

Staffing Committee

Dorset County Council



Date of Meeting	10 April 2017
Officer	Head of HR & OD
Subject of Report	Head Count and FTE and Non-Directly Employed Workforce – Quarter 3 2016/17
Executive Summary	<p>The Council has a flexible approach to ensuring it has people with the right skills, in the right place at the right time to deliver services effectively. Operational needs are delivered using a combination of directly employed staff, casual workers, agency staff and specialist workers.</p> <p>Agency workers or external advisors (consultants) are used when there are work peaks or capacity issues, where there is a short term funded need or to provide specific expertise or skills which are not available within the directly employed workforce.</p> <p>The Council has seen a continuing reduction in directly employed staff with a reduction of 1,446.72 FTE (excluding schools) since June 2010. It should be noted that this reduction includes 743.5 FTE transferred to Tricuro in July 2015.</p> <p>As requested by Staffing Committee Appendix 1 shows infographics which illustrate headcount (full time equivalents) and spend on agency and consultancy workers within different Directorates over the past year (using Quarter 3 2015/16 as a comparator)</p> <p>The Council's annual spend on direct employees in 2015/16 was £105M (including on costs such as national insurance). Agency staff costs over the last 12 months up to December 2016 have been £7.4 million which represents around 7% of these annual direct staffing costs and on consultancy £2.49M representing 2.4% of the total spend on direct employees.</p>

	<p>There has been a decrease in agency spend overall within the County Council since Quarter 2 (by £245K) and a decrease in spend on consultancy fees across the Council compared to Quarter 2 (by £156K).</p> <p>On agency staff, overall spend within the Council in Quarter 3 has been £1.85million The greatest area of spend was in Children’s Services (46% of spend), Dorset Waste Partnership ((28% of spend) and Adult and Community Services (17.5% of spend). Agency costs have been incurred to meet operational needs and to cover sickness and vacancies.</p> <p>On consultants, spend in Quarter 3 has been £413,000. The areas of greatest spend in this area are within the Directorate for the Economy and Environment (37% of spend) and the Children’s Services Directorate (27% of spend)</p> <p>In the Directorate for Environment and the Economy much of the spend on external advisors is funded by income, fees or grants and relates to specific skills bought in to support capital project delivery or to provide specialist expertise and advice. It should be noted that ICT has now moved to become part of the Directorate for Environment and the Economy along with the consultancy and agency costs to support ICT projects and workload peaks.</p> <p>In Children’s Services Consultancy costs have increased by £29K compared to the previous quarter. The Directorate currently has an Assistant Director vacancy. This post is currently being filled by a consultant. In addition, the Directorate has used a consultant as part of the change management programme. This continues to be very much on an ‘invest to save’ basis. The programme is aimed at improving practice whilst realising efficiencies.</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <p>Use of Evidence:</p> <p>Staffing and financial data extracted from DES for the period 1 October 2016 to 31 December 2016.</p> <p>Agency spend information provided by Comensura.</p> <p>Budget: Not applicable.</p> <p>Risk Assessment: Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:</p>

	<p>Current Risk: LOW Residual Risk LOW</p>
	<p>Other Implications: None</p>
<p>Recommendation</p>	<ol style="list-style-type: none"> 1. It is recommended that the Staffing Committee consider the headcount and FTE figures and overview of agency and consultancy spend for the period 1 October 2016 to 31 December 2016. 2. Staffing Committee are asked to consider the infographic in Appendix 1 which summarises the key data.
<p>Reason for Recommendation</p>	<p>To ensure the Committee is kept apprised of changes in the number of staff employed by the County Council in the context of budget reductions and the Forward Together Programme and to ensure there is full transparency about the Council's use of staff resources.</p>
<p>Appendices</p>	<ol style="list-style-type: none"> 1. Infographics showing numbers of Headcount (FTE) and costs of agency and consultancy workers within Directorates over the last 12 months (and trends compared with Quarter 3 2015/16) 2. Head Count and FTE Figures 1 October 2016 to 31 December 2016 3. Summary of Agency and Consultancy Spend by Directorate since Quarter 2, 2013/14 up to Quarter 3, 2016/17
<p>Background Papers</p>	<p>Not applicable.</p>
<p>Report Originator and Contact</p>	<p>Name: Sara Collinson, HR Business Partner Tel: 01305 221507 Email: s.collinson@dorsetcc.gov.uk</p>

1. Introduction and Background

1.1. The Council has a flexible approach to workforce resourcing and uses a combination of resourcing models to meet business needs.

