

Finance and Resources Committee

10.00am, Tuesday 23 January 2018

Workforce Dashboard

Item number	7.12
Report number	
Executive/routine	
Wards	
Council Commitments:	None

Executive Summary

The workforce dashboard covers the period November 2017. The general trend since the previous report covering the August period show an increase in FTE of 123. The increase is attributed to additional fixed term contracts/fixed term contract (FTC) hours in Communities and Families to meet pupil needs. Agency costs have also seen a general upward trend since August 2017. Other costs including supply/casual costs, overtime costs and Working Time payments have reduced or remained static.

Workforce Dashboard

1. Recommendations

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

2. Background

- 2.1 The dashboard reporting period is November 2017.

3. Main report

- 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 short and long term absence;
 - the cost of the pay bill, including the cost associated with new starters and leavers;
 - insight relating to our new performance framework (which was launched earlier this year) including the percentage of annual conversations carried out, the number of Conversation Spotlight workshops carried out and feedback received from our employees who have attended the course;
 - the number of VERA/VR leavers and associated cumulative budget savings; and
 - the number of redeployees and associated costs.
- 3.2 The November dashboard shows an overall FTE increase of 50 in the period. The Fixed term contract (FTC)/temporary category sees the highest FTE increase (up 30 FTE this period). An analysis of FTE change October vs November shows that the FTE increase can be attributed to additional FTCs/FTC hours in Communities and Families. This increase relate to Pupil Equity Funding and are to ensure appropriate levels of pupil support are achieved.
- 3.3 Resources saw the largest reduction in FTE over the period (down 15). The surplus/redeployment category decreased by 8 in the period.

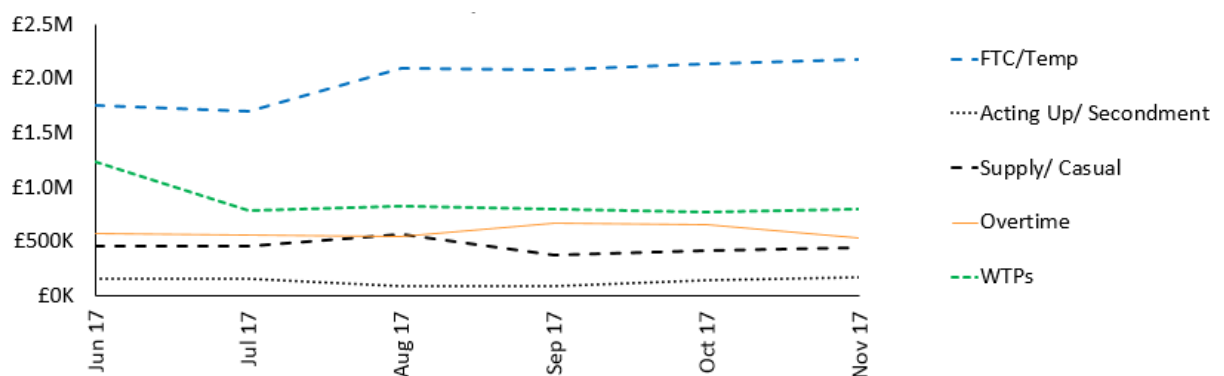
- 3.4 During November, there were more new starts (FTE 88) than leavers (FTE 70) with new starters being £0.1M more expensive than the leavers in this period.
- 3.5 The (projected annual) pay bill increased by £2.0M in the period, which can be attributed to the following factors:

- 50 FTE increase in period.
- 18 new acting up/secondment arrangements.

3.6 Supply / casual costs are £20K lower than June 2017 although the trend has been increasing during October and November – £40K increase in October and £30K increase in November.

3.7 Working time payments have remained static overall since the last report and overtime payments have reduced in November by £64K.

3.8 A summary of the cost trend since June 2017 is shown below:-



- 3.9 In November ASA agency costs (generally utilised in Social Care) increased from £0.38M to £1.0M. Some of this increase is due to differences in weeks' billed per month and agency weekly payrolls. The last 6 months have seen a general upward trend in total agency costs from £1.5m in June to £2.0m in November.
- 3.10 Absence rates continue to cause concern. The overall absence rolling percentage has increased by 0.01% to 5.36% this month. This is up from 5.12% in June 2017. Long term absence due to stress, depression, mental health and fatigue syndromes in the rolling 12-month period has increased from 32.9% to 33.1% during the November period. A number of targeted actions have been introduced to address absence hotspots and to proactively manage absence related to mental health. This should begin to show an impact on the statistics over the next 3 to 6 months. A separate briefing note has been provided to elected members on absence.
- 3.11 In October, the number of employees on the redeployment register increased due to completion of the Business Support review, but overall this number had been steadily reducing as alternative employment is found or VR accepted. The associated annual salary cost has reduced by £0.4M in the same period. Total employees on redeployment register has reduced by 8 this month.
- 3.12 This period sees a 5% rise in our completion rate for looking ahead conversations to 35.4. The completion rate for GR5-12 is 42% and 29% for GR1-4.

