC) headcount reduced by 131 (2.4%), and the FTE by 166 (3.9%). It would be inaccurate to make a judgement as to which department the majority of this reduction came from, due to the recent restructuring within the departments.

- A new measure for this year is the ratio of managers to employees. The golden rules state that a guideline ratio of around 6 employees to every manager is optimum. Post the management review, WC has surpassed this rule and now has a ratio of 1 manager to every 7 employees.

- Sickness rates have decreased this quarter to 7.9 days per FTE (-1.0 days). This decrease has now taken the sickness days lost to a level that is much lower than the lower quartile of local authority's benchmark figure (8.8 days).

- Stress/Depression/Mental Health/Fatigue reasons continue to account for the highest recorded days lost (22.2%).

- The Department of Community Services (DCS) sickness rates have now reduced due to Housing, which now form part of the department having low sickness rates. The Department of Transformation and Resources (DTR) saw the lowest sickness rates with 6.0 days per FTE.

- The percent of total absences lasting over 20 days have increased to 46.0% (+2.8%). However, less days were lost to all incidents of sicknesses whether short (<5 days), medium (5-20 days) or long (>20 days) term and this increase simply occurred due to short term sickness seeing a bigger decrease.

- The annualised voluntary turnover rate decreased this quarter to 8.4% (-3.3%). However this decrease is due to the inclusion of voluntary redundancy in the figures for last year's reports, this has now been excluded to give a truer picture of voluntary turnover rates at Wiltshire Council for this quarter and those going forward.

- DCE continue to display the highest voluntary turnover rate, at 11.6% (-1.2%), however, the previous quarter figure does not take into account the move of performance into DCE. 63% of this turnover was due to either leaving for alternative employment or resignation due to family commitments.

- Now that voluntary redundancy is excluded from the voluntary turnover rate, the most common reason for leaving voluntarily from the council has reverted back to resigning for alternative employment not in a local authority (31%).

- New disciplinary and grievance cases have both decreased since last quarter, to 5.3 per 1000 employees respectively (-3.6 and -1.7 respectively).

- H&S incidents per 1000 employees saw quite a significant increase to 3.8 (+2.1) but remain below the median seen across local authorities. Cases in DNP equate to 77% of the total cases. However, it is necessary to take more formal procedures in some of the frontline service areas, such as DNP, to ensure that high quality service levels are maintained.

- Another new measure is to keep track of the redundancies being made throughout the quarter. This quarter there was 98 redundancies made, 59 of which came from DCE (60%).

- To keep track of whether Wiltshire Council is making the savings required from staffing levels, we need to make sure that the ratio of starters to leavers is at a satisfactory level (i.e. there are more leavers than starters). Wiltshire Council's overall ratio is 1 FTE starter for every 4.3 FTE's leaving the council.

- During the last quarter, sickness absence cost Wiltshire Council £538,184.81 in sick pay. An organisation of Wiltshire's size would be expected to pay £2,397,988.01 a year in sick pay (based upon the median sickness rate across local government) but Wiltshire's annualised cost equates to just £2,152,739.24; this is therefore £245,248.77 less than what could be expected.

- Wiltshire Council made a saving of £244,979.52 from the organisational pay bill from staff reducing their hours.

QUARTERLY WORKFORCE MEASURES – DELIVERING THE BUSINESS PLAN

This page gives you information relating to important employee measures:

The number of positions that are filled by contracted staff

"Full Time Equivalents" which take into account actual working hours to show accurate staffing levels

Staffing levels

Measure Relating to Quarter (unless stated)	WC	Change since last period
Headcount (as at end of period)	5270	-131 (-2.4%)
FTE (as at end of period)	4117	-166 (-3.9%)
FTE change due to TUPE transfers in vs. out	-8.6	n/a
FTE change due to employee hour changes	-6.79	n/a
Ratio of starters to leavers (FTE)	1:4.3	n/a