1.2. Continuing reductions in the Council's directly employed workforce and a need to work differently and prepare for and implement change has an impact on the council's spend on agency and consultancy workers who may be engaged for a number of reasons including;

- To 'buy in' short term technical or specialist skills rather than directly employing staff with these skills. This is often more cost effective than paying direct employment and/or termination costs. Often, funding for specific work is available through grants from the Government or other National or European organisations. The Council has a role in securing and administering grants and in commissioning work to ensure that the community benefits from available funding.
- To cover short term vacancies or absences in front line areas either to manage peaks in workload or in some cases, where service and personnel changes are planned, as a part of a strategy to reduce staff redundancies and to limit the associated costs of redundancy.

1.3 Detailed Headcount and FTE figures are currently produced on a quarterly basis by Human Resources- Systems Team (See Appendix 2). Work is ongoing to look at the merits of reporting from the automated Manager Performance Dashboard to save future time and resources.

2. Analysis of the Trend Data for Headcount, FTE and Agency and Consultancy Spend

2.1 Appendix 1 shows directly employed staff numbers (FTE) across the Council and the costs of agency and consultancy workers from Quarter 3 2015/16 to Quarter 3 2016/17.

2.2 Appendix 2 shows the Headcount and full time equivalent figures of directly employed staff for Quarter 3 compared to Quarter 2 2016/17. This shows a reduction in directly employed headcount in all areas except for the Directorate for Environment and the Economy which has seen an increase in directly employed staff in the quarter mainly due to the transfer of the ICT function and its staff from the Chief Executive's Department. There has been a corresponding reduction in directly employed staff in the Chief Executives Department

2.3 Since 2010, the County Council's FTE (Full time equivalent) count has reduced by 1,446.72 FTE (excluding schools). It should be noted that this reduction includes 743.5 FTE transferred to Tricuro in July 2015.

2.4.1 Appendix 3 shows a decrease in agency costs across the Council compared to Quarter 2 (by £245K) and in most Directorates (DWP, Children's Services and Chief Executive's. Agency spend in Adult and Community Services remained level compared to Quarter 2 and spend in the Directorate for Environment and the Economy increased but these include costs related to ICT which moved to the Directorate during Quarter 3. Overall spend within the Council on agency staff in Quarter 3 was £1.845.3M. Agency spend in Children's Services was 46% of total spend, 28% was in Dorset Waste Partnership, 17.5% in Adult and Community

Services, 6.5% in Environment & The Economy, 1.5% in Public Health and 0.5% in Chief Executives Department. The Directorate commentary in paragraphs 3 to 8 shows that the majority of agency spend has been to cover vacancies or to buy in specific skills and to provide temporary resources to cover sickness.

- 2.5 Appendix 3 also shows a decrease in consultancy costs overall in Quarter 3 compared to Quarter 2 (£156K). Spend in Quarter 3 on consultants has been £413K. Spend has increased in Adult and Community Services and in Children's Services. The highest spending area on consultancy fees remains the Directorate for Environment and the Economy where spending is related to project delivery or specialist advice and on ICT projects. 37% of spend has been in the Directorate for Environment and the Economy, 27% of spend was in Children's Services, 24.5% in Chief Executive's, and 11% in Adult and Community Services. There has been zero spend in Quarter 3 by Dorset Waste Partnership and Public Health make up 0.5% of total spend.
- 2.6 The Council's annual spend on Staffing in 2015/16 was £105M (including on costs e.g. national insurance). Spending on agency from Quarter 3 over the past full year represents 7% of these annual staffing costs. The areas of greatest spend within the Council remain in Dorset Waste Partnership (DWP) and Children's Services. Agency costs in DWP are incurred to meet operational needs arising through vacancies and staff absence for leave and sickness. In Children's Services the commentary explains that agency workers are being used predominantly in Children's Social Work where there are a large number of vacancies and to cover staff absence. The commentary describes the work underway to respond to national recruitment difficulties in this area.

