Governance, Risk and Best Value Committee

10.00am, Thursday, 28 January 2016

Annual Workforce Controls Report - referral report from the Finance and Resources Committee

Item number	
Report number	
Wards	All

Executive summary

The Finance and Resources Committee on 14 January 2016 considered an update report on the implementation of an enhanced workforce control framework which was essential to achieving savings set out in the Council's Budget. The report has been referred to the Governance, Risk and Best Value Committee for consideration on 28 January 2016 as part of its work programme, with particular concern about the absence rates.

Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report
Appendices	See attached report

Terms of Referral

Annual Workforce Controls Report

Terms of referral

1.1   The development of the workforce control framework was first considered by the Finance and Resources Committee on 19 March 2015. It was agreed to implement controls built round the following three components:

- Managing Resources

- Managing Costs

- Managing Performance

Details on key performance indicators built around these components would be monitored through monthly dashboards.

1.2   The data relating to managing resources included staff numbers, redeployment figures and acting up and secondments. This information aimed to ensure that appropriate procedures and controls were in place to effectively manage the workforce within defined budgets.

1.3   The Finance and Resources Committee agreed:

1.3.1   To note progress made to date.

1.3.2   To note the proposed future savings.

1.3.3   To refer this report to Governance, Risk and Best Value Committee as part of its work programme with particular concern about the absence rates.

1.3.4   To circulate a briefing note to members detailing the FTE reduction over the past 2 years.

For Decision/Action

2.1   The Finance and Resources Committee has referred the annual workforce controls report to the Governance, Risk and Best Value Committee on 28 January 2016 for consideration as part of its work programme with particular concern about the absence rates.

Background reading / external references

Minute of the Finance and Resources Committee, 14 January 2016.

Carol Campbell

Head of Legal and Risk

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Links

Coalition pledges	See attached report
Council outcomes	See attached report
Single Outcome Agreement	See attached report
Appendices	See attached report

Finance and Resources Committee

10.00am, Thursday 14 January 2016

Annual Workforce Controls Report

Item number	7.4
Report number	
Executive/routine	
Wards	

Executive summary

Spend on employee costs forms the largest single element of the Council's budget. This report provides an update on the implementation of an enhanced workforce control framework which is critical to achieving savings set out in the Council's budgets. Focusing senior level attention on the implementation and execution of workforce controls will significantly assist the Council in achieving its cost savings targets.

Links

Coalition pledges	P25,26,27,29 & 30
Council outcomes	CO24,25,26 & 27
Single Outcome Agreement	

Annual Workforce Controls Report

Recommendations

1.1   To note progress made to date.

1.2   To note the proposed future savings.

1.3   To refer this report to Governance, Risk and Best Value Committee as part of its work programme.

Background

2.1   A report on the development of a workforce control framework was first reported to the Finance and Resource Committee on 19 March 2015. At this meeting the committee agreed to the use of a workforce metrics and monitoring framework built around three independent components:

- Managing Resources;

- Managing Costs; and

- Managing Performance.

2.2   Indicative workforce savings of £6.3m in the period to end 2015/16 were also identified in this report.

Main report

3.1   As reported in March 2015, Business Intelligence, working closely with HR and OD set out to incorporate key performance metrics into monthly reporting dashboards to ensure effective tracking of workforce performance and expenditure against the specified targets and standards. These dashboards are built around the above framework.

3.2   These dashboards have now been in bedded into a monthly reporting cycle. The dashboard for October 2015 is attached as Appendix 1 to this report.

3.3   An update on progress made in each of the three components of the workforce management framework referred to above is detailed below.

Managing Resources

3.4   The data relating to managing resources includes staff numbers, redeployment figures and acting up and secondments. This information aims to ensure that appropriate procedures and controls are in place to effectively manage the

workforce within defined budgets. The impact from a number of controls put into place are summarised below.

Staff Numbers

3.5   The introduction of recruitment controls has resulted in an overall downward trend of FTEs, from a high of 15,716 FTEs in February 2015 to 15,200 in September 2015 (see page 4 of Appendix 1). However, in August 2015 there was an increase of 72 FTEs. This increase was due to recruitment to school based posts with the majority being teaching. The distribution of the reduction in FTEs between February 2015 to September 2015 is detailed below::

Service Area	Reduction in FTE	% of FTE
Children and Families	144	2.1%
Services for Communities	113	2.6%
Corporate Governance	64	5.6%
Health and Social Care	174	5.4%
Economic Development	21	15.5%

Redeployment

3.6   Posts which are authorised for advertising continue to be monitored for redeployment opportunities and from the end of October 2015 this is being carried out by the Career Transition Service. This service aims to support employees whose roles are at risk as a result of restructuring and to make targeted career transition and/or redeployment to available roles within the new structure for the Council. The current position on redeployment can be viewed on page 2 of Appendix 1. It should be noted that the current number of surplus employees are largely from service reviews and the transformation programme has yet to impact on these figures.

Acting Up and Secondments

3.7   A baseline position of the number of acting up and secondment arrangements in the Council was established in October 2014. A review has been carried out of all acting up and secondment arrangements and the length of time these have been in place. Particular emphasis has been put on reviewing arrangements which have continued for 12 months or more, with the aim of identifying alternative solutions. The systems, processes and controls surrounding acting up and secondment have been reviewed with the aim of improving compliance, monitoring and reporting.

3.8   The total number of acting up and secondment positions has fallen from 944 in October 2014 to 551 in September 2015. The distribution of these positions by service area is detailed below.

Service Area	Acting Up and Secondment Positions	% of FTE
Children and Families	212	3.2%
Services for Communities	204	4.8%
Corporate Governance	42	3.9%
Health and Social Care	85	2.7%
Economic Development	8	7%

3.9   Development work has been undertaken to improve data quality and reporting and more robust controls have been introduced to ensure that processes are followed and appropriate authorisations obtained. Positions continuing for 12 months or more must have Executive Director and Head of HR & OD authorisation.

3.10   Overall progress is being made in reducing the number of acting up and secondment positions, particularly those which have been in place for 12 months or more (see page 7 of Appendix 1 for details). While new cases occur, these tend to be for front line services, some of which will have regulatory staffing levels. New cases are managed within the 12 month framework and service areas are encouraged to consider alternative solutions.

Managing Costs

3.11   The data relating to managing costs includes pay bill costs, overtime costs, agency costs and the cost of acting up/secondments. This information aims to ensure that managers can take corrective action where necessary to remain within budget.

Pay Bill

3.12   The cost of the paybill has reduced by £9.3m in the period from October 2014 to September 2015 This downward trend correlates with the trend in FTEs, and as with FTEs, has shown an increase in August 2015 due to recruitment in schools (see trend analysis on page 8 of Appendix 1). It should be noted that data presented in the workforce dashboard show trends in the total annual basic salary associated with staff employed by the Council at the end of each calendar month. The data provides a good measure to track change in the total salary cost for all Council employees, but includes only basic contracted salary costs at a given point in time. As such, the dataset does not consider retrospective payments made, claims based payments (such as overtime payments, working time payments, payments to supply or casual staff), or National Insurance and Pension contributions.

Overtime

3.13   In line with policy, overtime for staff on Grade 8 and above should only be paid in exceptional circumstances. Overtime costs for Grade 8 and above have reduced over the last year, from a high of £22.9K in September 2104 to an average of £15.5 per month over the last six months. The bar chart below shows the total of overtime spend (£K) for Grade 8 and above over the last year.
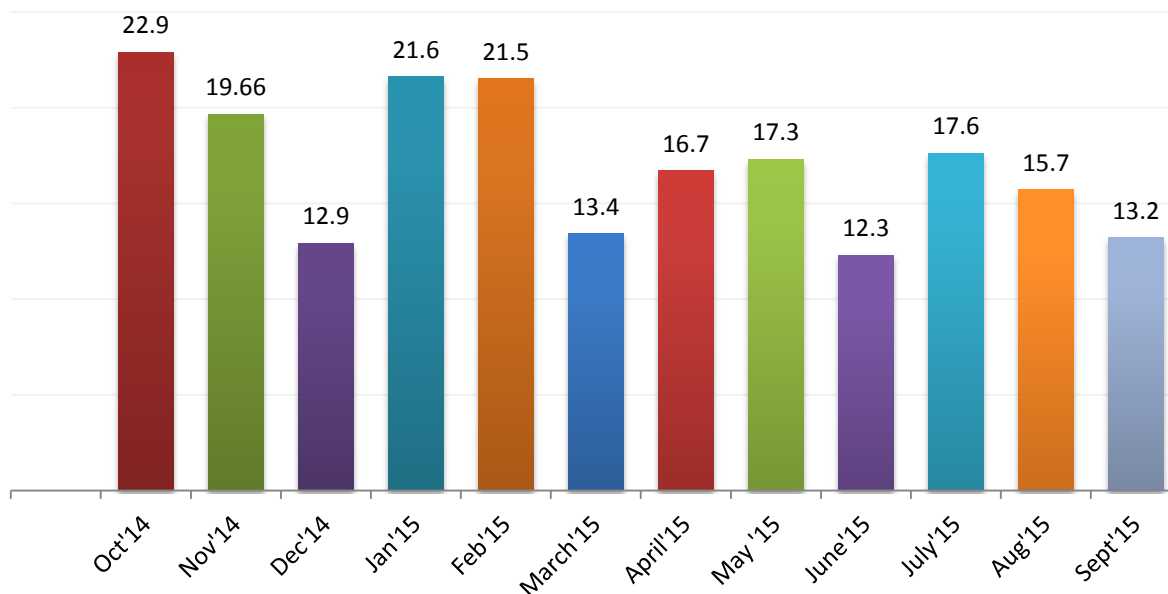
3.14   Controls for the use of overtime, in general, have been devolved for each Directorate with mixed results. A trend analysis for overtime spend for each service area is attached as Appendix 2 of this report. Overtime spend for September 2015 was £ 528.9k, 5% lower than the previous month.

What we are doing about it?

3.15   A Council wide target of 25% reduction in non contractual overtime spend has been put forward as a budget proposal for 2016/17 and 2017/18. HR and Finance are working with Senior Management Teams to target areas with high non contractual spend. In September 88.7% of all overtime spend was non contractual. The table below details the percentage of non contractual spend by service area for the month of September.

