

Report for: Staffing & Remuneration Committee, 14 December 2015

Item number: 12

Title: People Management Date for Q2, July – September 2015

Report authorised by : Jacquie McGeachie, Asst. Director HR/SSC

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Ward(s) affected:

**Report for Key/
Non Key Decision:**

1. Describe the issue under consideration

- 1.1. The report provides the Committee with data regarding the workforce including non-employed workers, absence rates and equalities data for the period July to September 2015.

2. Cabinet Member Introduction

- 2.1 Not applicable

3. Recommendations

- 3.1. The report is provided for information and for the Committee to note.

4. Reason for decision

- 4.1. Not applicable. The report is for noting.

5. Alternative options considered

- 5.1. Not applicable.

6. Background information

Agency and Consultants Information

- 6.1. The number of Consultants / Interims increased by four people at the end of September compared to the end of June 2015. Overall, the estimated quarterly spend reduced by £174,786.
- 6.2. The number of agency staff reduced by twenty nine people at the end of September and the overall spend also reduced by £172,575.

The headcount numbers are summarised as follows :

	Agency Workers	Consultants (covering established vacancy)	Consultants (Supernumerary)
June 2015	424	33	27
September 2015	395	28	36

Details of the estimated spend is summarised as follows

	Agency Workers	Consultants (covering established vacancy)	Consultants (Supernumerary)
June 2015 (Q1)	£1,868,269	£138,403	£750,294
September 2015 (Q2)	£1,695,694	£83,992	£627,919
Change over quarter	Reduction of £172,575	Reduction of £54,411	Reduction of £120,375

- 6.3 The reason for the reduction can be attributed to many factors including robust ongoing management scrutiny, a procurement exercise which resulted in a pay rate reduction for the majority of Consultants from 1st September and the introduction of a Recruitment & Staffing Panel to examine recruitment of employees and non-employed workers.
- 6.4 The number of Consultants acting in a supernumerary role has shown the largest spend reduction. The reasons for this include several people leaving during the quarter; several people with confirmed end dates during October which has meant that their projected cost has been reduced by up to five months from March 2016 and the pay rate of the majority of people being reduced during September which has also resulted in a lower figure projected until the end of the financial year.
- 6.6 The green and blue Value for Money area of Appendix 1 indicates where the estimated cost is either no more than £15,000 more than the substantive salary or is less than the salary. At the end of September 71% of Interims are flagged as green or blue compared to only 44% at the end of September 2014. This figure highlights the work that has been done over the last year to control costs.
- 6.7 **Equalities Data**

The Equalities report is attached as an excel document at Appendix 2. The scorecard gives a profile of

- a) The age, gender, disability and working time profile of employees
- b) The number of employees within grade bands by age, disability and ethnicity
- c) Recruitment and retention data, promotion, training and formal procedures data of employees by age, ethnicity and disability.

At the end of September, there were 2,682 employees in the workforce excluding school-based employees, a reduction of 53 people since the end of June. There were 1,809 women and 873 men employed.

6.8 Gender

The percentage of women in the Council's workforce has remained stable at 67%, of the workforce. The target of 50% of women in the top 5% of earners has been slightly exceeded as they form 51.1% of this group. This target has been achieved as the workforce has reduced during the last quarter.

The ratio of women applying for Council jobs compared to men is 60/40 and the ratio of women compared to men being successfully appointed is 64/36. Women are also more likely to be promoted, attend training courses and take out a grievance. However, men are more likely to be disciplined with 51% of men being subject to disciplinary action compared to 49% of women.

6.9 Age

The average age of a council employee has remained stable at 47. Employees in the age range 45-54 are still the largest group in the workforce at 36%. The number of young people in the workforce reduced by two during the last quarter and is currently only 1.2% of the workforce. The Apprenticeship Programme may help to increase the number of young employees as the first cohort comes towards the end of their training in May 2016 and will then be able to apply for suitable vacancies across the Council.

6.10 Disability

Employees with a disability are currently 10.2% of the workforce. Over the last year 29 employees in this category left the Council's employment, the largest number (11 people) left due to redundancy although whether this was due to voluntary or compulsory redundancy is not recorded in these figures. 9 employees choose to resign with the remaining 9 leaving either due to retirement, dismissal or for another reason. Three people with a disability are in the top 5% of earners of a total disabled population of 274.

6.11 Ethnicity

The number of BAME employees as a percentage of the total workforce is currently 53%. There continues to be a large drop in the BAME population when the level of PO8 is reached as the percentage reduces from 41% of the workforce at PO7 to only 20% at PO8 or above. BAME employees are more likely to take out a grievance compared to other groups and to be the subject of disciplinary action. BAME employees are the subject of 74% all of disciplinary cases held. The action plan arising from the Equalities Audit will address these issues over the coming months.

6.12 **Sickness Absence**

Although the average number of days absence per employee had reduced during the middle part of this year, the number at the end of September had increased slightly to 8.2 days, compared to 8.9 days in September 2014.

60% of all absence is considered to be long term compared to 64% of absence last year. The percentage of working time lost is 3.3%, which is 0.6% lower than September 2014.

The cost of absence has reduced by £256,621 over the course of the year. During the rolling year to September 2015 the total cost was £2,032,885.

7. **Contribution to strategic outcomes**

- 7.1. The use of non-employed staff across the organisation contributes to the council's aim of moving towards a more flexible and agile workforce. The scale of change and number of areas that are and will be in the future, undergoing restructuring will require this flexibility to continue. Consultants bring with them new skills that have not previously been found in the workforce and these skills are being transferred to employees as the contracts progress.
- 7.2. The workforce will reduce and change over the next two years and the workforce data provided will highlight how these changes are taking effect across the organisation.

8. **Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities**

- 8.1. There are no legal implications arising from this report.
- 8.2. The current regime in place supporting the engagement of agency, consultant and interim staff requires a completed business case setting out the funding available to cover the costs of these appointments. This ensures that the managers are taking full budgetary responsibility for their decisions and the requirement to provide regular business cases for extensions provides challenge to ensure that greater focus is placed on moving towards permanent recruitment or the positive and timely delivery of agreed outcomes.

9. **Use of Appendices**

9.1. Appendix 1: Consultant / Interim Data

9.2. Appendix 2: Equalities Scorecard

10. Local Government (Access to Information) Act 1985

10.1. Not applicable.

