

**Manchester City Council
Report for Information**

Report to: Resources & Governance Scrutiny Committee: HR Sub Group –
14 June 2018

Subject: Workforce Intelligence Update

Report of: Director of HROD

Summary

This report outlines the current highlights from the Quarter 4 2017/18 Workforce Dashboards for the group's information.

Recommendations

The Sub Group is asked to note the report and identify any areas which it may wish to further explore at future meetings.

Wards Affected: All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Resources & Governance Scrutiny Committee: HR Sub Group; 5 October 2017 -
Review of HR Metrics

Resources & Governance Scrutiny Committee: HR Sub Group; 28 November 2017 -
Review of HR Metrics - Workforce Intelligence Update

1.0 Introduction

- 1.1 Effective intelligence is an essential tool to drive proactive workforce management, both corporately and at a local level. To enable effective management, the workforce metrics that make up the quarterly workforce dashboard have been reviewed and additional measures included to give a fuller picture of workforce activity and reduce the reliance on narratives to drive the key performance messages. The Dashboard is intended to ensure trends are identified and risks and issues addressed, as well as to highlight positive patterns and the impact of mitigating actions on those areas identified for action previously. The dashboard is reviewed by the HROD Management Team as well as Directorate Management Teams across the organisation and actions agreed in the context of broader financial and performance metrics.
- 1.2 Appendix 1 provides details of the measures included within the quarterly dashboard with the dashboard for quarter 4 2017/18 (January - March 2018) attached as Appendix 2.

2.0 An Overview of Key Metrics

- 2.1 Whilst the dashboard is produced quarterly, more regular (monthly) analysis is provided across the most high profile metrics and included within an integrated assurance report provided to the Strategic Management Team together with information on performance, finance and risk. The latest position across these key measures is detailed below for information.

2.2 Sickness Absence

- 2.2.1 The overall sickness trend has been impacted by an increase in cases of coughs, colds and flu in January. This resulted in a lesser reduction of year-to-year absence levels than was initially forecast, as noted within the Dashboard. The trend overall at year-end however remains positive and absence levels are reducing, month-on-month. - Comparative absence levels across North West local authorities are currently being collated and will be included within the next Dashboard update.
- 2.2.2 Following publication of the Q4 17/18 dashboard absence information for April 2018 has become available: 5,245 working days were lost due to sickness absence in April 18 and the average number of days lost per FTE over the past rolling 12 months is 12.25 compared to 11.85 across May 16 - April 17. In month, an average of 0.84 days per FTE were lost; this is a slight increase on April 17 (0.71), however a decrease on March 18 (1.01) and February 18 (1.03).

Directorate	Average days lost per FTE in the month		Average days lost per FTE over the past 12 months	
	Apr 18	Mar 18	May 17 -Apr 18	May 16 - Apr 17
Corporate Core	0.71	0.93	11.03	10.15
Children's Services (incl. E&S)	0.86	1.07	12.85	12.97
Adults' Services	0.94	1.05	14.81	16.24
Growth & Neighbourhoods	0.91	1.07	11.86	7.26
Strategic Development	0.64	0.76	8.09	-
Council Wide	0.84	1.01	12.25	11.85

2.2.3 The Council's overall absence level is now reducing following the peak in January and is almost back in line with pre-January levels. The rate of this reversion has been impacted on by the adverse weather conditions rolling into March and April. As set out within the detailed report on managing attendance, work is continuing to drive a reduction in sickness absence with a dual focus on promoting wellbeing and supporting managers to manage absence when it occurs, with a current emphasis on addressing issues of short term persistent absence.

2.3 Agency Spend

2.3.1 Agency resources represent a significant part of the Council's overall workforce spend with circa. 8.0% of workforce budgets spent on agency staff in 2016/17. Agency costs are met from within the organisation's overall workforce budget. Broadly speaking agency resourcing is used for one of three reasons:

1. To provide cover for key critical posts which are vacant or where the post holder is absent, due to sickness, maternity leave or suspension for example.
2. To provide technical or specialist resources for time limited projects where it makes sense to engage support through this route as opposed to formal employment due to, for example, the cost or time requirement
3. To provide additional resources for income generating or project work.

2.3.2 It is important that the difference between these categories is highlighted and understood. The second and third categories above are, in broad terms, part of agreed resourcing strategies and support the reform services to reduce spend (or increase income) or deliver specific projects. However, the vast

majority of agency usage is related to the first category, circa. 76% across 2017/18.

2.3.2 The move to the new model for agency resourcing in October has enabled more timely and detailed agency reporting.

2.3.3 As set out within the Dashboard appended, the initial year end figures are showing a reduction in agency spend for 2017/18 of circa. 20% with the year end figure totalling circa. £14.7m. - Reductions in in the Core (56%), Growth & Neighbourhoods (34%) and Children's Services (17%) are partially offset by an increase in Adults Services (13%).

