

**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – People and Technology****Corporate Services Committee: 22<sup>nd</sup> May 2019**

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**Subject: Bi-annual Workforce Monitoring Report (1<sup>st</sup> October 2018 – 31<sup>st</sup> March 2019)**

**1. Purpose**

1.1 The purpose of this report is to provide workforce monitoring information relating to October 2018 – March 2019.

**2. Recommendations**

2.1 The Committee is asked to note the content of this report.

**3. Background**

3.1 This report provides information concerning the workforce demographic allowing for the monitoring of trends and consideration of workforce impacts. Additionally, the report includes analysis of employees being released through early retirement and voluntary severance, and all of the associated costs. This forms part of the ongoing monitoring process derived from the Audit Scotland Report “Bye now, pay later?”

**4. Main Issues**

4.1 Table 1 details headcount data for the Council per Strategic Lead Area and including apprentices, casual workers, fixed term and permanent employees. When compared with the previous six month reporting period, the total headcount for the Council has increased by 96 individuals. The increase in headcount includes 4 apprenticeships, 140 fixed term employees and a decrease of 48 permanent employees

4.2 When compared to the same period last year the headcount change mirrors the above with a decrease by 46 permanent contracts and a significant increase in fixed term contracts by 163.

4.3 Both annual and bi annual comparisons above reflects areas of growth in Community Health and Care, Educational Learning and Attainment and Housing and Employability

4.4 Table 1 also displays the number of people recorded on the supply list which fluctuates over the year with most supply workers available in September than March, reflecting the term time nature of many of these posts in Education

Table 1 – Headcount Data (as at 31<sup>st</sup> March 2019)

Department	Service	Apprentice	Fixed Term	Permanent	Grand Total	Casual
Strategic Management	Strategic Management	0	0	14	14	0
HSCP	Child Health Care & C J	0	20	241	261	32
	Community Health & Care	2	42	920	964	43
	Finance & Resources	0	1	4	5	0
	Mental Health Addic & LD	2	14	165	181	0
	Strategy, Planning & HI	0	1	23	24	0
<b>HSCP Total</b>		<b>4</b>	<b>78</b>	<b>1353</b>	<b>1435</b>	<b>75</b>
Regen Environ & Growth	Environment & Neighbourh	21	70	829	920	13
	Housing & Employability	3	39	240	282	9
	Regeneration	27	119	291	437	0
<b>Regen Environ &amp; Growth Total</b>		<b>51</b>	<b>228</b>	<b>1360</b>	<b>1639</b>	<b>22</b>
Transform & Pub Sec Refo	Comms Culture & Communit	2	9	142	153	14
	Educ Learning & Attain	11	113	793	917	170
	People & Technology	2	3	95	100	0
	Regulatory	1	7	90	98	2
	Resources	3	13	287	303	0
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>		<b>19</b>	<b>145</b>	<b>1407</b>	<b>1571</b>	<b>186</b>
<b>Local Government Employees Total</b>		<b>74</b>	<b>451</b>	<b>4134</b>	<b>4659</b>	<b>283</b>
Transformation & Public Service Reform (Teachers)		0	128	947	1075	227
<b>Council Wide Total</b>		<b>74</b>	<b>579</b>	<b>5081</b>	<b>5734</b>	<b>510</b>

Head Count data for comparison purposes

<b>Council Wide Total</b>	<b>Sep-18</b>	<b>70</b>	<b>439</b>	<b>5129</b>	<b>5638</b>	<b>557</b>
<b>Council Wide Total</b>	<b>Mar-18</b>	<b>71</b>	<b>416</b>	<b>5127</b>	<b>5614</b>	<b>490</b>

- 4.5 Monitoring the number of casual workers (including supply) is undertaken on a bi-annual basis and reported to the Performance and Monitoring Review Group. This ensures that the use of casual workers is in line with good practice while continuing to support the needs of organisational delivery.

