Finance and Resources Committee

10.00am, Thursday 3 December 2020

Workforce Dashboard – September 2020

Item number	
Executive/Routine	Executive
Wards	
Council Commitments	

1. Recommendations

1.1 The Committee is recommended to review and note the workforce information contained in the dashboard.

Stephen S. Moir

Executive Director of Resources

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Report

Workforce Dashboard – September 2020

2. Executive Summary

2.1 This report provides a summary of workforce metrics for the core and flexible workforce, absence rates, transformation/redeployment and performance, as detailed on the Finance and Resources Committee Workforce Dashboard, for the period of September 2020.

3. Background

3.1 The dashboard reporting period is September 2020. Comparison is made to the previous dashboard reporting period received by the Committee for August 2020.

4. Main report

4.1 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 performance framework (launched April 2017) including the percentage of annual conversations carried out;

- the number of VERA/VR leavers and associated cumulative budget savings; and

- the number of redeployees and associated costs; and,

- Learning and Development digital and face to face satisfaction rates and event numbers.

Core Workforce

4.2 All Figures referred to are contained in Appendix 3.

4.3 Our core workforce increased this period by 27 FTE to 14,650 FTE, and the basic salary pay bill increased by £1.6m to £457.5m. Workforce FTE and pay bill trends are shown in **Figures 1 and 2**.

4.4 **Figure 3** shows the change in FTE for the Local Government Employee (LGE), Teaching, Chief Official and Craft Apprentice groups between August 2020 and September 2020.

4.5 **Figure 4** shows the change in Directorate FTE between August 2020 and September 2020.

4.6 Permanent contracts decreased by 41 FTE, Fixed Term Contracts (FTCs) increased by 38 FTE, acting up and secondment contracts increased by 31 FTE and apprentice/trainee contracts remained the same as last period.

4.7 The annual cost of permanent contracts reduced by £0.5m and FTCs increased by £1.2m. The cost of acting up and secondment arrangements increased by £0.9m, and the cost of apprentices/trainees remained the same as last period.

4.8 The cost of organisation new starts was £1.6m and the cost of leavers was £2.2m.

4.9 The spend on Working Time Payments (WTPs) increased by £2K to £733K.

4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and September 2020 (i.e. before and after Transformation).

Flexible Workforce

4.11 In the period, this workforce was equivalent to approximately 1,047 FTE. The associated costs for this period increased by £0.7m to £2.9m. (**Figure 6**).

4.12 The spend on the agency workforce increased by £375K and cost the organisation £1.64m in the period. Of the total spend, 81% is attributable to the primary and secondary agency suppliers, whilst 19% relates to off-contract spend. The agency workforce this period was the equivalent of 569 FTE, with an average monthly workforce of 533 FTE (12-month average).

4.13 The agency cost trend is shown in **Figure 7**. Note that month on month agency cost fluctuation can be linked to the nature of the billing process.

4.14 The casual/supply workforce spend increased by £189K this period to £595K. The casual/supply workforce this period was the equivalent of 286 FTE, with an average monthly workforce of 275 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.

4.15 The total cost of overtime increased by £159K this period to £667K. A breakdown of the spend by overtime "type" is detailed in **Figures 9** and **10**. Around 61% of the spend was made at the enhanced overtime rate, 0.02% was paid at the public holiday rate, 16% was paid at plain time, and 15% related to call-out hours. The overtime/additional hours worked this period was the equivalent of 192 FTE, with an

Finance and Resources Committee – 3 December 2020

average monthly workforce of 201 FTE (12-month average, callout hours excluded from FTE reporting). The overtime cost trend is shown in **Figure 11**.

Displaced Workforce

4.16   The total number of employees on the redeployment register remains the same as last period.

4.17   Of the 29 employees currently displaced; 22 have been temporarily redeployed and 7 are not currently redeployed into a temporary solution but are carrying out meaningful work in their former service area.