September Overtime (£K)	Contractual	Non Contractual	% of Total
Corp Gov	£0.3	£13.5	2.2%
C&F	£1.4	£81.7	1.7%
SfC	£59	£395.8	14.9%

H&SC	£4.7	£86.3	5.4%

Agency Costs

3.16 Details of agency costs by service area and a trend analysis of total costs are detailed on page 11 of Appendix 1. The total agency cost was £1.01 m in September 2015, 11% higher than the previous month.

What are we doing about it?

3.17 All agency staff hired is authorised by Executive Directors and Heads of Service unless the post is on the pre-authorised list for recruitment. A Council wide target of 20% reduction in agency costs has been put forward as a budget proposal for 2016/17 and 2017/18. HR and Finance are working with Senior Management Teams to target areas with high agency spend.

Acting Up and Secondments

3.18 In October 2014, the cost of acting up and secondment in addition to substantive pay was £3.1m. The current cost including the ongoing original and new positions is £2.2m, which is a reduction of £900k.

Managing Performance

3.19 The managing performance theme of this framework includes sickness absence and performance management. Data on both of these areas can indicate the health of the organisational culture.

Sickness Absence

3.20 The Council target for sickness absence has been 4% for some years. In recent years the Council's sickness absence rate has increased and in September 2015 is 5%. Trend analysis for short and long term sickness can be found on pages 13 and 14 of Appendix 1. Long term sickness absence has remained fairly static over the last year with a significant reduction in those absent for more than 12 months. .

What are we doing about it?

3.21 The current focus is in reducing short term absence and monitoring arrangements have been put in place to ensure managers are adhering to current sickness absence policies and controls. Mandatory Return to Work interviews have been introduced and are reported on monthly. In addition a number of support mechanisms have been put in place to help employees through the transformation programme and address the risk of an increase in absence rates. These include access to:

• the Career Transition Service referred to at paragraph 3.6;
• an Employee Assistance Programme;
• training for line managers; and
• stress risk assessments.

Managing Work Performance

3.22   Forty seven people are being managed under the Managing Work Performance Policy. This policy aims to support employees to reach acceptable levels of performance. More work is required to ensure all employees who have below average PRD scores are supported in this way.

3.23   Work is being carried out to achieve an approach to managing performance that is fit for purpose and is as easy as possible for all staff to engage with. Options for changes to the current system have been presented to the Corporate Leadership Team for consideration. Details on the completion rates for the current Performance Review and Development are attached on page 16 of Appendix 1.

Measures of success

4.1   The Council's workforce arrangements are designed to ensure an engaged and empowered workforce who are supported and managed well, in order to provide services to the highest standards.

Financial impact

5.1   Savings of £1.8m and £2.8m will be achieved over 2016/17 2017/18 by reducing overtime by 25% and agency spend by 20% respectively. A further estimated saving of £5m can be achieved through continuing to control recruitment. In particular, effort will be made to ensure that any employees leaving the organisation voluntarily will not be replaced.

Risk, policy, compliance and governance impact

6.1   Effective workforce management arrangements are essential to ensure that the Council is able to manage and plan the people impact of achieving the planned business change and associated savings.

Equalities impact

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

Sustainability impact

8.1   There is no sustainability impact of this report.

Consultation and engagement

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

Background reading/external references

An engaged and empowered workforce: workforce strategy 2015-2020 – report to F&R Committee, 19/3/2015

An engaged and empowered workforce: 'supporting managers' control framework – report to F&R Committee 19/3/2015

Andrew Kerr

Chief Executive

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Links

Coalition pledges	
Council outcomes	
Single Outcome Agreement	
Appendices	Appendix 1 – Edinburgh Council Management Information Dashboard – October 2015
	Appendix 2 – Overtime Trends by Service Area

Edinburgh Council

October 2015

Workforce Dashboard

Introduction

This dashboard provides an overview of Council workforce metrics incorporating data on workforce numbers, costs and performance. The dashboard provides the most up to date view on these metrics at the time of publication. Unless otherwise stated the information in this dashboard relates to data collected during September 2015. The Pay Bill and

For further detail on the data and sources used for this dashboard, please refer to the Data Notes section.
If you have any queries about this data or wish to access further information that is presented in this report please contact Business Intelligence at: business.intelligence@edinburgh.gov.uk

Summary Findings

Staff Numbers
Annual ⬇; *Month* ⬇
15,200 FTE staff were employed as at end September 2015. This is 133 FTE fewer than the previous month. Compared to the same month last year staff numbers are down by 298 FTE. There has been a decline in staff posts from a high in February 2015 which was 15,716 FTE posts.

New starts and leavers
Annual ⬇; *Month* ⬇
New starts and leavers for September 2015 provided a 68 FTE drop in staff numbers. This was lower than the same month last year which showed an 11 FTE increase, and lower than August 2015, which showed an 88 FTE increase.

Pay Bill
Annual ⬇; *Month* ⬇
The basic pro-rata salary cost for staff employed as at end September was £402.3 million. This was £3.6 million lower than the previous month. Compared to the same month last year the total Pay Bill was lower by £8.2 million.

Agency costs
Annual n/a; *Month* ⬆
The total agency cost was £1.01 million in September 2015, 11% higher than the previous month. Over the last 7 months agency costs have exceed £1 million only three times. During this period total agency costs typically remain around £0.9 million per month.

Overtime costs
Annual n/a; *Month* ⬇
The cost of overtime was £528,986 in September 2015, 5% lower than the previous month. The total cost of overtime for staff above Grade 8 was £13,242 in September 2015.

Absence Rate
Annual ⬆ *Month* –
The Council wide sickness absence rate was 5.0% over the 12 months to September 2015. This is unchanged on the previous month but significantly higher than that recorded in the same month last year. In September 2014 the absence rate was 4.6% with the increase since that point driven by rising absence rates in all Service Areas apart from Corporate Governance.

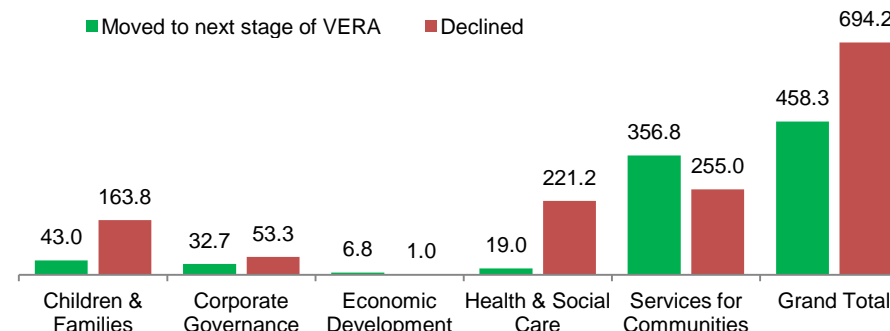# Workforce Dashboard – Transformation Programme Summary

This page provides indicators to monitor change through the Council Transformation Programme. A total of 1,152.5 FTE posts expressed an interest in VERA as at beginning of December 2015. Of these, 458.3 FTE posts have been moved to the next stage of the VERA process.   These positions account an annualised pay excluding employers NI and Pension of £15.8 million and represent 3.0% of all current FTE staff across the Council. 58 people were recorded as having a redeployment status during September 2015. This represented a total staff cost of £2.1million. The number of people counted as 'surplus – not currently redeployed;' fell from 25 people in August to 17 people in September 2015.
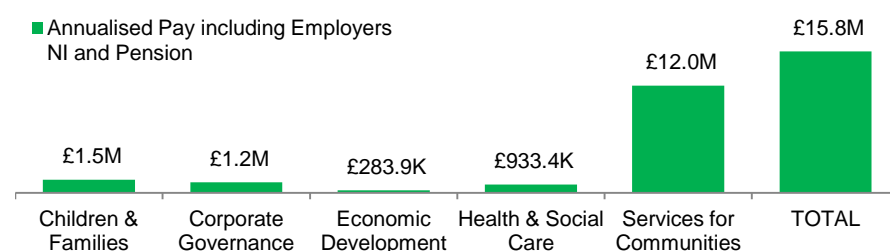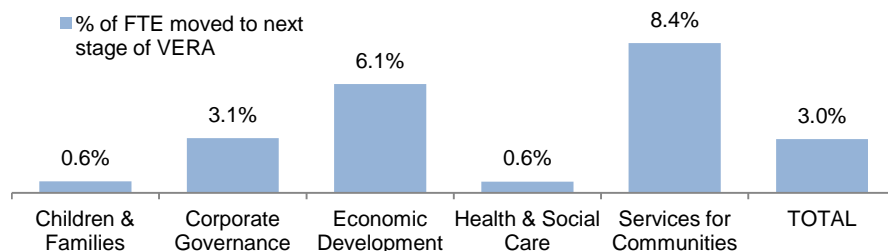
VERA / VR (as at start of December 2015)

VERA outcomes to date	Positions	FTE
Moved to next stage for leave data of 31 Dec 2015	187	169.6
Moved to next stage for leave data of 31 Mar 2016	297	288.6
Declined	803	694.3
Total	**1,287**	**1,152.5**

Note: "Declined" includes those that also received a response of "No – but we may contact you again in the future"

Expressions of interest, FTE by Service Area

■ Moved to next stage of VERA   ■ Declined

Staff moved to next stage of VERA

■ % of FTE moved to next stage of VERA

■ Annualised Pay including Employers NI and Pension

Redeployment (positions)

Open cases	Aug 2015	Sept 2015
Numbers		
Surplus – not currently redeployed	25	17
Temporarily redeployed less than 6 mths	1	2
Temporarily redeployed more than 6 mths	31	39
Total	**57**	**58**

Open cases	Aug 2015	Sept 2015
Cost		
Surplus – not currently redeployed	£811,171	£479,810
Temporarily redeployed less than 6 mths	£27,181	£50,605
Temporarily redeployed more than 6 mths	£1,194,641	£1,557,466
Total	**£2,032,993**	**£2,087,880**

Workforce Dashboard – Contents Page

Managing resources	Managing costs	Managing performance
• Staff numbers	• Salary costs	• Sickness absence (monthly)
• Workforce profile	• Overtime costs	• Long term Absence
• New starts and leavers	• Living wage	• Managing work performance
• Acting up and secondments	• Cost of new starts and leavers	• High Risk cases
	• Agency staff costs	• PRD
	• Costs of secondments / acting up arrangements	• Contribution Based Pay