Headcount & FTE Figures, Agency and Consultancy Spend, Quarter 3 2016/17 Directorate Commentary

3. Public Health

- 3.1 Public Health is a merged service, hosted by the County Council on behalf of the three local authorities - Bournemouth, Poole and Dorset.
- 3.2 Quarter 3 shows a minor fluctuation in headcount. The increase in spend within public health on agency staff reflects the employment of an agency worker to lead on the development of public health data and intelligence using ring fenced resources for this purpose. Spend on consultancy work reflects the use of short term and temporary specialist skills and capacity where required to deliver agreed work plans and projects. This has reduced over the last 4 quarters and spend in Quarter 3 was £3K.

4. Adult and Community Services Directorate

- 4.1 There has been an increase in directly employed staff between Quarter 2 and Quarter 3 of 9.24 FTE due to recruitment into vacancies.
- 4.2 Agency spend has been £325K for the quarter which is the same as Quarter 2. Consultancy spend has increased by £25K since Quarter 2 with total spend for Quarter 3 being £45.6K.
- 4.2 There are currently 3 Executive Interim Professionals in Adult and Community Services:

- Interim Director for Adult and Community Services
- Continuing Healthcare Adviser - this post is operationally vital to deliver sufficient capacity around arrangements for funding for service users with health and social care needs
- Interim Executive for Strategic Commissioning – to lead strategic commissioning for Support at Home, Residential and Nursing Care Home services, TRICURO stabilisation (re-ablement), Prevention work (Community Service Development and POPPS) and oversight for the Better Care Fund

4.3 There were a total of 24 other agency assignments running during the period 1 October 2016 to 31 December 2016. 18 of these were to cover Social and Health care qualified vacancies in locality and hospital teams and 6 Business Support assignments to cover vacancies and workload peaks in financial assessment teams, the safeguarding and quality team and to support the ICMS project.

4.4 In terms of consultancy spend. In October the total spend was £6.2k, with the majority attached to Trading Standards and one item for Valuing Care (at £2.5k). In November the total spend increased to £21.5k. The majority of items were attached to Trading Standards, with the other high value items as follows:

- NEPRO – 2 payments totalling £13.5k
- Archives Banks project - £4k
- Valuing Care £1.7k

In December the spend was £17.5k and again, the majority of transactions related to Trading Standards bespoke services plus one transaction for £10k on consultancy services, for external evaluation, commissioned by the Health and Wellbeing Board from the Olympic Legacy funds for Sports and a total spend of £6.1k for Archives.

4.5 The use of agency and agency spend is regularly monitored and continues to be reported to the Adult and Community Directorate Management Team (DMT) on a monthly basis.

5. Chief Executive's Department

5.1 Overall, directly employed staff in the Directorate has decreased by 225 FTE between Quarter 2 and Quarter 3. However approximately 204FTE transferred to the Directorate for Environment and the Economy. Agency spend has been £8.3K for the quarter mainly to cover vacancies and peaks in workload. This is down by £59K on Quarter 2. Consultancy spend has reduced by £58K over the same period and is £101.7K for Quarter 3 with the majority of spend to support transformation work.

6. Directorate for Environment and the Economy

6.1 Overall, directly employed staff in the Directorate has increased by 201FTE between Quarter 2 and Quarter 3. Most of this increase relates to the transfer of ICT staff and the recruitment of apprentices (many funded by capital). Agency spend has been £118K for the quarter, an increase of £11.3K since Quarter 2 and Consultancy spend has reduced by £40K over the same period and is £152K for Quarter 3.