4. Measures of success

- 4.1 That the Council achieves the necessary employee reductions by voluntary means.
- 4.2 The costs of unfunded individuals are managed as best as possible (within the no compulsory redundancy commitment).
- 4.3 That the monitoring of appropriate workforce data will evidence that the Council is on track to achieve targeted budget savings.
- 4.4 Absence rates are 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

- 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

- 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

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

8. Sustainability impact

- 8.1 There is no sustainability impact of this report.

9. Consultation and engagement

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

10. Background reading/external references

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

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11. Appendices

Appendix 1 – Finance and Resources Committee Workforce Dashboard

Appendix 2 – Finance and resource Committee Workforce Dashboard Glossary

Workforce Dashboard: Finance & Resources Committee

Period: Nov 2017 Issued: 22 Dec '17

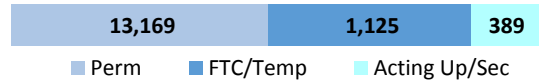
Workforce FTE

FTE Actual: 14,683
Headcount Actual: **18,702**

Turnover FTE (Period)



FTE (Period)

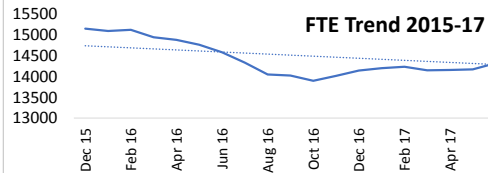


Agency and Supply/Casual & OT (Period)

Equivalent FTE



Total Additional FTE: 1,170



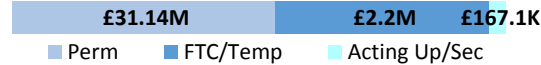
Pay Bill

Actual (Period): £33.5M
Annual (Projected): £401.8M

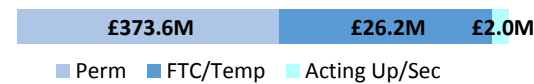
Pay Bill Turnover (Period)



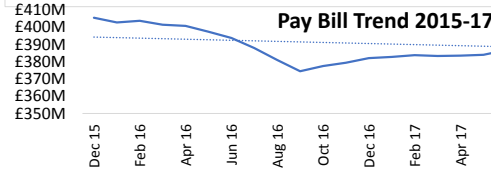
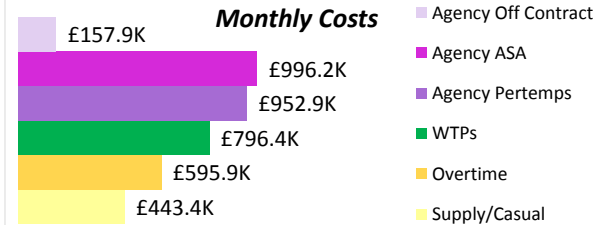
Pay Bill (Period)



Pay Bill (Annual Projected)

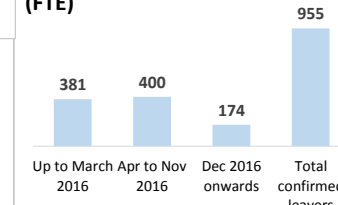


Monthly Costs



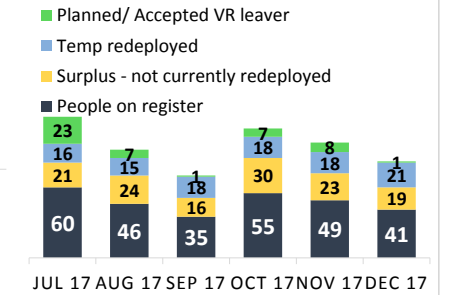
Transformation

VERA/VR Leaver Reductions (FTE)

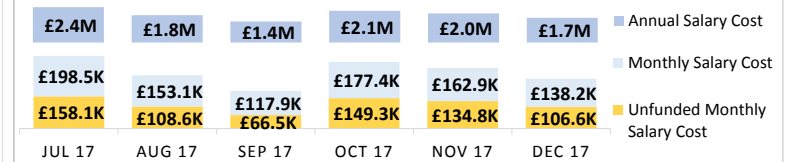


The confirmed 955 FTE reductions from VERA and VR will achieve recurring savings of £35.8M.