Early Retirements and Voluntary Severance

- 4.6 During the last 6 months, 2 employees were granted early retirement on the grounds of efficiency of the service, redundancy as shown in Table 2. In line with data protection requirements (due to the limited numbers in individual directorates), the table shows the data consolidated as a council wide figure.

Table 2 – Voluntary Early Retirement/Severance (1<sup>st</sup> April 2018 – 30<sup>th</sup> September 2018)

Council wide	No. of EE's	*One-Off Costs	Annual Costs (Recurring)	Net Annual Savings (Recurring)
<b>TOTALS**</b>	2	£52,864.69	£746.96	£45,822

Net savings take account of annual costs.

\* One-off costs include provisional capitalisation (strain on the fund) costs.

\*\*In accordance with data protection regulations, directorates where 2 or fewer employees have been released will be merged together. The above shows a council wide figure.

- 4.7** In respect of the 2 employees released, both were granted early retirement on efficiency or redundancy grounds. The number of employees released has significantly reduced over the period. This is due to the completion of a number of restructures.

Table 3– Comparison to Previous periods

	Number of Employees			
<b>Council Wide</b>	1 April 2017 – 30 September 17	1 October 2017 – 31 March 2018	1 April 2018 – 30 September 2018	1 October 2018 – 31 March 2019
<b>TOTALS</b>	<b>12</b>	<b>10</b>	<b>12</b>	<b>3</b>

\*In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

- 4.8** On 1<sup>st</sup> June 2018, changes were made within the Local Government Pension Scheme (LGPS), one of which allows scheme members to retire from age 55 without employer consent. The terms of this provision allow members to access their pension benefits with an actuarial reduction applied (to compensate the fund for the member taking the benefits early). There are no costs incurred by the council. In the reporting period, a total of 6 employees between the age of 55 and 60 retired under this option.

#### Early Retirements - Ill-health

- 4.9** In cases of early retirement on the grounds of ill-health, there are no capitalisation costs to the Council as this cost is borne by the pension fund.
- 4.10** The LGPS and STPS regulations allow for 2 tiers of ill-health retirement in situations where the member's ill-health or infirmity of mind or body renders them permanently incapable of discharging efficiently the duties of their current employment. Under LGPS Regulations Tier 1 relates to members with no reasonable prospect of obtaining gainful employment before normal pension age. Tier 2 relates to members with a reasonable prospect of obtaining gainful employment before the age of 65. Under STPS Regulations the two tiers are Total Incapacity Benefits (TIB) which relates to members who are unable to teach and whose ability to carry out any work is impaired by more than 90% and is likely permanently to be so. Partial Incapacity Benefits (PIB) relates to members who are permanently unable to teach but be capable of undertaking other types of employment.
- 4.11** Table 4 below shows the number of employees who retired early on the grounds of ill health. For the period October 2018 – March 2019 eight ill health retirements were approved at Tier 1 (TIB) and two at Tier 2 (PIB). The total number of ill health retirements for the previous three reporting periods is also included for comparison purposes. Employees have the right to appeal

consideration for ill-health retirement if they are not satisfied with the decision and there are currently 4 appeals in progress.

Table 4 – Ill Health Retirements (1 April 2018 – 30<sup>th</sup> September 2018)

<b>Strategic Directorate</b>	<b>1 April 2017 – 30 September 2017</b>	<b>1 October 2017 – 31 March 2018</b>	<b>1 April 2018 – 30 September 2018</b>	<b>1 October 2018 – 31 March 2019</b>
HSCP	5	7	7	5
Regeneration, Environment & Growth	4	2	1	2
Transformation & Public Sector Reform (Incl. Teachers)	0	2	4	3
<b>TOTAL</b>	<b>9</b>	<b>11</b>	<b>12</b>	<b>10</b>

### Flexible Retirement

**4.12** Flexible retirement is available to members of the Local Government Pension Scheme, this does not include teachers. The approval of those employees granted flexible retirement is monitored by the Strategic Lead - People & Technology and the Strategic Lead - Resources. During the 6 month period, a total of 2 applications were received with 18 applications ongoing from the previous period. Of these 20, 17 have been approved and accepted and 3 are currently being processed. Every effort is being made to support flexible retirement requests where possible and services regularly revisit applications with a view to release and there have been no rejections in this period.