6.2 Agency costs have been incurred to support the Dorset Travel project and the introduction of the Trapeze information management system. Agency staff have also been sourced to support work in the buildings, construction and network management service areas to support capacity on capital funded projects and in Architecture and Service Engineering where there are hard to fill vacancies. There

has been some success in recruiting to Architectural posts but the recruitment market for Service Engineers remains challenging. Further agency costs have been incurred to provide structural engineering capacity and to cover vacancies in Arboriculture and Grounds Management. In ICT (an area transferred to the Directorate in this quarter) use of agency staff has been to support the customer Access Centre in times of peak demand and around the continued roll out of the DWP Garden Waste Scheme.

- 6.3 Consultants have been used in the Directorate for a range of work requiring specialist skills and knowledge for short term or one off pieces of work. Examples include transport planning, biodiversity, conservation, health management and rail connectivity projects and support to the Local Enterprise Partnership. In relation to ICT some specialist skills have been brought in to support the integrated case work project which will support ICT case management systems in children' and adults social care.

7. Children's Services

- 7.1 The FTE figures for Quarter 3 have reduced slightly since Quarter 2 by 8.92FTE. This is due to a few vacancies that have arisen where positions have not been filled.
- 7.2 In the last quarter there has been a decrease in agency spend of £90.9K to £847.6K.
- 7.3 The most recent data shows that there were 57 agency workers engaged by the Children's Field Social Worker team. They are being used to cover vacancies, maternity leave, longer term sickness and to help manage and reduce caseload numbers. A range of strategies continue to be used to combat the on-going challenges with recruiting social workers. Children's Services is continuing to use the dedicated recruitment site for Social Workers for Adults and Children's Services which was set up earlier in the financial year. In addition to this, Children's Services are continuing to participate in the Department for Education's Step Up to Social Work campaign which fast tracks the development of qualified social workers. Work is continuing on the development of a Pan-Dorset Health & Social Work and Health Care Academy with Bournemouth & Poole to help develop further social workers. Children's Services has also had a presence at key events to promote working and living in Dorset such as the Community Care Roadshow. Children's Services have also successfully secured a major bid from the Department for Education called Reinvigorating Social Work. It is anticipated that this will help in improving retention of social workers Agency staff are only sourced on a critical needs basis. For Children's Services this includes ensuring adequate resources for safeguarding children and meeting statutory requirements. Budget is identified and monitored and agency requests and orders are subject to approval by senior managers.
- 7.4 The use of agency staff and agency spend is regularly monitored by the Children's Services Leadership Team.
- 7.5 Consultancy costs have increased by £29.3K in the previous quarter for Children's Services to £110.7K for quarter 3.
- 7.6 The Directorate currently has an Assistant Director vacancy. This post is being filled by a consultant and accounts for some of the consultancy costs. In addition, the directorate has used a consultant as part of the change management programme. This continues to be very much on an 'invest to save' basis. The programme is aimed at improving practice whilst realising efficiencies; to achieve this it is necessary to get an external view and the consultants continue to have a role in helping to drive the programme forward. This includes adopting an outcomes based approach focussing

on the best outcomes for children and young people which is now being rolled out across the directorate and the council as a whole.

8. Dorset Waste Partnership

- 8.1 Dorset Waste Partnership has seen an increase in directly employed staff of 14.58 FTE between Quarter 2 and Quarter 3
- 8.2. Over the same period there has been a reduction in agency spend by £104.2K to £520K. There has been a reduction in consultancy spend from £4.8K in Quarter 2 to zero.
- 8.3 The reduction in agency spend and the increase in headcount are directly linked. Effectively as the Recycle 4 Dorset service rounds had been rolled out and rounds in East Dorset and Christchurch re-organised, the Partnership were able to confidently fill a number of operational vacancies. These posts were deliberately left vacant during the roll out and route optimisation projects where the number of rounds (and crews required) was reduced. In addition an additional frontline Driver and Loader has been recruited to cover a new full-time Commercial & Garden Waste crew based at Purbeck following the growing customer base in that area. DWP are now close to fully filling most vacancies with permanent staff rather than using agency. Agency staff are still required on a regular basis to cover sickness and general turnover vacancy levels. Consultancy spend has reduced to zero. Earlier in the year some minor work was commissioned for one off projects.