4.18   The funding arrangements for the total displaced FTE is as follows; 16.2 FTE are corporately funded; 10 FTE are funded by their service and 1 FTE is funded externally.

4.19   Of those corporately funded; 9.2 FTE are currently redeployed and 7 FTE are not currently redeployed. 12.2 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months, 2.0 for between 6 and 12 months and 2.0 FTE for less than 6 months.

4.20   As at August 2020, £681,879 of salary costs have been saved from redeployment costs as a result of colleagues securing alternative employment within or outwith the organisation.

4.21   With an ongoing focus on reducing costs across the Council we have asked for support from Executive Directors and their Heads of Service to ensure that line managers commit to try and find suitable alternative roles for those on the redeployment register. Equally, recruiting line managers are actively encouraged to consider committing to training and support to help employees on the register to reach the required standard for particular roles.

Absence

4.22   In the period the monthly absence rate (reflecting days lost to absence in September 2020) increased from 3.46% (August 2020) to 4.52% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence.

4.23   The rolling absence rate for the organisation for the 18/19 year was 5.18%, reflecting 168K working days lost to absence in the period (approx. 748 FTE) (see Figures 15 and 16). The rolling absence rate for the organisation for the 19/20 year was 5.28%, reflecting 170K working days lost to absence in the period (approx. 756 FTE). Comparison of the 18/19 and 19/20 rolling rate demonstrates an overall increase in organisation absence in the last 12 months.

Learning and Development

Utilisation

4.24   Of the 19 learning events held in September 15 were delivered virtually and 4 were First Aid courses which are facilitated in Waverley Court. It is important to mention that utilisation of First Aid and any business-critical learning which requires to happen in a classroom setting may be affected during the pandemic. Guidance for

participants asks that if they feel unwell on the day of the training, not to attend.
(**Appendix 1**)

Digital Learning

4.25 Our digital satisfaction rates saw an increase of 10% in the excellent rating compared with the previous period. There has been a reduction in unique launches of digital learning compared with August of 1,469. Levels may have been higher in August due to schools returning and employees accessing essential learning modules at the start of the new term.

5. Next Steps

5.1 To continue to monitor appropriate workforce data to evidence that the Council is on track to achieve targeted workforce controls and budget savings.

6. Financial impact

6.1 The achievement of agreed £38.9m savings through voluntary redundancy.

6.2 Salary costs for employees on redeployment (particularly those not redeployed).

6.3 Opportunity cost of lost working time due to sickness absence.

6.4 Agency, Overtime/Additional Hours expenditure.

7. Stakeholder/Community Impact

7.1 Stakeholder consultation and engagement, including senior management teams, Trade Unions and elected members, is ongoing.

