

# Finance and Resources Committee

**10.00am, Tuesday, 7 November 2017**

## **Workforce Dashboard – August 2017**

<b>Item number</b>	7.9
<b>Report number</b>	
<b>Executive/routine</b>	
<b>Wards</b>	

### **Executive Summary**

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The workforce dashboard for August 2017 indicates there were increases in employee numbers and associated costs due to planned staffing requirements. The increase in on-payroll employees was primarily associated with Communities and Families, particularly within schools arising from the utilisation of the additional Pupil Equity Fund allocation. In addition, the need to cover employee holidays in some key services, such as Health and Social Care, and other short term seasonal resource requirements during the peak tourist period occurred, leading to the overall rises reported.

## Workforce Dashboard – August 2017

### 1. Recommendations

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- 1.1 To review and note the workforce information contained in the dashboard.

### 2. Background

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- 2.1 At its meeting on 5 September 2017 the Finance and Resources Committee asked that the workforce dashboard be reported every two months.

### 3. Main report

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- 3.1 The attached dashboard (Appendix 1) provides workforce information on:
- the number of Full Time Equivalent (FTE) staff employed by the Council, the type of contract they are employed through and the turnover of new starts and leavers;
  - trends on absence rates, including the top five reasons for both short and long-term absence;
  - the cost of the pay bill, including the cost associated with new starters and leavers;
  - insight relating to the Council's new performance framework, launched earlier this year, including the percentage of annual conversations that are currently recorded on the system and the number of Conversation Spotlight workshops that have been delivered, along with the associated summary feedback received from employees who have attended the course;
  - the number of Voluntary Early Release Arrangement/Voluntary Redundancy (VERA/VR) leavers and associated cumulative budget savings; and
  - the number of redeployees and associated costs.
- 3.2 The August 2017 dashboard shows an increase in FTE of 428 made up of a combination of permanent, temporary and fixed term contracts of employment. 389 FTE were in Communities and Families of which 343 FTE were in primary and secondary schools. This was anticipated due to the recent Pupil Equity Funding allocated to education.

- 3.3 The workforce FTE increase has an associated increase of £10.7m to the pay bill for August 2017. This equates to an approximate annual salary of £25k per new starter which would be in line with the majority of new roles, e.g. probationary teacher starting salary is £22,216. Increased costs also include the national cost of living pay award for local government employees being implemented retrospectively.
- 3.4 There has also been an increase in agency costs in August 2017. The greatest cost increase is for the ASA agency, mostly utilised in health and social care and, particularly in-home care provision, where statutory requirements require that holidays and absences must be covered.
- 3.5 The August dashboard further reports a cost increase from June 2017 for both casual and supply hours worked. This is expected due to cover for holidays, e.g. locum/intermittent social care and for seasonal service delivery, e.g. cultural venues for the festivals.
- 3.6 The total spend in the August 2017 period for Working Time Payments and overtime payments includes the back-dated pay award to 1 April 2017.
- 3.7 In order that the Council can make informed decisions on its recruitment plans, the HR service is working with senior managers to produce detailed information on permanent, fixed term and agency recruitment. Whilst this work is being completed there will continue to be limited recruitment in areas such as schools, social workers and roles funded by the Housing Revenue Account, however a recruitment pause has been applied for all other roles, with enhanced controls being operated by Executive Directors.
- 3.8 The rolling absence rate for the Council remains relatively static at 5.31%, down from 5.33%. The focus continues to be on reducing this figure through the activities previously reported, including updating the Council's occupational health and employee assistance programme provision, which forms a separate report to the committee. It is important to note that absence levels attributable to stress has increased by 0.5% since June. The absence workstream will pull together all research and activity to date to focus on absence hot spots and prevention and wellbeing approaches within the Council.
- 3.9 The total number of employees on the redeployment register has reduced to 35 from 60 since June. There are 16 people in non-funded posts, a reduction of 8 since June 2017.
- 3.10 Current organisational reviews are:
- Facilities Management (Janitorial staff);
  - Family and Household Support within Safer and Stronger Communities; and
  - Executive Support within Customer.
- 3.11 Reviews of Health and Social Care (Phase 3), Facilities Management (Cleaners) and Strategy and Insight are currently in the planning stage.