Sheralyn Huntingford
Head of HR&OD

March 2017

Q3 Oct-Dec 2016

DCC Staffing SNAPSHOT



Spent on direct employees, agency staff and consultancy over the last year

... **£105.0M**

Spent on direct employees*

.... **£7.37M**

Spent on Agency Staff

.... **£2.49M**

Spent on Consultancy



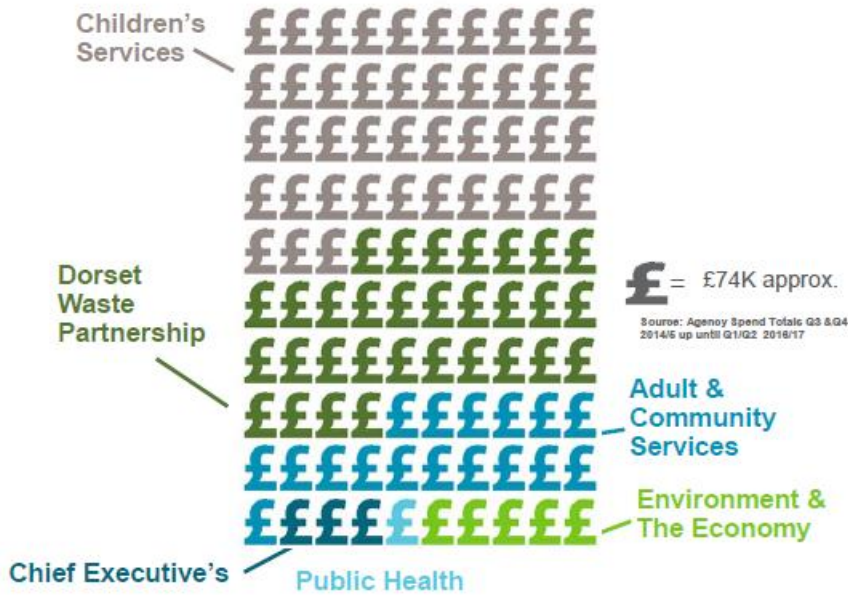
Source: 2016/18 for direct employees Agency and Consultancy Q3 & Q4 2016 and Q1 & Q2 2018.
* 2016/18 pay bill figure



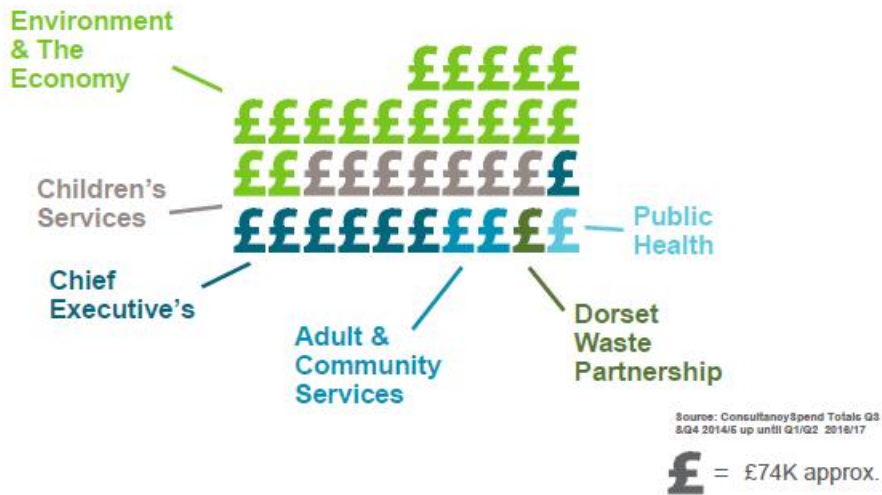
Directly Employed Staff by directorate (FTE's)
3,196 total staff

Source: Headcount Q2 2016/17 by directorate.