**4.13** A total of 20 requests were approved for release, with no cost to the Council. Table 5 below shows the number of flexible retirements release in the period, split by directorate for this year and last year for comparison purposes.

Table 5 – Flexible Retirements

<b>Strategic Directorate</b>	<b>1 April 2017 – 30 September 17</b>	<b>1 October 2017 – 31 March 2018</b>	<b>1 April 2018 – 30 September 2018</b>	<b>1 October 2018 – 31 March 2019</b>
Regeneration, Environment & Growth	9	6	10	<b>8</b>
HSCP & Transformation & Public Service Reform (Excl. Teachers)*	8	6	10	<b>12</b>
<b>TOTALS</b>	<b>17</b>	<b>12</b>	<b>20</b>	<b>20</b>

\* In accordance with data protection regulations directorates with 2 or fewer employees will be merged.

### Redeployment

**4.14** Redeployment is monitored and delivered centrally by Strategic HR. Employees are added to the SWITCH register for a number of different reasons: through organisational change they may be displaced or placed in lower graded posts; due to ill-health they may become unable to continue in

their substantive post; through Job Evaluation where a post is evaluated lower than the current grade; or where an employee is coming to the end of a fixed term contract and has more than 2 years' service. To support employees to return to their previous rate of pay all employees who have been matched but remain on pay protection are also retained on the register.

- 4.15** The tables below details the number of employees who were on the redeployment register at the start of the reporting period (01/10/18), the number who joined the register during the reporting period and the number who remain on the register at the end of the reporting period (31/03/2019).

Table 6

Reason	Number of employees on the register at the end of the period 01/10/2018	Number of employees added during the period	Number of employees on the register at 31/03/2019
Ill Health Capability	0	1	1
Organisational change	11	1	10
Incapability (another process)	0	1	1
<b>TOTALS</b>	<b>11</b>	<b>3</b>	<b>12</b>

Pay protection	<b>11</b>	<b>1</b>	<b>9</b>
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\* pay protection is shown separately as this may be related to job evaluation or organisational change

- 4.16** As detailed in Table 6, there were 11 employees on the redeployment register at the beginning of the reporting period, an additional 3 employees joined during the period. 2 employees were removed from the register having exhausted their pay protection period and this resulted in 12 employees on the register at the end of the period.
- 4.17** Of the 12 individuals on the SWITCH register, all have alternative roles within the council, 6 of which are temporary positions of a higher grade than the employee's current substantive post. 9 employee's currently have an element of pay protection and in line with the SWITCH process, for the duration of pay protection all efforts will be made to support employees to return to their previous grade at the earliest opportunity.

## **5. People Implications**

- 5.1** There are no direct people implications for employees arising from the information presented in this report. However, it is important that the matters covered in this report are effectively monitored in line with employment legislation, the discretions policy and best practice.

## **6. Financial and Procurement Implications**

- 6.1** There are no procurement implications with this report. All costs associated with early retirement or voluntary severance will be met from existing resources. Those released are done so on the basis of robust cost benefit analysis.

## **7. Risk Analysis**

- 7.1** The early release of employees across the Council requires to be properly managed to minimise the risk of adversely impacting service levels through the loss of vital skills and experience. In line with Council commitment, redeployment of employees continues to be considered as a priority.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no equalities impact assessment is required.

## **9. Consultation**

- 9.1** Consultation has taken place in line with agreed policies and procedures .

## **10. Strategic Assessment**

- 10.1** Undertaking workforce monitoring will support the Council's aim to make the best use of both financial and human resources resulting in a positive impact upon service provision.

**Victoria Rogers**

**Strategic Lead – People and Technology**

Date: 17<sup>th</sup> April 2019

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**Appendices:** None

**Background Papers:** None

**Wards Affected:** None