- 3.12 People accounting for 942.4 FTE are confirmed as leaving the Council through VERA/VR arrangements. This equates to £35.3m recurring savings.
- 3.13 The 35 employees currently on the redeployment register, represents an annual salary cost of £1.4m.
- 3.14 The Career Transition Service continues to support those on the redeployment register, and those subject to organisational reviews, through recruitment and selection training and career counselling.
- 3.15 The “Looking Ahead” recorded completion rates for the new performance framework are low. Line managers have been tasked with ensuring completion and recording in the myPeople system for all employees in Grades 5 to 12 posts by the end of October 2017. The emphasis to date has been on ensuring having meaningful conversations have been taking place between managers and their direct reports. The focus in future will be to ensure these are also properly recorded.
- 3.16 Conversation Spotlight sessions continue to be held across the Council and feedback is consistently positive from those managers attending this training. Following discussions at the Corporate Leadership Team, these sessions will now become more targeted to services areas that will gain the greatest benefit from becoming full and early adopters of the new performance framework approach.

#### **4. Measures of success**

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- 4.1 That, where possible, the Council achieves the necessary employee reductions by voluntary means and delivers the Council Business Plan commitment of no compulsory redundancies.
- 4.2 The costs of unfunded individuals are managed as robustly as possible.
- 4.3 That the monitoring of appropriate workforce data and information will evidence that the Council is on track to achieve targeted budget savings.
- 4.4 That lost working time due to sickness absence is managed and within our target of 4.0%.
- 4.5 All employees have a ‘looking forward’ conversation to set their performance objectives and development priorities for this performance year.

#### **5. Financial impact**

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- 5.1 The confirmed reductions from voluntary severance arrangement will achieve recurring annualised cost savings (including national insurance and pensions) of £35.3m.

## **6. Risk, policy, compliance, and governance impact**

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- 6.1 The voluntary severance releases are essential to ensure that the Council can manage and plan the people impact of achieving the planned business change and associated savings.

## **7. Equalities impact**

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- 7.1 There are no significant equalities impacts arising directly from this report.

## **8. Sustainability impact**

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- 8.1 There is no sustainability impact of this report.

## **9. Consultation and engagement**

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- 9.1 Consultation and engagement with key stakeholders, including senior management teams, Trade Unions and elected members is ongoing.

## **10. Background reading/external references**

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- 10.1 [Managing Workforce Change – Workforce Dashboard Report to Finance and Resources Committee on 5 September 2017](#)

### **Stephen S. Moir**

Executive Director of Resources

Contact: Katy Miller, Head of Human Resources

E-mail: [katy.miller@edinburgh.gov.uk](mailto:katy.miller@edinburgh.gov.uk) | Tel: 0131 469 5522

## **11. Appendices**

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Appendix 1 – Finance and Resources Committee Workforce Dashboard

# F&R Committee: Council Workforce Dashboard

Period: August 2017

Issued: End Sept 17  
(Re-issued 25/10/17 amended)

## Workforce FTE

FTE Actual: 14,560

Headcount Actual: 18,690

## Turnover FTE (Period)

437

222

New Starts Leavers

## Pay Bill

Actual (Period): £33.1M

Annual (Projected): £397.4M

## Pay Bill Turnover (Period)

£10.5M

£6.6M

New Starts Leavers

## FTE (Period)

13,120

1,053

387

Perm FTC/Temp Acting Up/Sec

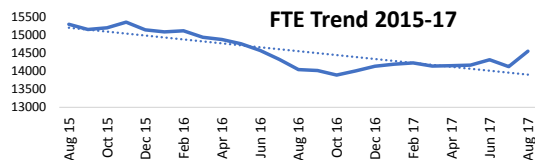
## Agency and Supply/Casual & OT (Period)