Current **AGENCY** spend
over the last year—by directorate
£7.4 Million



Current **CONSULTANCY** spend
over the last year—by directorate
£2.5 Million



Appendix 2

DCC - Monthly Figures Headcount & FTE - Q3 2016/17

Figures exclude elected members, casual workers, contractors, agency and freelance workers.

Directorate	Service	30 Sep 2016		31 Oct 2016		30 Nov 2016		31 Dec 2016	
		Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Adult & Community Services	Adult & Community Services Director and PA	1	1.00	1	1.00	1	1.00	1	1.00
	Adult Care	439	368.15	432	362.49	446	373.57	447	374.79
	Early Help & Community Services	414	218.74	407	216.32	411	220.08	409	217.91
	Partnerships and Performance	0	0.00	0	0.00	0	0.00	0	0.00
	Business Development and Performance	39	30.09	43	34.09	42	33.09	43	34.09
	Care Act Programme	5	5.00	0	0.00	0	0.00	0	0.00
	Commissioning - Adult Care and Carers	9	9.00	8	8.00	9	9.00	10	10.00
	Commissioning - LD, MH, Housing & Prevention	6	5.43	6	5.43	7	6.43	7	6.43
Safeguarding and Quality	34	28.44	35	30.87	35	30.87	35	30.87	
Adult & Community Services Total		947	665.85	932	658.20	951	674.04	952	675.09
Children's Services	Children's Services Director and PA	1	1.00	1	1.00	1	1.00	1	1.00
	Learning and Inclusion	0	0.00	0	0.00	0	0.00	0	0.00
	Strategy, Partnerships & Performance	0	0.00	0	0.00	0	0.00	0	0.00
	Family Support	0	0.00	0	0.00	0	0.00	0	0.00
	Care and Protection	491	343.82	483	341.01	480	339.82	471	333.60
	Design & Development	209	155.04	131	104.75	99	85.08	100	85.58
	Partnerships & Prevention	414	321.75	496	373.44	524	391.38	524	392.09
	South West ADCS Project	0	0.00	0	0.00	1	0.62	1	0.62
Children's Services Total		1,115	821.61	1,111	820.20	1,105	817.90	1,097	812.89
Chief Executive's Department	Chief Executive, Assistant Chief Executive and PAs	3	2.76	3	2.76	3	2.76	3	2.76
	Business Development	0	0.00	0	0.00	0	0.00	0	0.00
	Emergency Planning	4	4.00	0	0.00	0	0.00	0	0.00
	ICT and Customer Services	221	204.66	0	0.00	0	0.00	0	0.00
Chief Executive's Department Total		228	211.42	3	2.76	3	2.76	3	2.76
CED-Finance & Procurement	Financial Services	114	98.83	125	111.16	125	111.46	126	112.46
	CED-Finance & Procurement Total		114	98.83	125	111.16	125	111.46	126
CED-Legal, Democratic, HR&OD, Transformation	Corporate Development	79	69.97	54	46.85	56	48.85	56	48.33
	Governance & Assurance Services	0	0.00	9	8.45	9	8.45	9	8.45
	Human Resources & Organisational Development	131	109.35	129	106.82	128	105.79	128	106.38
	Legal & Democratic Services	45	40.74	45	40.39	45	40.14	45	40.14
CED-Legal, Democratic, HR&OD, Transformation Total		255	220.06	237	202.51	238	203.23	238	203.30
Environment & the Economy	Environment & the Economy Services Director and PA	2	2.00	2	2.00	2	2.00	2	2.00
	Business Change	5	4.09	5	4.09	5	4.09	5	4.09
	Economy	488	290.71	482	289.37	487	292.73	475	287.99
	Environment	230	211.33	232	213.65	231	213.21	231	213.73
	Dorset Highways	284	277.97	285	278.97	287	279.97	284	277.18
	ICT and Customer Services	0	0.00	229	213.54	215	200.49	217	202.30
Environment & the Economy Total		1,009	786.10	1,235	1001.62	1,227	992.49	1,214	987.29
DCC TOTAL (Excluding Dorset Waste Partnership & Public Health)		3,668	2803.87	3,643	2796.45	3,649	2801.88	3,630	2793.79
Dorset Waste Partnership*		360	353.19	371	364.38	374	367.38	374	367.77
Public Health*		40	35.57	40	35.57	40	35.09	40	35.09
DCC TOTAL (Including Dorset Waste Partnership & Public Health)		4,068	3,192.63	4,054	3,196.40	4,063	3,204.35	4,044	3,196.65
*Support capacity for the Dorset Waste Partnership & Public Health in areas such as HR/Payroll appears on the main service establishments.									
**Due to the number of restructurings and reorganisations since 2010, figures for June 2010 are shown at a Directorate-level only									
Further information regarding changes to headcount and FTE figures can be found in the 'Commentary' worksheet.									
Schools - Teaching		2,191	1,869.04	2,201	1,875.50	2,206	1,877.13	2,201	1,874.45
Schools - Support		4,254	1,825.45	4,319	1,851.59	4,363	1,871.45	4,344	1,865.38
SCHOOLS TOTAL		6,445	3,694.49	6,520	3,727.09	6,569	3,748.58	6,545	3,739.83
DCC & SCHOOLS TOTAL		10,513	6,887.12	10,574	6,923.49	10,632	6,952.93	10,589	6,936.48