Managing Resources – Staff Numbers

Positions and FTE
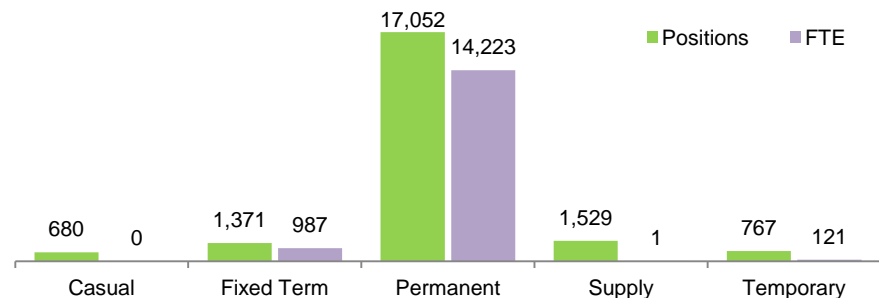**Total Positions 21,258; Total FTE 15,200**

Legend: ■ Positions ■ FTE

Category	Positions	FTE
Children & Families	10,397	6,704
Corporate Governance	1,447	1,068
Economic Development	120	114
Health and Social Care	3,749	3,058
Services for Communities	5,545	4,257
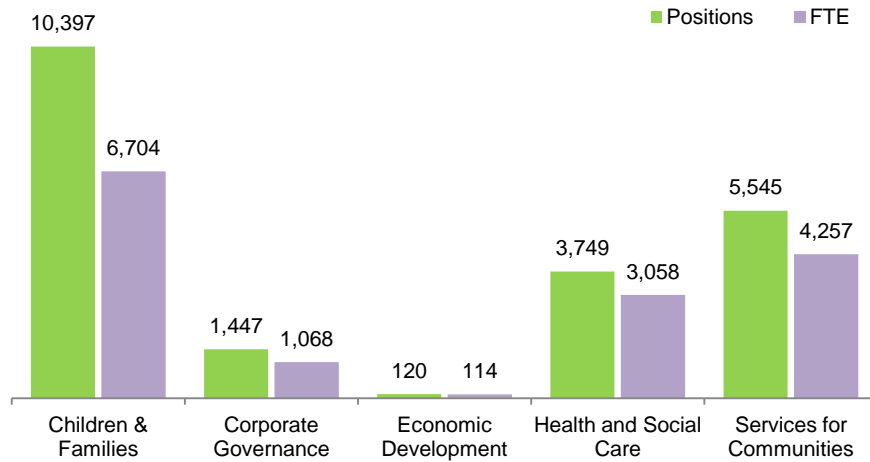
FTE Trend Analysis
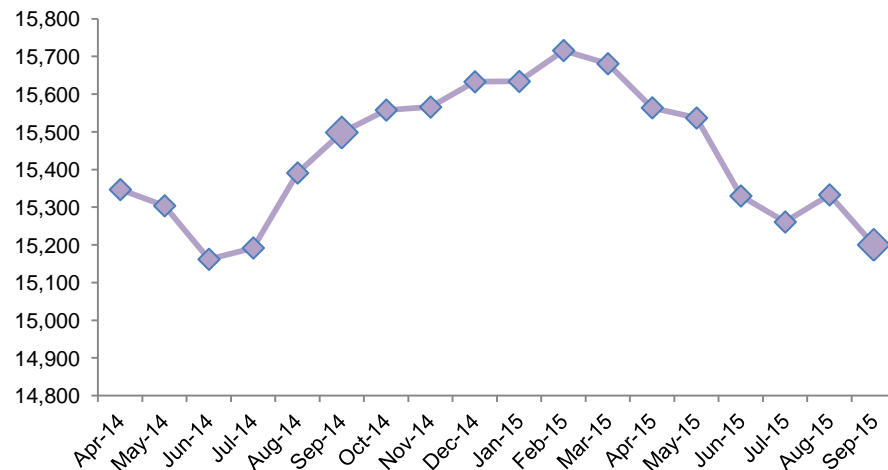
Month	Total FTE	Variation on previous month
April 14	15,347	
May 14	15,304	-54
June 14	15,162	-142
July 14	15,192	30
August 14	15,391	199
September 14	15,498	106
October 14	15,558	61
November 14	15,566	8
December 14	15,633	66
January 15	15,634	2
February 15	15,716	81
March 15	15,681	-35
April 15	15,564	-117
May 15	15,537	-25
June 15	15,330	-208
July 15	15,261	-69
August 15	15,333	71
September 15	15,200	-133

Note: Figures above are a snapshot taken on 19 October 2015
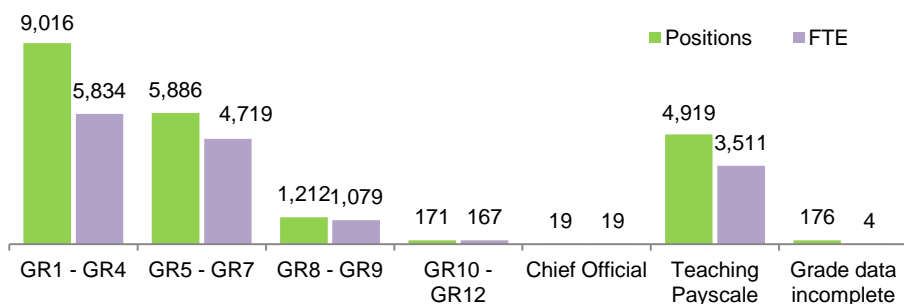
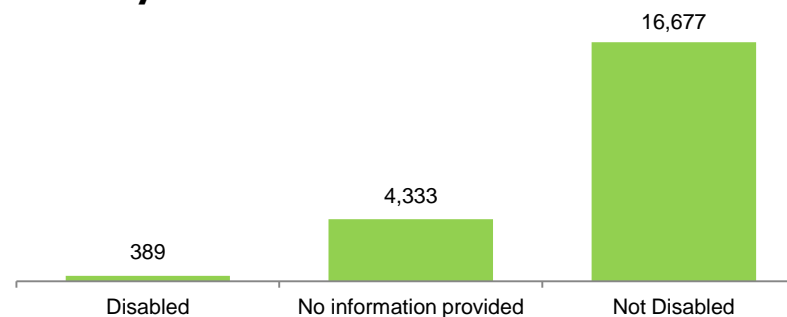# Managing Resources – Workforce Profile

Breakdown by Contract Type

Positions | FTE

	Positions	FTE
Casual	680	0
Fixed Term	1,371	987
Permanent	17,052	14,223
Supply	1,529	1
Temporary	767	121

Gender Split – Positions and FTE

Positions | FTE

Positions	FTE
14,948	9,939
6,451	5,394

Breakdown by Grade

Positions | FTE

	Positions	FTE
GR1 - GR4	9,016	5,834
GR5 - GR7	5,886	4,719
GR8 - GR9	1,212	1,079
GR10 - GR12	171	167
Chief Official	19	19
Teaching Payscale	4,919	3,511
Grade data incomplete	176	4

Disability Positions

Disabled	389
No information provided	4,333
Not Disabled	16,677

Ethnicity

White	16,553
Other / Mixed / Multiple ethnic	121
No information	3,456
Black / African / Carribbean / Black British	217
Asian / Asian British	1,052

Age Profile

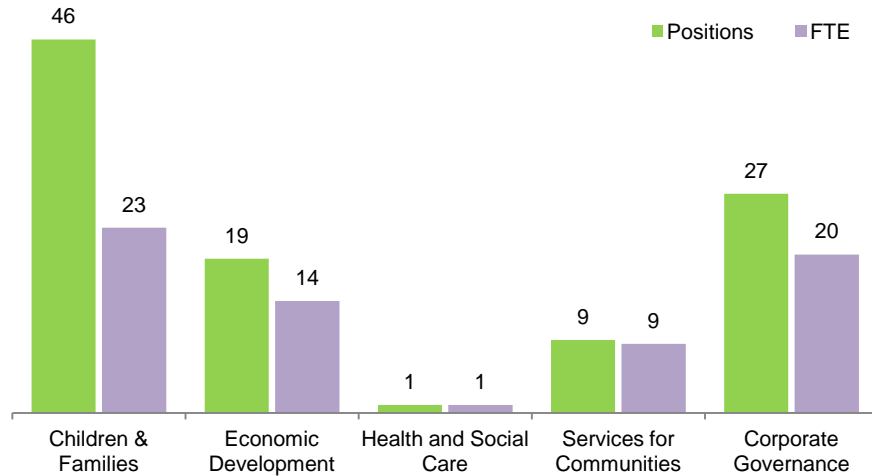|	
21 or Less	239
21 - 35 years	4,962
36 - 45 years	5,064
46 - 50 years	3,285
51 - 60 years	6,306
Greater than 60	1,543

Note: Due to the static nature of these indicators the figures relate to a snapshot taken on 11 September 2015 and will be updated Quarterly.

5

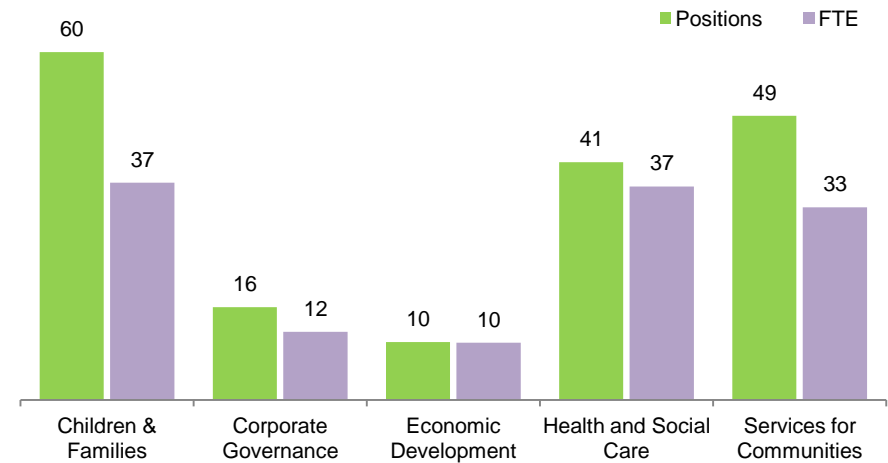# Managing Resources – Organisational New Starts and Leavers
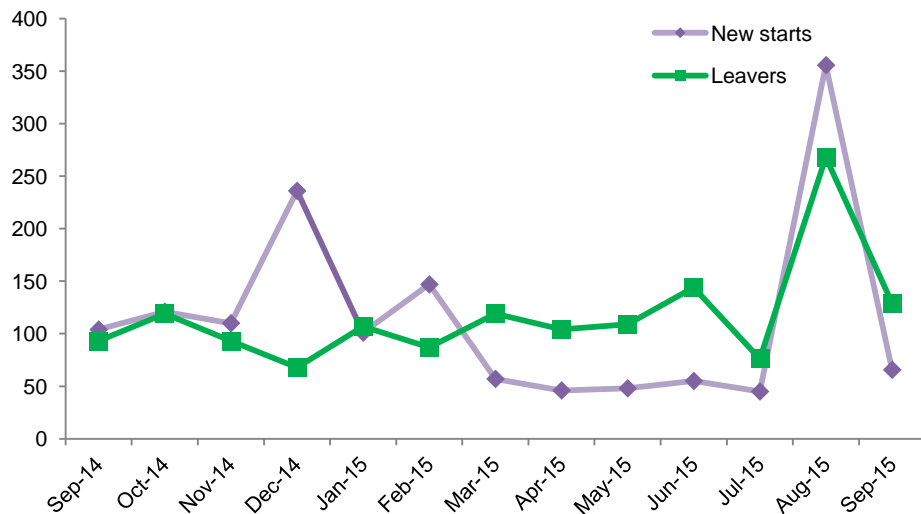
New Starts
Total Positions: 102; Total FTE: 66