682

196

189

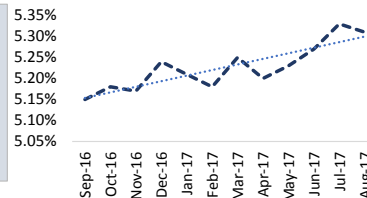
Agency (all) Supply/Casual Overtime



## Absence

### 12 Month Rolling Average

	12 Month Rolling %	Target
Total Absence	5.31%	4%
Short term	1.71%	



## Absence Reasons

Short Term		Long Term	
Reasons	% Days Lost	Reasons	% Days Lost
Infections	26.0%	Stress, depression, mental health & Fatigue	32.0%
Stomach, liver, kidney & Digestion	17.1%	Other musculo-skeletal problems	14.9%
Stress, depression, mental health & Fatigue	9.4%	Hospitalisation/Surgery/Convalescence	13.1%
Other musculo-skeletal	9.0%	Back & neck problems	8.1%
Back & neck problems	6.6%	Cancer and associated illness/treatment	4.7%

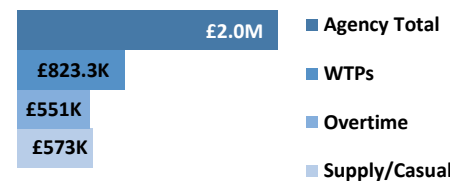
## Pay Bill (Annual Projected)

£372.2M

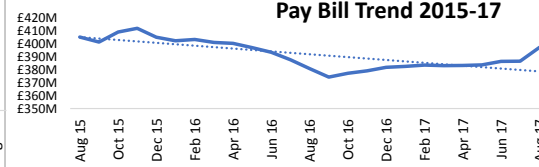
£25.1M

£1M

Perm FTC/Temp Acting Up/Sec



## Pay Bill Trend 2015-17



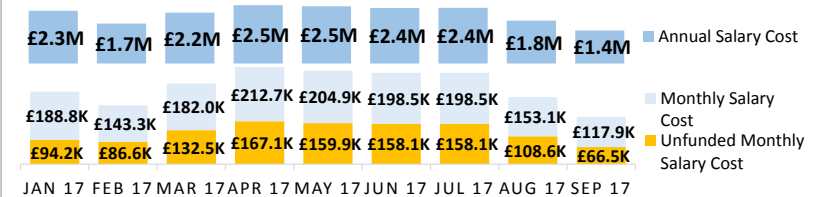
## Transformation (at Sept 17)

### VERA/VR Leaver Reductions (FTE)

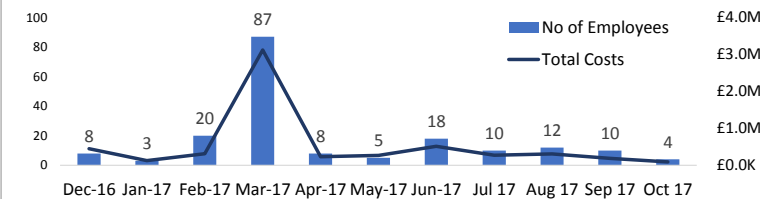


The confirmed 942.4 FTE reductions from VERA and VR will achieve recurring savings of £35.3M.

### Redeployment - Cost

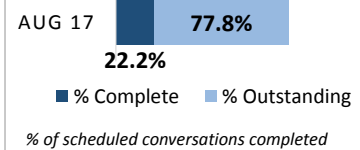


### VR Leavers and Monthly Budget Savings Dec 16 - Oct 17



## Performance

### Looking Ahead Conversations



## Conversation Spotlight

Sessions Held	90
WLT	89%
Senior Managers Tier 4	80%



## Participant feedback

Participants shared one word that summed up what they enjoyed most about the two days together