Part of the FTE/HC change above may be explained by these measures

How many leavers we have had for every one starter

The % of leavers who completed an exit interview

The % of posts filled by an internal candidate

Workforce Information

Measure	WC	Last period
Ratio of managers to employees	1:7	n/a
% Exit questionnaires completed (YTD)	10%	n/a
% of total vacancies filled by internal appointment - year to date	73%	n/a
% management posts filled by internal appointment - year to date	100%	n/a
FTE of managers	665	n/a
Number of redundancy's made during quarter	98	n/a

The FTE of people management posts

The percentage of absences that last for over 20 days (deemed to be long term)

Sickness Absence

Measure	WC	Last period
Working days lost per FTE (ytd annualised)	7.9 days	8.9 days
% of total absences over 20 days (ytd)	46.0%	43.2%

The number of RIDDOR incidents that have occurred. http://www.hse.gov.uk/riddor/riddor.htm.

Health and Safety

Measure	WC	Last period
No. of workplace incidents/injuries reported per 1000 employees (ytd annualised)	3.8	1.7

The number of individuals that left voluntarily before completing one year service as a percentage of the employees in post with less than one year's service.

Voluntary Staff Turnover

Measure	WC	Last period
% staff turnover (ytd annualised)	8.4%	11.7%
% <1 year turnover rate(ytd annualised)	23.0%	18.9%
Average leavers' length of service	10.9 years	9.7 years

Disciplinary and Grievance Cases

Measure	WC	Last period
New disciplinary cases per 1000 employees (annualised)	5.3	8.9
New grievance cases per 1000 employees (annualised)	5.3	7.0

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This section gives you Information relating to your workforce costs:

Employees paid over £50,000 basic salary		
Measure	**WC**	**Last period**
% of employees paid over £50,000 annual salary	2.07%	n/a
% of employees paid over £100,000 annual salary	0.09%	n/a
% of employees paid over £150,000 annual salary	0.02%	n/a

Why this is important: Regulation 4 of the accounts and Audit (amendment no.2) introduces a new legal requirement to increase transparency and accountability in local government. We now need to disclose the names and data for individuals earning over £50,000 and therefore we should be looking to keep these figures as low as possible.

Additional financial information		
Measure (If the figure is a negative a saving has been achieved)	**WC**	**Last period**
Cost of sick pay (ytd)	£538,184.81	n/a
~~Cost~~/**saving** of employee hour changes (during period)	-£244,979.52	n/a

Why this is important: Sick pay amounted to £2,900,000 across Wiltshire Council during the 2010-11 financial year and therefore this is a substantial area of spend that should be minimised whenever possible. Some services may also 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 is therefore important that we keep track of the change in FTE resulting from employees changing their hours.

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BENCHMARK DATA

Benchmark figures are supplied by DLA Piper Benchmarker. The Local Authority benchmarks represent combined data from 54 subscriber Local Authorities. The Private Sector benchmarks represent data from approximately 250 private sector organisations classified as "large" (over 1000 employees), consisting of a mix of Financial, Professional and Support Services; Manufacturing, Engineering and Processing; and Retail and Leisure.

Sickness Absence

Measure	Local Authorities Median	Local Authorities lower Quartile	Private Sector Median
Working days lost per FTE	9.9	8.8 (lower q.)	5.7
Average length of absence (FTE days)	5.9	4.9	3.5
% of absences over 20 days	55.8%	41.8%	40.5%

Health and Safety

Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of workplace incidents/injuries reported per 1000 employees	5.9	2.8	8.0

Voluntary Turnover

Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
% staff turnover	6.6%	5.7%	10.5%
% staff turnover of leavers within first year's service	n/a	n/a	n/a

Disciplinary and Grievance Cases

Measure	Local Authorities Median	Local Authorities Lower Quartile	Private Sector Median
No. of disciplinary cases per 1000 employees	9.2	5.0	44.8
No. of grievance cases per 1000 employees	3.8	2.8	6.4