	Positions	FTE
Children & Families	46	23
Economic Development	19	14
Health and Social Care	1	1
Services for Communities	9	9
Corporate Governance	27	20

Leavers
Total Positions: 176; Total FTE: 129

	Positions	FTE
Children & Families	60	37
Corporate Governance	16	12
Economic Development	10	10
Health and Social Care	41	37
Services for Communities	49	33

FTE: New Starts vs Leavers

| Period	New starts (FTE)	Leavers (FTE)	New starts vs Leavers (FTE)
September 14	104	93	11
October 14	121	119	2
November 14	110	93	17
December 14	236	68	168
January 15	101	107	-6
February 15	147	87	60
March 15	57	119	-62
April 15	46	104	-58
May 15	48	109	-61
June 15	55	144	-89
July 15	45	76	-31
August 15	356	268	88
September 15	66	129	-63
	1,491	**1,516**	**-24**

Note: Figures above are for period September 2015

6

Managing Resources – Acting Up and Secondments (Positions)

Service Area	Status	Acting Up	Secondment	Grand Total
Children and Families	New Live	91	50	141
	Original Live	40	31	71
Total		**131**	**81**	**212**
Corporate Governance	New Live	9	9	18
	Original Live	13	11	24
Total		**22**	**20**	**42**
Economic Development	New Live	1	1	2
	Original Live	4	2	6
Total		**5**	**3**	**8**
Health and Social Care	New Live	28	14	42
	Original Live	24	19	43
Total		**52**	**33**	**85**
Services for Communities	New Live	27	36	63
	Original Live	76	65	141
Total		**103**	**101**	**204**
Grand Total		**313**	**238**	**551**
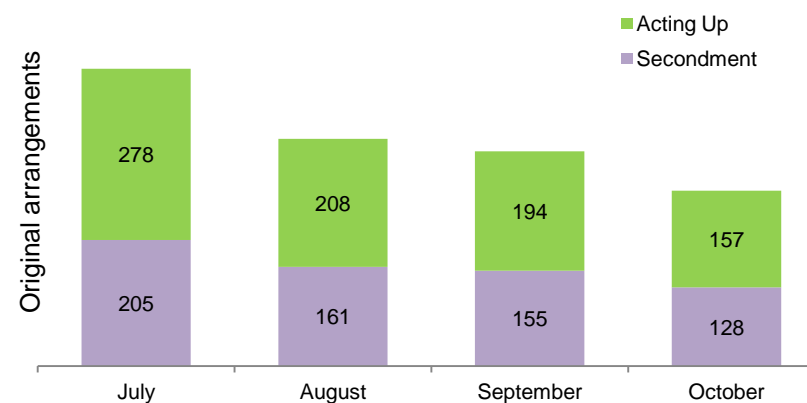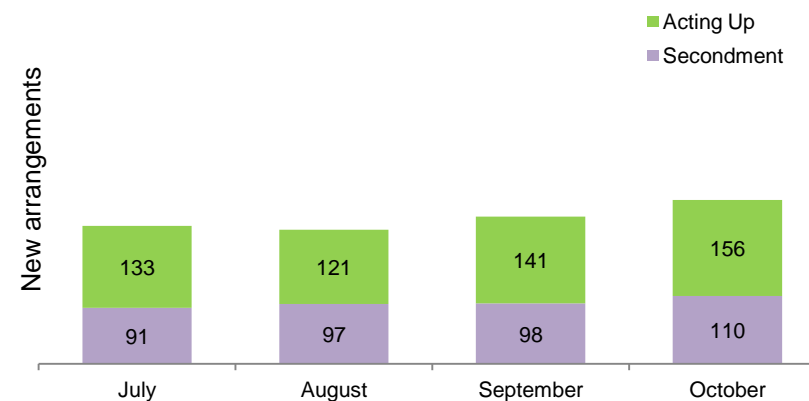
New Live
These include all current arrangements that were in place **after October 2014**

Original Live
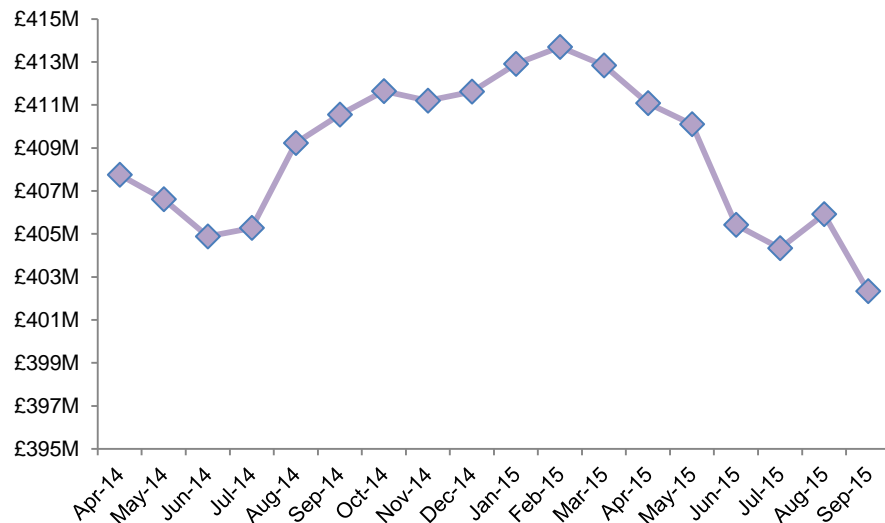These include all current arrangements that were in place **pre October 2014.**

Trend analysis - Acting Up and Secondments

Managing Costs – Pay Bill

Annual Pay Bill
Total: £402,334,691

Annual Pay Bill by Grade
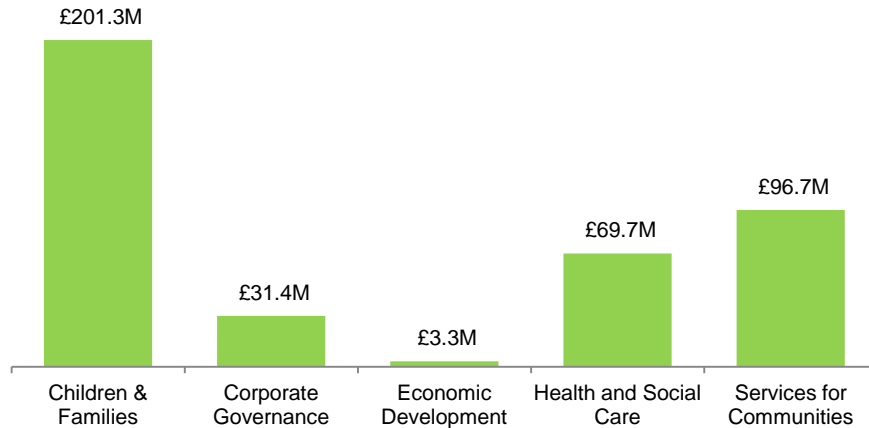
Trend Analysis – Annual Pay Bill
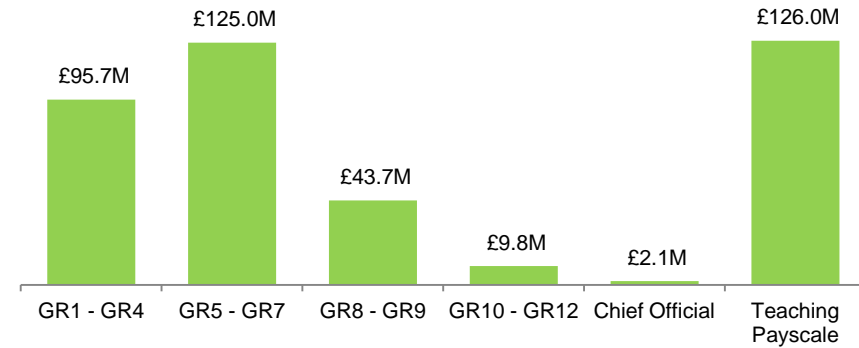
Month	Total Pay Bill	Variation on previous month
April 14	£407.7M	
May 14	£406.6M	- £1.1M
June 14	£404.9M	- £1.7M
July 14	£405.3M	£398.3K
August 14	£409.2M	£3.9M
September 14	£410.5M	£1.3M
October 14	£411.6M	£1.1M
November 14	£411.2M	- £445.1K
December 14	£411.6M	£422.4K
January 15	£412.9M	£1.3M
February 15	£413.7M	£788.2K
March 15	£412.8M	- £859.0K
April 15	£411.1M	- £1.8M
May 15	£410.1M	- £979.5K
June 15	£405.4M	- £4.7M
July 15	£404.3M	- £1.1M
August 15	£405.9M	£1.6M
September 15	£402.3M	- £3.6M

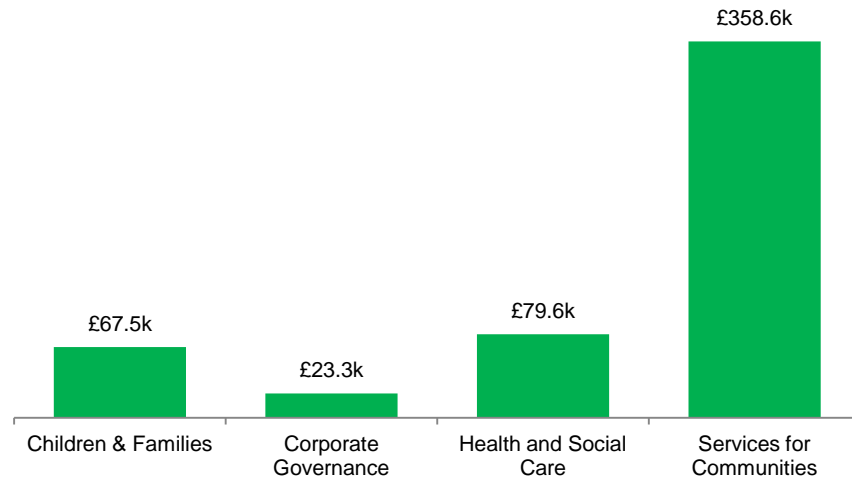Note: Figures above are a snapshot taken on 19 October 2015