8. Background reading/external references

8.1 Workforce Control Report and Dashboard to Finance and Resources Committee on 24 September 2020.

9. Appendices
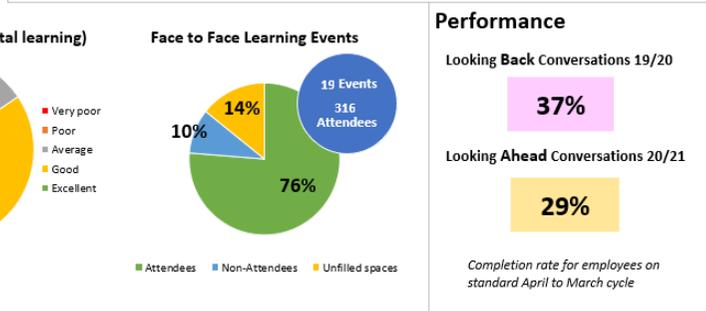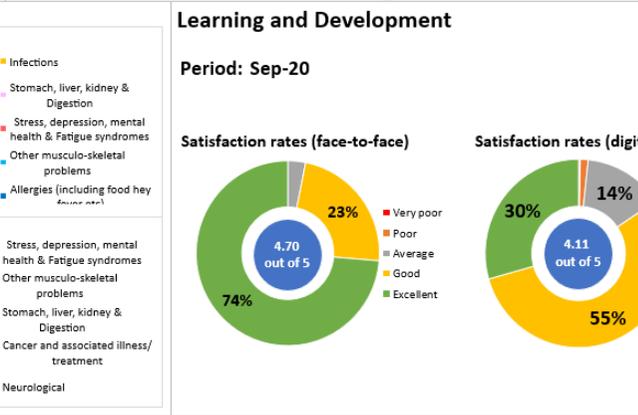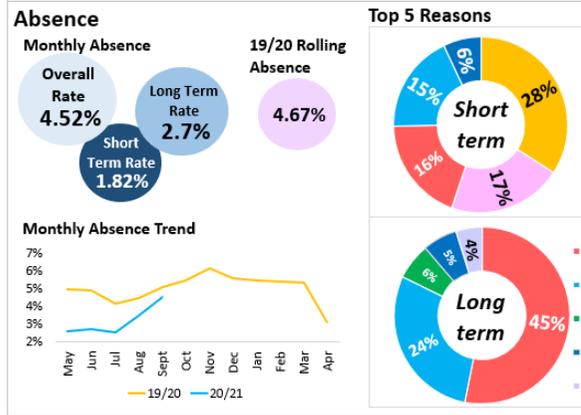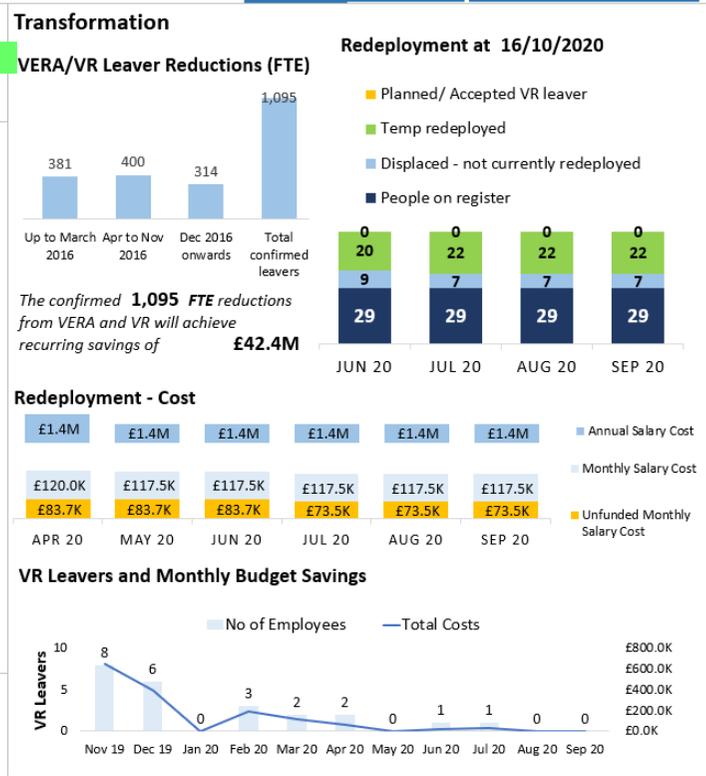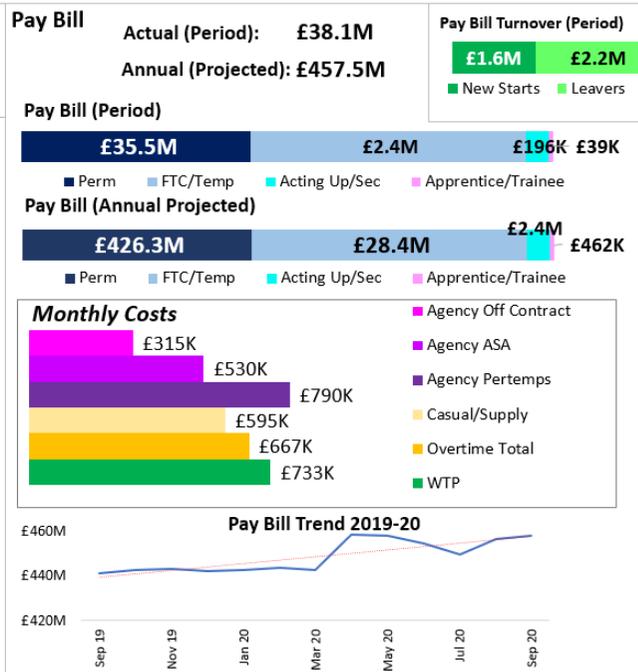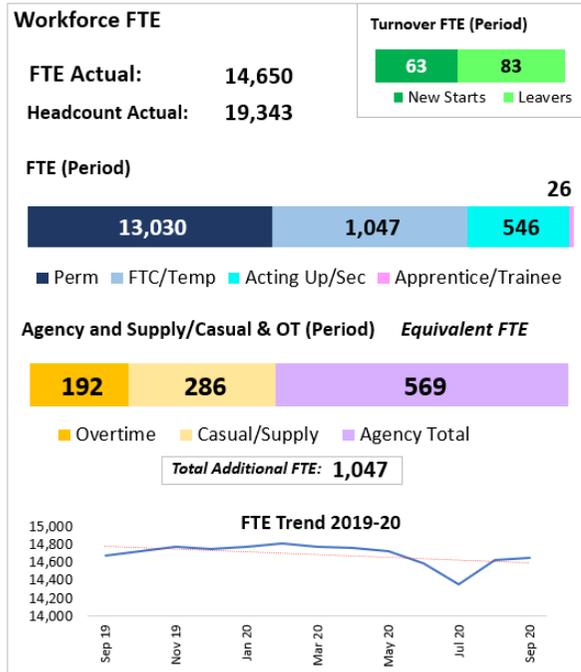
Appendix 1: Finance and Resources Committee Workforce Dashboard