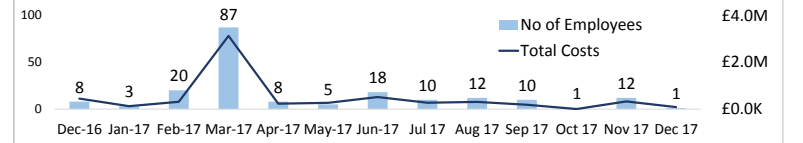
Redeployment at 17/12/17



Redeployment - Cost



VR Leavers and Monthly Budget Savings Dec 16 - Dec 17

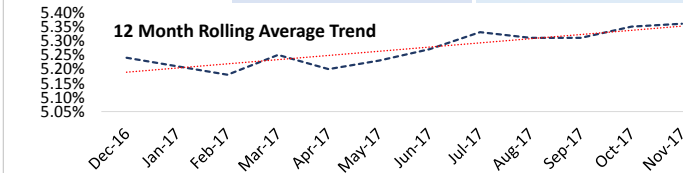


Absence

12 Month Rolling Average		Target
12 Month Rolling %	5.36%	4%
Total Absence	5.36%	4%
Short Term	1.71%	
Long Term	3.65%	

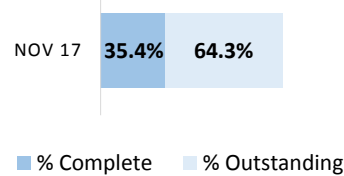
Absence Reasons

Short Term Reasons	% Days Lost	Long Term Reasons	% Days Lost
Infections	25.61%	Stress, depression, mental health & Fatigue syndromes	33.16%
Stomach, liver, kidney & Digestion	16.94%	Other musculo-skeletal	14.99%
Stress, depression, mental health & Fatigue syndromes	9.49%	Hospitalisation/Surgery/Cc absence	12.77%
Other musculo-skeletal	8.66%	Back & neck problems	8.42%
Back & neck problems	6.88%	Cancer and associated	4.69%



Performance

Looking Ahead Conversations



% of *scheduled* conversations completed GR1-GR12

Conversation Spotlight

Sessions Held	114
WLT	93%
Senior Managers Tier 4	85%

Participant feedback



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

Workforce FTE

FTE Actual: *Sum of FTE for all staff on CEC
Count of total contracts/positions is not reported here*

Headcount Actual: *Total number of individual employees on CEC payroll*

FTE (Period)

Breakdown of FTE by contract type for all staff on CEC payroll. A snapshot taken on 25th of each month (post 2nd payroll calc to capture all contractual changes, leavers etc). New starts after 1st of month are removed and included in the next month's FTE analysis. This methodology enables better syncing of workforce FTE data and new start/leaver data.

Additional FTE* (Period)

*Breakdown of additional working hours utilisation for overtime represented as equivalent FTE. Agency cost and supply/casual cost converted to notional FTE value using average annual salary cost of £35/£25K per FTE.
Overtime - actual units of time claimed/paid for additional hours (excludes call-out OT hours) at last transaction date. Data extracted at week 1 to capture late payments.
Agency - cost of weekly invoicing from Pertemps, ASA and off-contract agencies for the last month. Data extracted after last weekly payroll in preceding month.
Casual/supply - cost of hours claimed at last transaction date. Data extracted at week 1 to capture late payments.*

FTE calculated on the basis that a full-time Local Government Employee works 36 hours per week over 52.18 weeks (1878 hours). This calculation will be developed to take into account a 35 hour working week for Teacher contracts and any other conditions identified at consultation.

FTE Items

Archive data from previous S&I dashboard process.

Internal FTE Items

Organisation new starts and leavers in the month. Does not report on internal new appointments (e.g. additional contracts, promotion) or ended contracts for multi-position holders (where other positions are still live).

Absence

All tables and graphs based on preceding 12 months absence data for all staff on CEC payroll.

Data extracted at week 1 to capture late data input.

Trend data - archive data from previous S&I dashboard process.

Pay Bill

Actual (Period): *Sum of pro-rated basic salary for all staff on CEC payroll*

Annual (Projected): *Sum of pro-rated basic salary for all staff on CEC payroll*12*

Pay Bill (Period)

Breakdown of basic pay by contract type for all staff on CEC payroll. Same reporting conditions as for FTE.

Pay Bill (Annual Projected)

*Breakdown of basic pay by contract type for all staff on CEC payroll*12. Same reporting conditions as for FTE.
For trends analysis it should be noted that workforce FTE/cost vs new start/leaver FTE/cost will never match exactly due to the "internal churn" of the existing staff population, e.g. changes to working hours, additional contracts.*

Monthly Costs

Actual cost of hours claimed for overtime, agency and casual/supply and payments made in period. Actual cost of transactions for all working time payments (variable, shifts, weekend, nights, disruption) at the last transaction date.

Pay Bill Turnover (Period)

As FTE. Costings report on the annual basic salaries (pro-rated) for new start and leaver populations.

Pay Bill Trend

Archive data from previous S&I dashboard process.

Transformation

VERA/VR Leaver Reductions (FTE)

Data from Finance

Redeployment - People

Headcount of staff on redeployment register with status surplus, temp redeployed, future dated VERA/VR leaver. Data extracted at 27th of month. We plan to update the reporting to include detailed split on future dated leavers (for signed-off and awaiting sign-off) for more clarity.

Redeployment - Cost

Pro-rated basic salary data for staff on redeployment register.

VR Leavers and Cumulative Budget Savings

Data from Finance

Performance

Conversation Spotlight

Data from L&D.

Looking Ahead Conversations

Total number of conversations where target date for completion has been reached (last day of preceding month). Data extracted at week 1 to capture late input. For GR5-12 all looking ahead meetings should have taken place by May 17. Different service areas have varying rolling dates for completion of GR1-4. Staff do not fall into scope for completion analysis until the last day of their target month for completion has passed.