Annual Pay Bill represents the total annual basic salary of the workforce at this time. Further information is given in the Data Note section at the end.
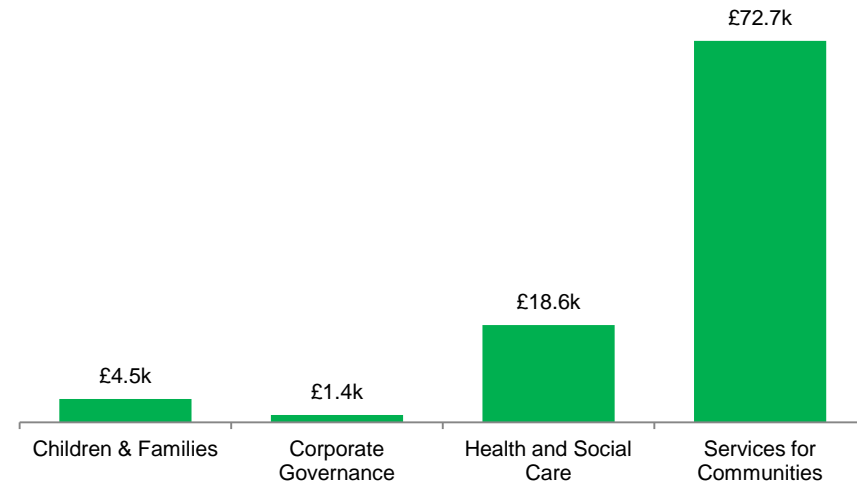
8

Managing Costs – Overtime and Living Wage costs
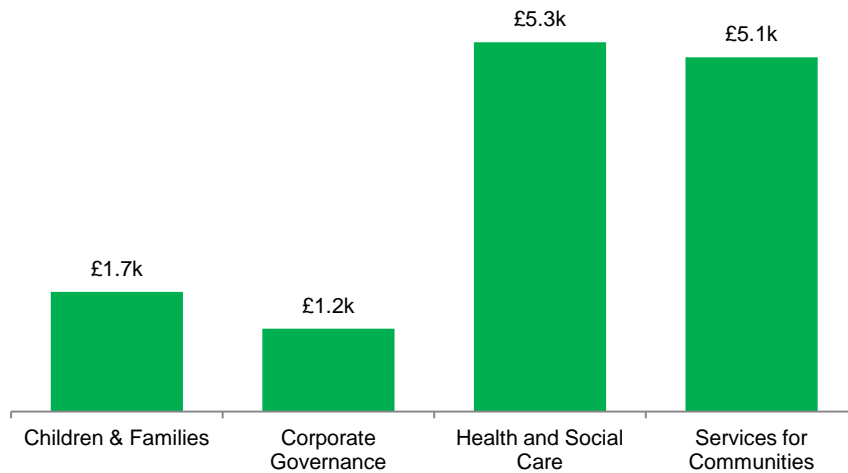
Overtime Cost (September 2015)
Total: £528,986

£67.5k	Children & Families
£23.3k	Corporate Governance
£79.6k	Health and Social Care
£358.6k	Services for Communities

Living Wage
Total: £97,216

£4.5k	Children & Families
£1.4k	Corporate Governance
£18.6k	Health and Social Care
£72.7k	Services for Communities

Overtime Cost Grade 8 (September 2015)
Total: £13,242

£1.7k	Children & Families
£1.2k	Corporate Governance
£5.3k	Health and Social Care
£5.1k	Services for Communities

Managing Costs – Organisational New Starts and Leavers
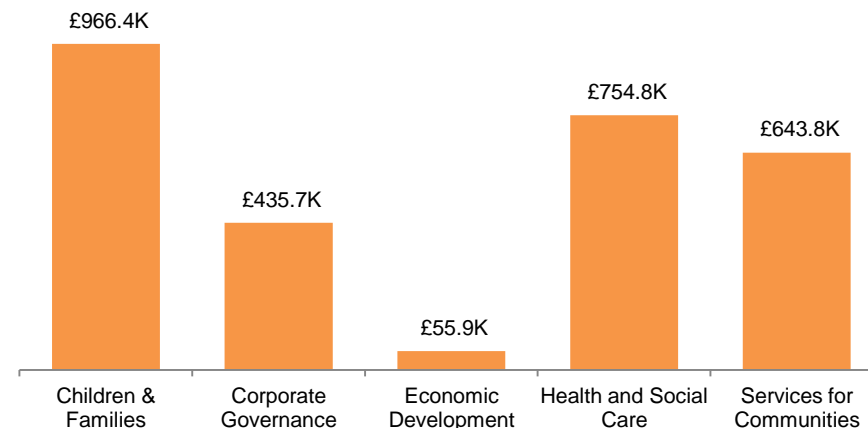
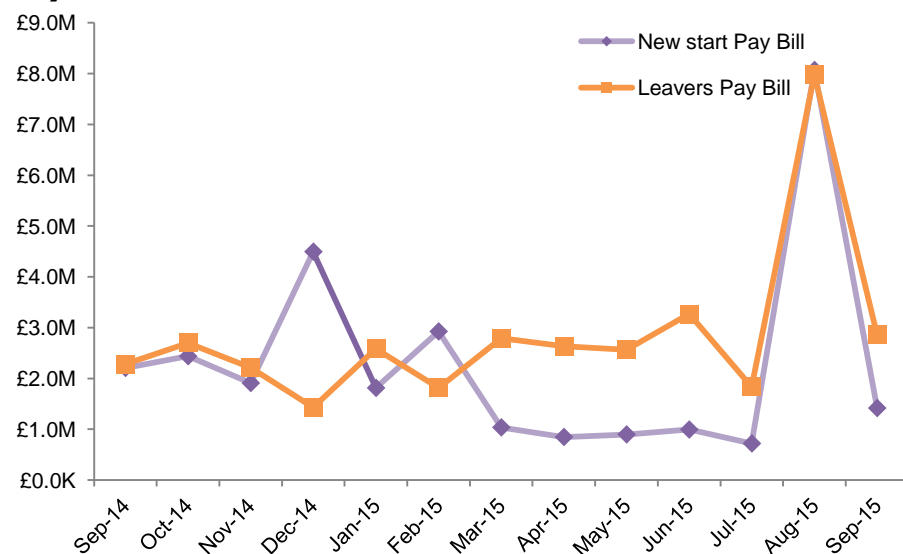**Cost of New Starts**
Total: £1,417,474

Cost of Leavers
Total: £2,856,524

PayBill: New Starts vs Leavers

Month	New Start Pay Bill	Leavers Pay Bill	New start vs Leaver Pay Bill
September 14	£2,207,971	£2,280,339	-£72,368
October 14	£2,437,625	£2,699,516	-£261,891
November 14	£1,909,708	£2,210,637	-£300,929
December 14	£4,494,526	£1,432,810	£3,061,716
January 15	£1,813,473	£2,586,337	-£772,865
February 15	£2,925,387	£1,816,716	-£1,108,671
March 15	£1,036,856	£2,792,677	-£1,755,821
April 15	£847,996	£2,634,623	-£1,786,627
May 15	£898,300	£2,566,000	-£1,667,700
June 15	£994,400	£3,267,800	-£2,273,400
July 15	£720,631	£1,832,369	-£1,111,738
August 15	£8,070,686	£7,979,951	£90,735
September 15	£1,417,474	£2,856,524	-£5,745,216
	£29,775,032	**£36,959,298**	**-£7,184,266**

Note: Figures above are for period September 2015

Managing Costs – Agency costs

Agency Staffing (September 2015)

Service Area	Total Hours	Total Cost
Children & Families	3,636	£64,920
Corporate Governance	10,310	£229,185
Economic Development	360	£6,112
Health and Social Care	10,594	£139,709
Services for Communities	39,168	£571,137
Grand Total	**64,068**	**£1,011,062**

Trend Analysis: Agency Total costs by month
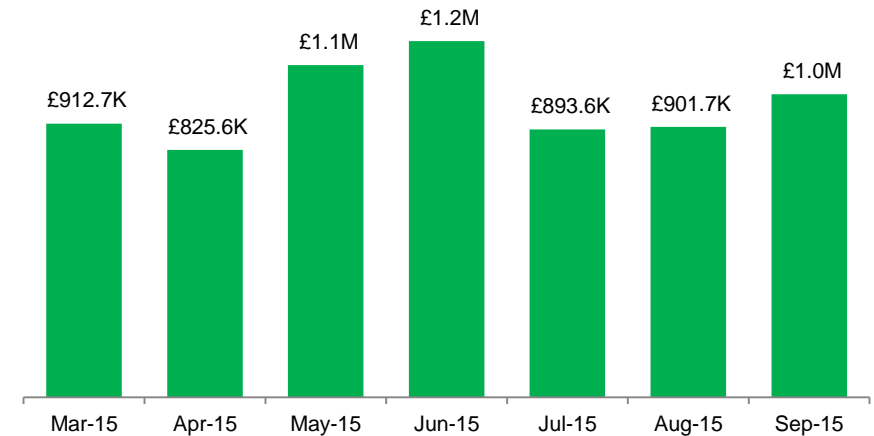
Trend Analysis: Service Area Agency costs
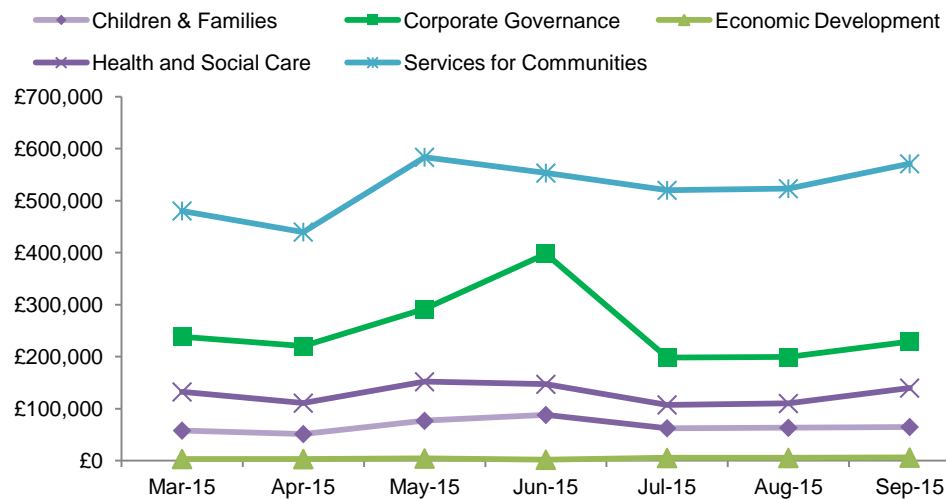
Note: Agency costs data relates to September 2015. This is the most up to date information available at this time.