Appendix 3

Directorate	Consultancy												Agency											
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		
	2014/15	2014/15	2014-15	2014-15	2015-16	2015-16	2015-16	2015-16	2016-17	2016-17	2016-17	2014-15	2014-15	2014-15	2014-15	2015-16	2015-16	2015-16	2015-16	2016-17	2016-17	2016-17		
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k			
Adult & Community	11.7	99.1	89.3	147.1	150.4	208.2	91.2	98.4	0.6	20.2	45.6	185.50	268.9	289.5	367.9	273.8	226.1	189.8	309.2	264.2	325.9	325.00		
Chief Executives & Cabinet Including Corporate Resources	57.6	67.4	132.7	125.1	11.9	96.6	241.3	53.6	73.8	261.5	101.7	21.80	15.5	28.5	32.4	15.5	26.7	63.6	95.3	40.2	67.7	8.30		
Childrens Services - non schools budget	68	94.8	106.1	162.8	89.2	54.6	100.5	192.1	93.6	81.4	110.7	56.30	279.4	344.6	592.8	522.5	713.2	597.1	794.2	644.2	938.5	847.60		
Environment	61.3	309.6	108.4	142.0	57.1	239.3	142.1	612.3	279.5	192.3	152.2	144.60	170.9	170.4	157.2	106.2	143.0	86.2	57.7	89.4	106.6	117.90		
Sub total	198.6	570.9	436.5	577.0	308.6	598.7	575.1	956.4	447.5	555.4	410.2	408.20	734.7	833.0	1,150.3	918.0	1,109.0	936.6	1,256.5	1,038.0	1,438.7	1,298.8		
Dorset Waste Partnership	41.6	34.5	39.4	83.1	67.0	17.6	52.5	55.3	8.5	4.8	0.0	631.30	814.2	646.7	568.8	582.4	752.4	481.5	574.5	563.6	624.5	520.30		
Public Health	0	58.8	40.9	26.4	2.3	31.7	14.4	12.1	29.4	9.0	3.0	0.00	0.0	0.0	0.0	5.8	0.0	0.0	1.8	1.0	27.6	26.20		
Total	240.2	664.2	516.8	686.5	377.9	648.0	642.0	1,023.8	485.4	569.2	413.2	1039.50	1,548.9	1,479.7	1,719.1	1,506.2	1,861.4	1,418.1	1,832.7	1,602.6	2,090.8	1,845.3		