

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – People and Technology****Corporate Services Committee: 13th November 2019**

Subject: Workforce Monitoring Report (1st April – 30th September 2019)**1. Purpose**

1.1 The purpose of this report is to provide workforce monitoring information relating to the period 1st April – 30th September 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 reporting period, the total headcount for the Council has increased by 39 individuals. The increase in headcount includes an increase of 8 apprenticeships and 74 permanent contracts with a decrease in 43 fixed term contracts. Those on the casual/supply list has also increased by 56 (headcount).

4.2 When compared to the same period last year the headcount has increased by 17, namely an increase of 12 apprenticeships, 26 permanent employees and a reduction of 21 fixed term employees. The shift from fixed term to permanent employment is a positive development providing job security where possible and in accordance with policies. These figures also reflect a significant level of stability in times of unprecedented financial challenges, reinforcing the Council’s commitment to maintaining employment during organisational change.

Table 1 – Headcount Data (as at 30th September 2019)

Department	Service	Apprentice	Fixed-Term	Permanent	Grand Total	Casual
Chief Exec Office	People & Technology	3	4	95	102	1
	Regulatory	1	12	94	107	2
	Resources	3	12	246	261	0
Chief Exec Office Total		7	28	435	470	3
HSCP	Child Health Care & CJ	0	20	244	264	28
	Community Health & Care	2	44	921	967	54
	Finance & Resources	0	1	5	6	0
	Mental Health Addic & LD	4	14	158	176	1
	Strategy, Planning & HI	0	1	25	26	0
HSCP Total		6	80	1353	1439	83
Regen Environ & Growth	Environment & Neighbourh	21	23	269	313	39
	Housing & Employability	1	37	258	296	10
	Regeneration	29	100	315	444	0
	Roads & Transportation	0	0	93	93	1
Regen Environ & Growth Total		51	160	935	1146	50
Strategic Management	Strategic Management	0	0	13	13	0
Strategic Management Total		0	0	13	13	0
Transform & Pub Sec Refo	CCCF	4	16	619	639	10
	Educ Learning & Attain	14	103	825	942	164
	Resources (Pro)	0	0	21	21	0
Transform & Pub Sec Refo Total		18	119	1465	1602	174
Transform & Pub Sec Refo - Teachers	Educ Learning & Attain	0	149	954	1103	256
Transform & Pub Sec Refo - Teachers Total		0	149	954	1103	256
Grand Total		82	536	5155	5773	566
Head count data for comparison purposes						
Council Wide Total	Mar-19	74	579	5081	5734	510
Council Wide Total	Sep-19	70	557	5129	5756	439

*new structure commenced 1st July 2019

4.3 Monitoring the number of casual workers (including supply) is undertaken on a quarterly basis and reported to the Performance and Monitoring Review Group. This ensures that the use of casual and supply workers is in line with best practice while meeting the needs of the organisation. A housekeeping exercise to remove those not used over the relevant period is undertaken annually or as required.

Early Retirements and Voluntary Severance

4.4 During the last 6 months, a total of 4 employees were granted early retirement on the grounds of efficiency of the service, redundancy or released on voluntary severance 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.

4.5 Voluntary severance is dealt with by way of a discretionary payment that can be granted in situations where an employee is not eligible to retire under the Local Government Pension Scheme (LGPS) or Scottish Teachers Pension

Scheme (STPS) regulations. Employees who are eligible for voluntary severance will either be scheme members with at least 2 years continuous service and under 55 years (50 for protected members) or employees who are non- members of the scheme.

Table 2 – Voluntary Early Retirement/Severance (1st April – 30th September 2019)

Council wide	No. of EE's	*One-Off Costs	Annual Costs (Recurring)	Net Annual Savings (Recurring)
TOTALS**	4	£338,374	£9,483	£138,290

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. The above shows a council wide figure.

- 4.6** In respect of the 4 employees released, all 4 were granted early retirement on efficiency or redundancy grounds. The number of employees being released through voluntary early retirement/severance has reduced significantly in the last year as detailed below.

Table 3– Comparison to Previous periods

Council Wide	Number of Employees			
	1 October 2017 – 31 March 2018	1 April 2018 – 30 September 2018	1 October 2018 – 31 March 2019	1 April 2019 – 30 September 2019
TOTALS	10	12	2	4

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

Retirement from age 55

- 4.7** On 1st June 2018, changes were made to 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 consequential costs for the council. The council's discretions policy has been updated accordingly and uptake reported to committee.
- 4.8** Within this reporting period (1st April – 30th September 2019) one individual was been released under this provision and a further 2 have applied. Both applications have been processed with one person released and one currently agreeing their retirement date.

Early Retirements - Ill-health

- 4.9** In cases of early retirement on the grounds of ill-health, there are no direct 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 the age of 65. 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 ill health grounds. In the period April – September, 10 ill health retirements were approved at Tier 1 (TIB) and one at Tier 2 (PIB) . The total number of ill health retirements for the previous three reporting periods is also included for comparison purposes. Levels have remained consistent over the reporting periods below.

Table 4 – Ill Health Retirements (1 April – 30th September 2019)

Strategic Directorate	Total 1st October 2017 – 31st March 2018	Total 1st April 2018 – 30 September 2018	1st October 2018 – 31st March 2019	Total 1st April 2019 – 30 September 2019
HSCP	7	7	5	8
Regeneration, Environment & Growth	2	1	2	2
Transformation & Public Sector Reform (Incl. Teachers)	2	4	3	1
TOTAL	11	12	10	11

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 and Technology and the Strategic Lead - Resources.
- 4.13** A total of 17 requests were received within the reporting period and of these, one individual was released, one was rejected due to service constraints and

one application was withdrawn. The remaining 14 are currently being processed with the intention of release in subsequent reporting periods. Every effort is being made to support flexible retirement requests where possible and services regularly revisit applications with a view to release.

- 4.14** A total of 9 employees were released through the flexible retirement provision with no costs to the Council. The table below shows the number of flexible retirements released in the period, split by directorate for this year and previous three reporting periods for comparison purposes.

Table 5 – Flexible Retirements

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

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

Redeployment

- 4.15** 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.
- 4.16** The table below details the number of employees who were on the redeployment register at the start of the reporting period (1/04/2019), 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 (30/09/2019).

Table 6

Reason	Number of employees on the register at the start of the period (1/04/2019)	Number of employees added during the period	Number of Employees removed during the period	Number of employees on the register at end of the period (30/09/2019)
Ill Health Capability	1	0	0	1
Organisational change	7	4	2	9

Incapability another process	1	0	1	0
TOTALS	9	4	3	10

Pay protection	6	3	3	6
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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 9 employees on the redeployment register at the beginning of the reporting period, an additional 4 employees joined during the period and 3 employees were successfully placed and therefore removed from the register leaving 10 employees on the register at the end of the period.
- 4.17** Of the 10 individuals on the SWITCH register, all have secured alternative roles within the council and 7 currently have an element of pay protection. 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
- 4.18** Of the 3 people removed from the register in this reporting period, one secured a post in another service at a lower grade, one secured a post in the same service at a lower grade and one secured a promoted post within the same service securing a higher grade than they were previously through service redesign.

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** All costs associated with early retirement or voluntary severance will be met from existing resources. Those being 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 All releases were in line with agreed policies and procedures and therefore no further consultation was required.

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.

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Date: 30th October 2019

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Appendices: None

Background Papers: None

Wards Affected: N/A