11

Managing Costs – Acting Up and Secondment

| Service Area	Status	Acting Up	Secondment	Grand Total
Children and Families	New Live	£430,330	£118,938	£549,268
	Original Live	£183,049	£68,495	£251,544
Total		**£613,379**	**£187,434**	**£800,813**
Corporate Governance	New Live	£76,879	£10,171	£87,050
	Original Live	£65,349	£28,880	£94,228
Total		**£142,228**	**£39,051**	**£181,279**
Economic Development	New Live	£10,237	£2,235	£12,472
	Original Live	£22,610	£9,937	£32,547
Total		**£32,847**	**£12,172**	**£45,019**
Health and Social Care	New Live	£68,406	£20,862	£89,268
	Original Live	£83,714	£51,489	£135,203
Total		**£152,121**	**£72,351**	**£224,471**
Services for Communities	New Live	£151,772	£97,889	£249,661
	Original Live	£458,160	£234,116	£692,276
Total		**£609,932**	**£332,005**	**£941,937**
Grand Total		**£1,550,507**	**£643,011**	**£2,193,518**

New Live
These include all current arrangements that were in place **after October 2014**

Original Live
These include all current arrangements that were in place **pre October 2014.**
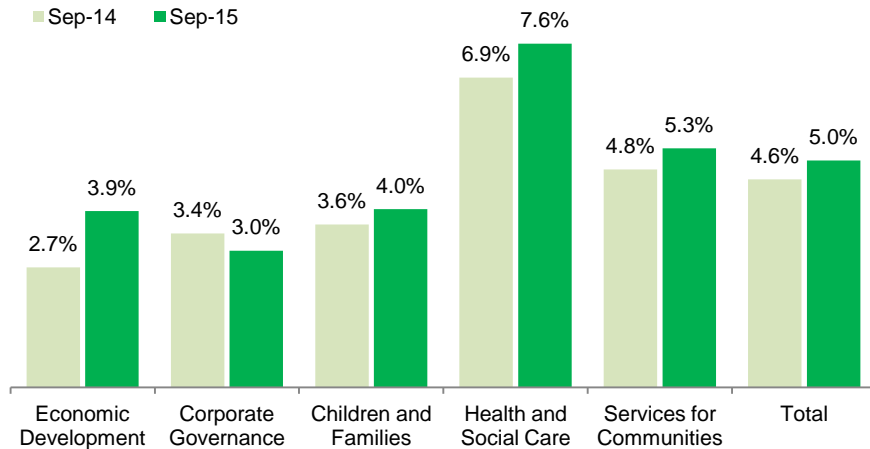
Trend analysis - Acting Up and Secondments
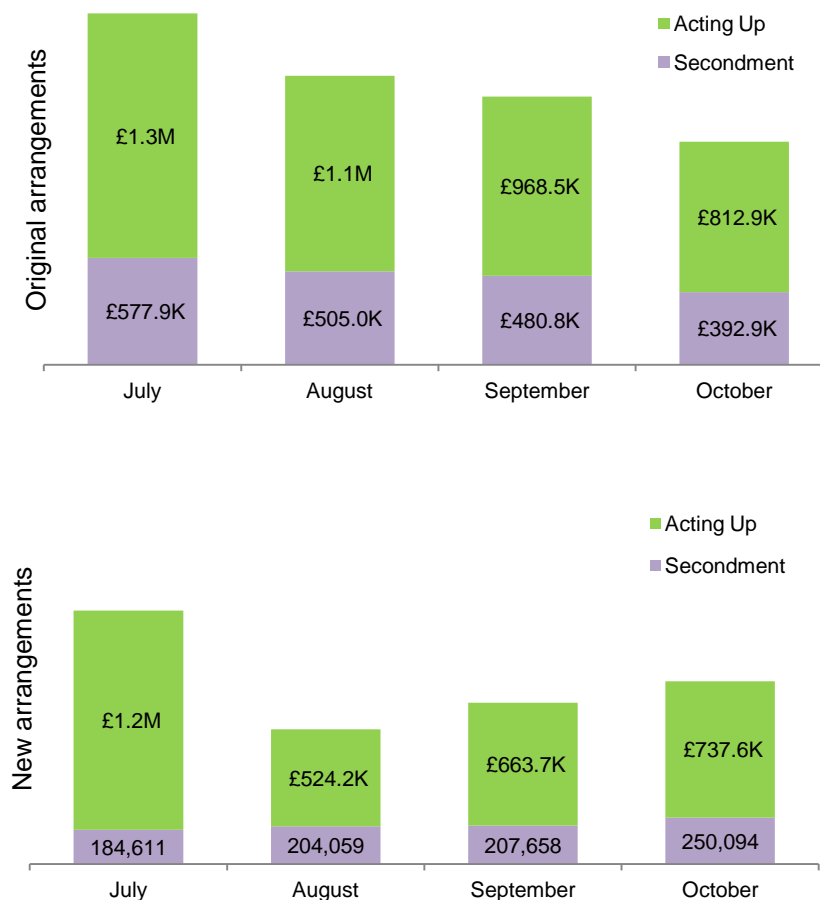
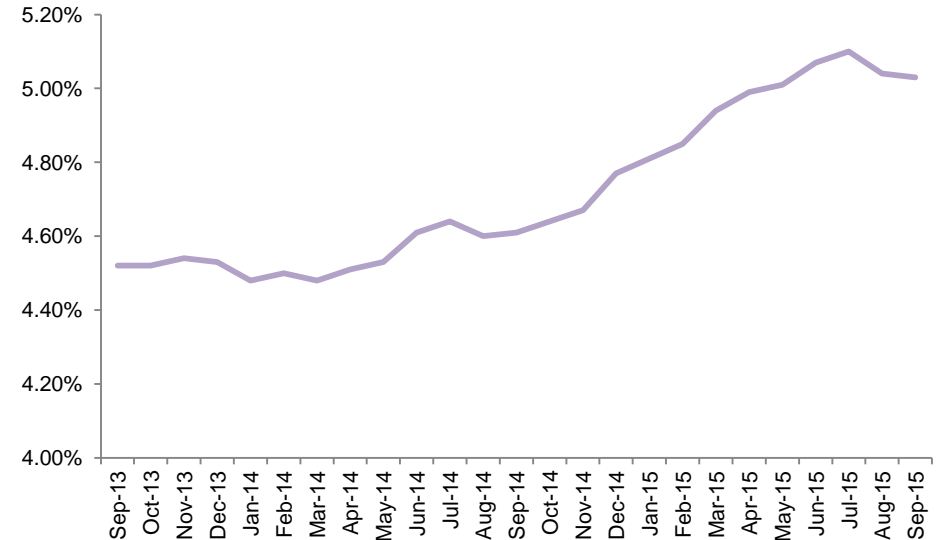# Managing Performance – Sickness Absence

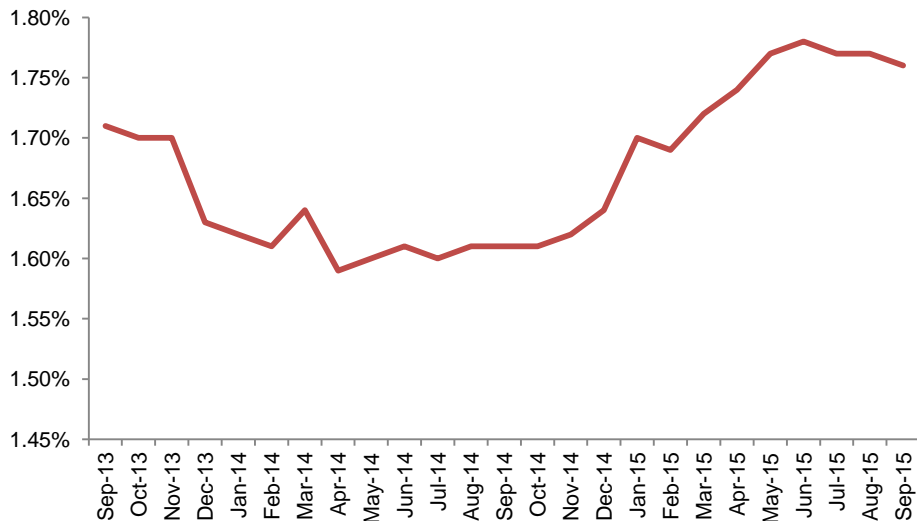## Sickness Absence by Service Area (September 2015)
Total: 5.0%

Trend Analysis – Total Sickness Absence Full Council

## Trend Analysis – Short Term Sickness Absence Full Council

Note: The sickness absences figures are a percentage of total available working days. It represents the percentage of days lost to sickness absence average over a 12 month rolling period.