2.3.4 Figures for April 2018 are not yet finalised but should be available to report verbally at the meeting.

2.4 Apprentices

2.4.1 The introduction of the apprentice levy from April 2017 has seen the Council required to contribute circa. £1.5M per annum (including schools) to a government account which can be drawn down to cover the training costs of apprentices.

2.4.2 The introduction of the levy coincides with a shift in the scale and scope of apprenticeships which now cover the full spectrum of qualification levels from entry level (Level 2) to postgraduate (Level 7).

2.4.3 The dashboard shows that 200 apprenticeships commenced their accredited learning in 2017/18, 153 of these were internal employees and 47 external appointments. Directorates are already working towards setting and progressing a target for 2018/19 with an initial 15 apprentice starts already confirmed.

2.4.4 The Levy and shift in approach here will have a fundamental impact on the organisation's learning and development strategy and significant work is underway in this area.

2.5 Staff outside of the Funded Structure

2.5.1 Currently 17 employees are in positions outside of the funded structure, with an annual cost of circa. £589K. Work to identify funded roles for these staff is a current priority. The approach to supporting and matching redeployees has been refreshed recently with a renewed focus on development and the allocation of named HR leads for each individual. The hope is that this will see performance improvements from Q1.

3.0 Conclusion

3.1 The information above and within the Dashboard is provided to give the Sub-Group an overview across the full spectrum of workforce metrics and provide assurance that a comprehensive approach to workforce intelligence is in place to support SMT and Directorate Management Teams. A number of areas are

the subject of more substantive reports on the sub-groups agenda including managing attendance and workforce equality.

3.2 Questions and comments from the sub-group are welcomed.

Appendix 1: Dashboard definitions

Measure	Detail	Level of reporting
Headcount and FTE staff numbers at period end		Service level
Net change in staff headcount	Starters, leavers and overall net change at a headcount level;	Directorate (data available at a lower level if required)
Staff turnover	Percentage of turnovers based on FTE leavers and overall FTE	Directorate level
Employees not in funded positions	Employees who are no longer in funded positions along with the projected annualised cost of these and the number of medical movers	Service level
Workforce budgets: Forecast Variance from budget at period end		Service level
Workforce Development Budget	Workforce budget spend against the allocation	Directorate level
Equality make up of workforce	Proportion split of the workforce by BME, Gender, Disability and Sexual Orientation. The split is done for the full workforce and those above grade 10	Directorate level
Average days lost per FTE in a working month	Data provided as a line graph over 15 months	Service level
Average days lost per FTE over 12 months	Total days lost per FTE over 12 months compared to previous 12 months	Service level
Total days lost through absence in the quarter	Quarterly comparison to previous quarter	Service level
Percentage breakdown of recorded absence by term	Absence is broken down into short term (under 5 days), medium term (between 5 and 20 days) and long term (20+ days)	Service level

Breakdown of absence terms by count of incidences	How many incidences of short, medium term and long term absences in each quarter	Service level
Referrals to occupational health	Quarter numbers of referrals over 2 years	Directorate Level
Utilisation summary of the Employee Assistance Programme	Telephone calls and online hits by month since its launch	Directorate level
Number of absence triggers hit	The number of employees who hit one of our three absence triggers (5 days in 3 months, 3 incidences in 3 months or long term incidences)	Service level
Percentage of concluded absence where Return to Work interview has been recorded on SAP		Service level
Top three absence reasons by service		Service level
Cases currently with HROD at period end	Number of Capability, conduct, Employee Dispute Resolution and Management of Attendance Cases currently with HR	Service level
RAG rating of cases currently with HROD	The cases are rated Red, Amber or Green dependent on their risk factor	Service level
Agency Spend by month	Agency spend by month compared to the last two years	Directorate level
Agency spend by service	Year to date agency spend compared to the previous year	Service level
Quarterly spend on overtime and additional hours	The amount paid out in overtime in the quarter	Service level
Apprenticeship Commitment for the year	The apprenticeship commitment against the numbers of external starts and internal starts	Service level

Resource requests approved during the quarter	The number of recruitment requests that have been approved in the online system reported by whether it was a request for an external or internal advert	Service level
Role types of resource requests approved during the quarter	The same data as above but detailing whether this is a new post, permanent role or time-limited post	Service level
Time frame of resource requests completed in the quarter	The average time for the timeframe of having a recourse request approved to appointing someone into the position along with the shortest time and longest time	Service level
Time frame of resource requests completed in the quarter	The average time for the timeframe of having a recourse request approved to having someone start into the position along with the shortest time and longest time	Service level
Number of employees requiring DBS renewal in the next 3 months		Service level