Appendix 2: Finance and Resources Committee Workforce Dashboard Glossary

Appendix 3: Workforce Management Information and Trends

Finance and Resources Committee – 3 December 2020

Appendix 1: Finance and Resources Committee Workforce Dashboard

Period: Sep 20   **Issued:** 28 Oct '20

Workforce FTE

FTE Actual: 14,650

Headcount Actual: 19,343

Turnover FTE (Period)
63	83
■ New Starts	■ Leavers

FTE (Period)
| 13,030 | 1,047 | 546 | 26 |

■ Perm ■ FTC/Temp ■ Acting Up/Sec ■ Apprentice/Trainee

Agency and Supply/Casual & OT (Period)   *Equivalent FTE*
| 192 | 286 | 569 |

■ Overtime ■ Casual/Supply ■ Agency Total

Total Additional FTE: 1,047

FTE Trend 2019-20

15,000 / 14,800 / 14,600 / 14,400 / 14,200 / 14,000
Sep 19, Nov 19, Jan 20, Mar 20, May 20, Jul 20, Sep 20

Pay Bill

Actual (Period): £38.1M

Annual (Projected): £457.5M

Pay Bill Turnover (Period)
£1.6M	£2.2M
■ New Starts	■ Leavers

Pay Bill (Period)
| £35.5M | £2.4M | £196K | £39K |

■ Perm ■ FTC/Temp ■ Acting Up/Sec ■ Apprentice/Trainee

Pay Bill (Annual Projected)
| £426.3M | £28.4M | £2.4M | £462K |

■ Perm ■ FTC/Temp ■ Acting Up/Sec ■ Apprentice/Trainee

Monthly Costs
- £315K — ■ Agency Off Contract
- £530K — ■ Agency ASA
- £790K — ■ Agency Pertemps
- £595K — ■ Casual/Supply
- £667K — ■ Overtime Total
- £733K — ■ WTP

Pay Bill Trend 2019-20

£460M / £440M / £420M
Sep 19, Nov 19, Jan 20, Mar 20, May 20, Jul 20, Sep 20

Transformation

VERA/VR Leaver Reductions (FTE)
Up to March 2016	Apr to Nov 2016	Dec 2016 onwards	Total confirmed leavers
381	400	314	1,095