Note: Short Term Sickness Absence refers to a period less than 20 days
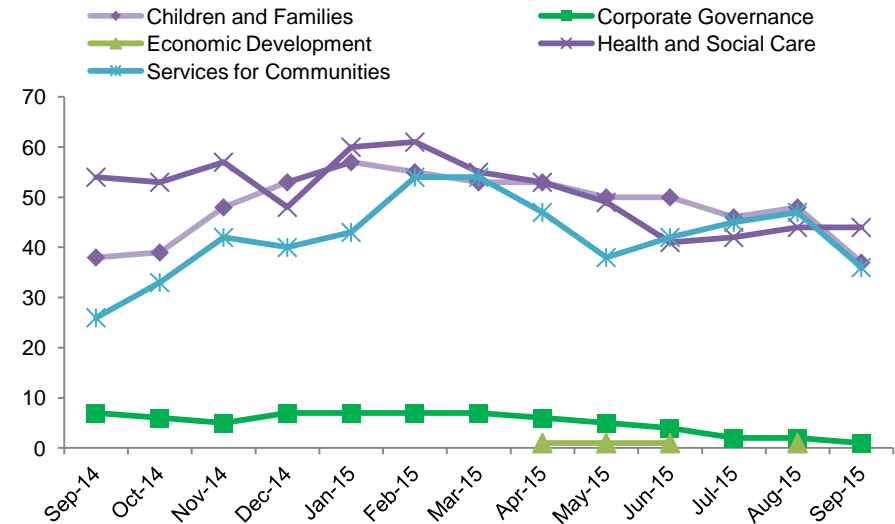
13

Managing Performance – Long term Absence

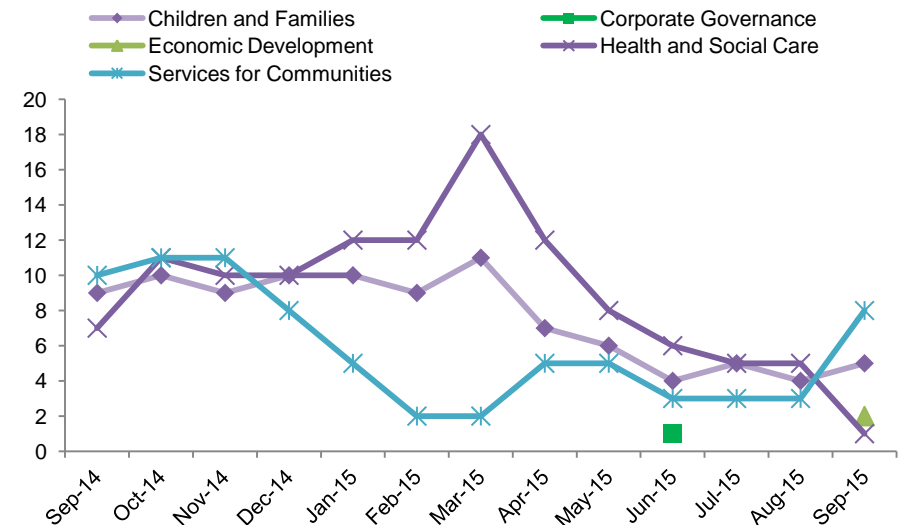## Long Term Absence 3-12 months (Sept 2015)
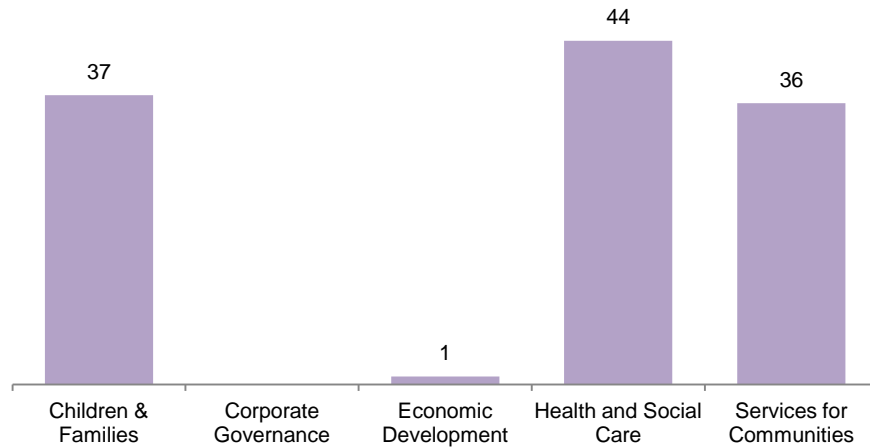
Trend Analysis – Absence 3-12 months

Absence Greater than 12 months (Sept 2015)

Service Area	Total Staff
Children and Families	5
Economic Development	0
Corporate Governance	0
Health and Social Care	2
Services for Communities	1
	8

Trend Analysis – Absence greater than 12 months

14

Managing Work Performance
Total: 47
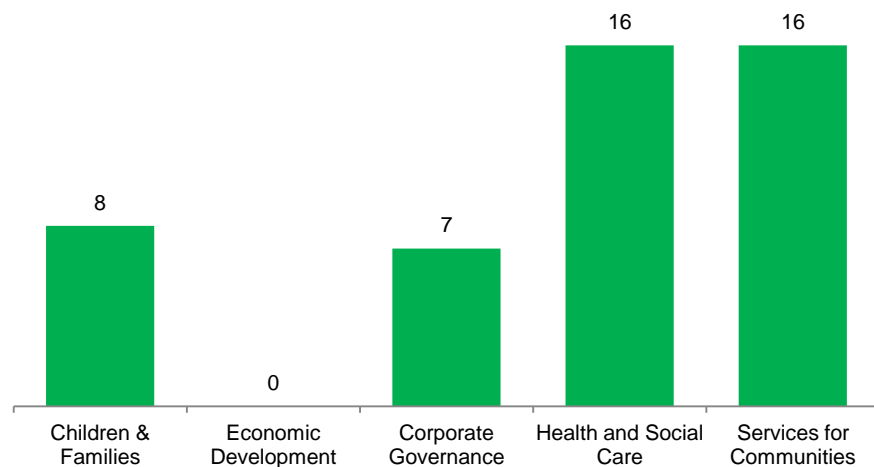
Managing High Risk cases
Total: 39
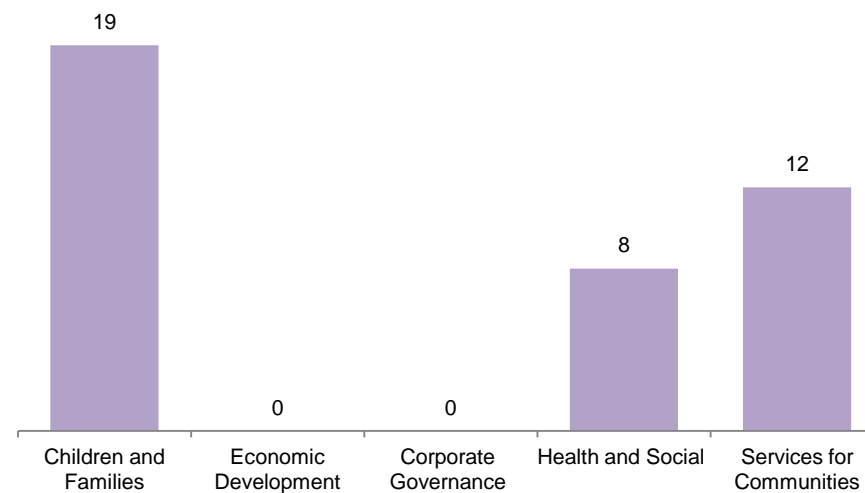
Managing High Risk Cases by type

Service Area	Disciplinary	Grievance	Performance	Absence	Anti bulling and Harassment	Policy / Procedure	Total Staff
Children and Families	16	1		1	1		19
Economic Development							0
Corporate Governance							0
Health and Social Care	4			2		2	8
Services for Communities	9	1	1			1	12
Total	**29**	**2**	**1**	**3**	**1**	**3**	**39**

Note: Information for *Managing High Risk Cases* is a snapshot taken on 29 October 2015; and the *Managing Work Performance* was taken as a snapshot on 1 October 2015.

PRD Completion (Grades 5 to 12)

PRD Objective Score Outcomes (All Grades) Final Position – 2015

Objective Performance Outcome	Total Staff	% Total Staff
Poor (1.0 – 1.9)	16	0.2%
Improvement (2.0 – 2.9)	301	4.0%
Strong (3.0 – 3.5)	6,585	87.9%
Top (3.6 – 4.0)	589	7.9%
TOTAL	7,491	

PRD Competency Score Outcomes (All Grades) Final Position – 2015

Objective Performance Outcome	Total Staff	% Total Staff
Poor (1.0 – 1.9)	17	0.2%
Improvement (2.0 – 2.9)	384	5.1%
Strong (3.0 – 3.5)	6,450	86.1%
Top (3.6 – 4.0)	640	8.5%
TOTAL	7,491	
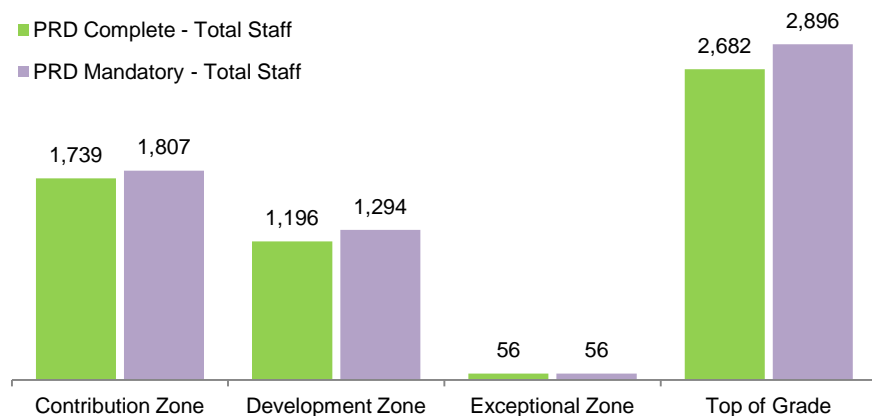
PRD completion (Grades 5 to 12)

Service Area	PRD Mandatory – Total Staff	PRD Complete – Total Staff	PRD NOT Complete – Total Staff	% PRD Completion Rate (Oct 2015)
Children and Families	1,871	1,659	212	88.7%
Economic Development	79	79	0	100.0%
Corporate Governance	771	758	13	98.3%
Health and Social Care	1,265	1,233	32	97.5%
Services for Communities	2,067	1,944	123	94.0%
Total	**6,053**	**5,673**	**380**	**93.7%**

2015-16 Objective Setting Completion at October 2015

Service Area	Number of Positions	PRD Objective Setting Finalised	PRD Objective Setting Not Finalised	% Complete	% Not Complete
Economic Development	80	72	8	90.0%	10.0%
Corporate Governance	734	670	64	91.3%	8.7%
Children & Families	1,875	783	1,092	41.8%	58.2%
Health and Social Care	1,258	841	417	66.9%	33.2%
Services for Communities	1,820	1,423	397	78.2%	21.8%
Grand Total	**5,767**	**3,789**	**1,978**	**65.7%**	**34.3%**

Note: Figures exclude employees with current long term absence, maternity break and career break
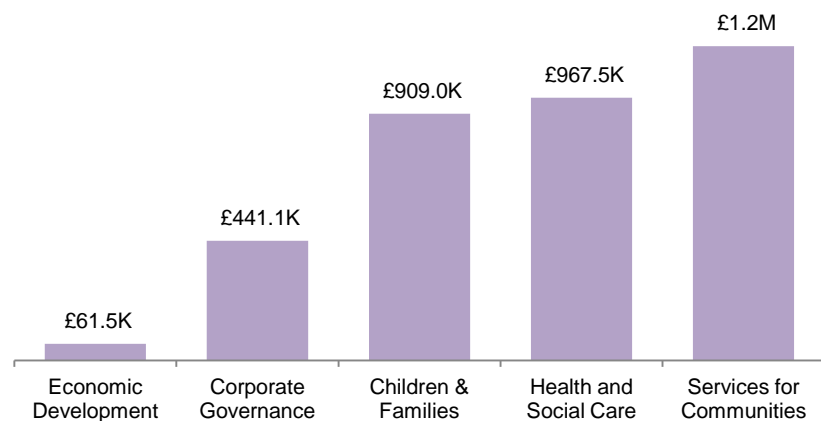
Competency Matrix
Final Position 2015

Service Area	Being Customer /Client Focused	Working Effectively with Others	Managing Change	Taking Ownership and Responsibility	Communicating Effectively	Planning and Decision Making	Leading Others	Managing Performance and Developing Others	Political Sensitivity
Economic Development	3.6	3.5	3.3	3.4	3.4	3.4	3.2	3.2	3.4
Corporate Governance	3.3	3.2	3.1	3.2	3.1	3.1	3.0	3.0	3.0
Children & Families	3.3	3.2	3.2	3.2	3.2	3.2	2.8	2.8	2.7
Health and Social Care	3.2	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.0
Services for Communities	3.2	3.2	3.1	3.2	3.0	3.1	2.9	3.0	2.9

Cost by Service Area
Total: £3,536,700

Economic Development	Corporate Governance	Children & Families	Health and Social Care	Services for Communities
£61.5K	£441.1K	£909.0K	£967.5K	£1.2M

Cost by Pay Zone

Contribution Zone	Development Zone	Exceptional Zone
£1.4M	£2.1M	£37.6K

Cost by Grade

GR1	GR2	GR3	GR4	GR5	GR6	GR7	GR8	GR9	GR10	GR11	GR12
£43.0K	£46.1K	£368.1K	£438.1K	£304.0K	£668.7K	£693.5K	£437.0K	£336.1K	£113.8K	£56.1K	£32.4K
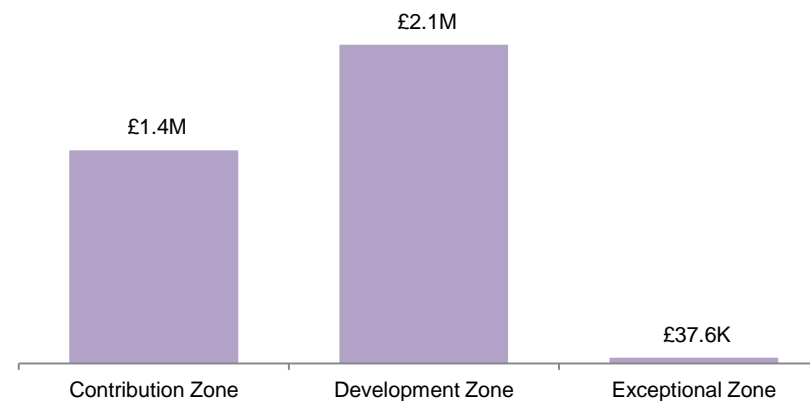
Note: Costs reflect final position 2015 and includes 1.5% Pay Award

Data notes

Explanatory Notes

- **Positions –** This is the total number of positions within the council which is different to headcount, for example one individual can be employed in two positions, i.e. two part-time jobs within the council.
- **Breakdown by Contract Type -** Any FTE values greater than 0 for casual or supply are due to data quality issues in Trent, e.g. contractual hours added to employee record but contract type not updated.
- **Breakdown by Grade -** Fixed rate: Staff in posts that have a fixed hourly rate (claims based) – e.g. interpreters / translators.
- **Organisational New Starts and Leavers** – These organisational new starts do not reflect internal movement due to recruitment or FTE variation due to existing staff increase or decrease in contractual hours.
  Annual Pay Bill – shows trends in the total annual basic salary associated with staff employed by the Council after the end of each calendar month.

The data provides a good measure to track change in the total salary cost for all Council employees, but includes only basic contracted salary costs at a given point in time. As such, the dataset does not consider retrospective payments made, claims based payments (such as overtime payments, working time payments, payments to supply or casual staff), or National Insurance and Pension contributions made.

Information on pay bill is only available for positions that have non-zero FTE record. In this report there are over 2,000 positions with either blank or zero FTE records. This means that payments to mostly casual and supply contract positions are not included in the Pay Bill totals. These are typically locum social care workers, supply teachers, learning assistants and front of house staff at Edinburgh venues.
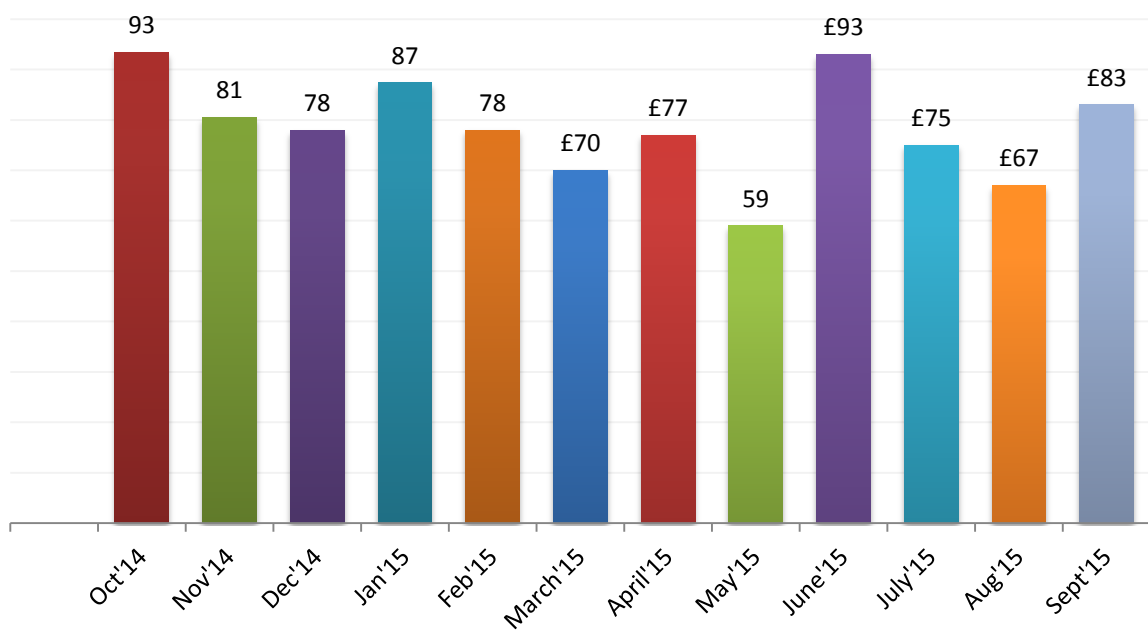
- **Organisational New Starts and Leavers costs** - These costs for organisation new starts do not reflect internal movement due to recruitment or FTE variations due to existing staff increase or decrease in contractual hours.
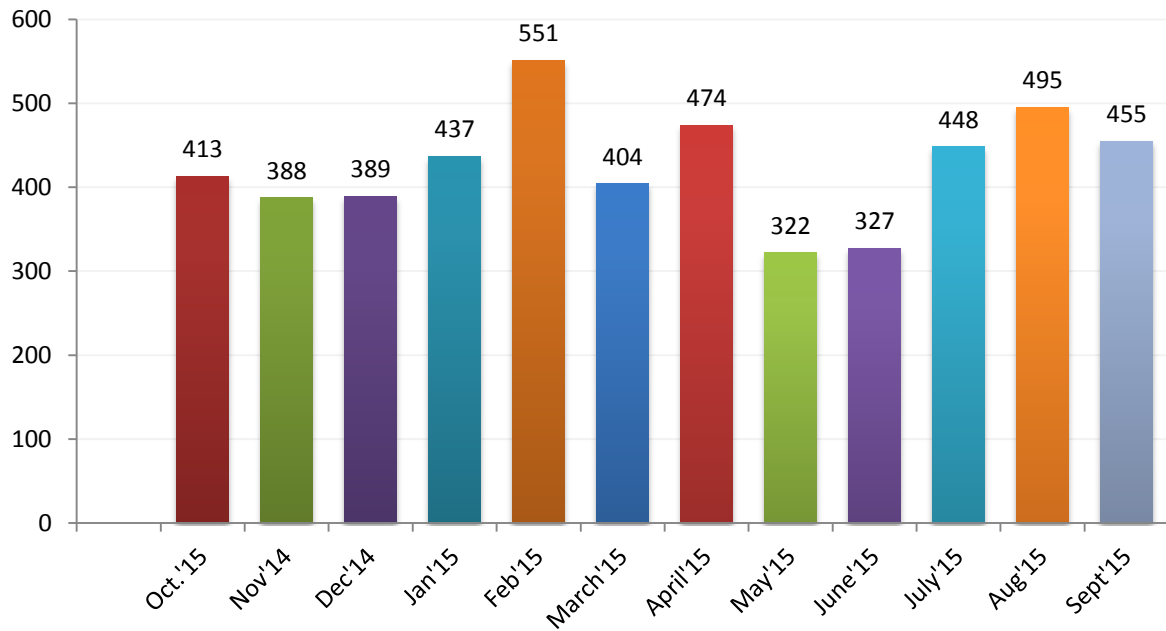
Overtime Trends by Service Area

Corporate Governance (£K)

Children and Families (£K)

Services for Communities (£K)

Month	Value
Oct.'15	413
Nov'14	388
Dec'14	389
Jan'15	437
Feb'15	551
March'15	404
April'15	474
May'15	322
June'15	327
July'15	448
Aug'15	495
Sept'15	455

Health and Social Care (£K)

Month	Value
Oct'14	116
Nov'14	84
Dec'14	63
Jan'15	183
Feb'15	189
March'15	£50
April'15	£56
May'15	184
June'15	66
July'15	58
Aug'15	80
Sept'15	91