The confirmed **1,095** *FTE reductions from VERA and VR will achieve recurring savings of* **£42.4M**

Redeployment at 16/10/2020
■ Planned/ Accepted VR leaver
■ Temp redeployed
■ Displaced - not currently redeployed
■ People on register

	JUN 20	JUL 20	AUG 20	SEP 20
Planned/Accepted VR leaver	0	0	0	0
Temp redeployed	20	22	22	22
Displaced	9	7	7	7
People on register	29	29	29	29

Redeployment - Cost
APR 20	MAY 20	JUN 20	JUL 20	AUG 20	SEP 20
£1.4M	£1.4M	£1.4M	£1.4M	£1.4M	£1.4M
£120.0K	£117.5K	£117.5K	£117.5K	£117.5K	£117.5K
£83.7K	£83.7K	£83.7K	£73.5K	£73.5K	£73.5K

■ Annual Salary Cost ■ Monthly Salary Cost ■ Unfunded Monthly Salary Cost

VR Leavers and Monthly Budget Savings
■ No of Employees — Total Costs

VR Leavers:
Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20
8	6	0	3	2	2	0	1	1	0	0

£800.0K / £600.0K / £400.0K / £200.0K / £0.0K

Absence

Monthly Absence
- **Overall Rate** 4.52%
- **Long Term Rate** 2.7%
- **Short Term Rate** 1.82%

19/20 Rolling Absence 4.67%

Monthly Absence Trend
7% / 6% / 5% / 4% / 3% / 2%
May, Jun, Jul, Aug, Sept, Oct, Nov, Dec, Jan, Feb, Mar, Apr
— 19/20 — 20/21

Top 5 Reasons

Short term
- 28% ■ Infections
- 17% ■ Stomach, liver, kidney & Digestion
- 16% ■ Stress, depression, mental health & Fatigue syndromes
- 15% ■ Other musculo-skeletal problems
- 6% ■ Allergies (including food hey fever etc)

Long term
- 45% ■ Stress, depression, mental health & Fatigue syndromes
- 24% ■ Other musculo-skeletal problems
- 6% ■ Stomach, liver, kidney & Digestion
- 5% ■ Cancer and associated illness/ treatment
- 4% ■ Neurological

Learning and Development

Period: Sep-20

Satisfaction rates (face-to-face) 4.70 out of 5
- 23% ■ Good
- 74% ■ Excellent
- ■ Very poor
- ■ Poor
- ■ Average

Satisfaction rates (digital learning) 4.11 out of 5
- 14% ■ Average
- 30% ■ Excellent
- 55% ■ Good
- ■ Very poor
- ■ Poor

Face to Face Learning Events
19 Events 316 Attendees
- 76% ■ Attendees
- 14% ■ Unfilled spaces
- 10% ■ Non-Attendees

Performance

Looking Back Conversations 19/20 37%

Looking Ahead Conversations 20/21 29%

Completion rate for employees on standard April to March cycle

Appendix 2: Finance and Resources Committee Workforce Dashboard

Workforce FTE

FTE Actual: Sum of FTE for all staff on CEC payroll
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 Trend

Archive data from previous S&I dashboard process.

Turnover FTE (Period)

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

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.

Performance

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. 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.

Looking Back 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 the standard cycle, all looking back meetings should have taken place by 31/03/18. 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.

Transformation

VERA/VR Leaver Reductions (FTE)

Data from Finance at week 4 of month.

Redeployment - People

Headcount of staff on redeployment register with status surplus, temp redeployed, future dated VERA/VR leaver. Data extracted at 27th of month.

Redeployment - Cost

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

VR Leavers and Cumulative Budget Savings

Data from Finance at week 4 of month.

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Appendix 3: Workforce Management Information and Trends

Core Workforce: Management Information and Trends

Fig 1. FTE Trend

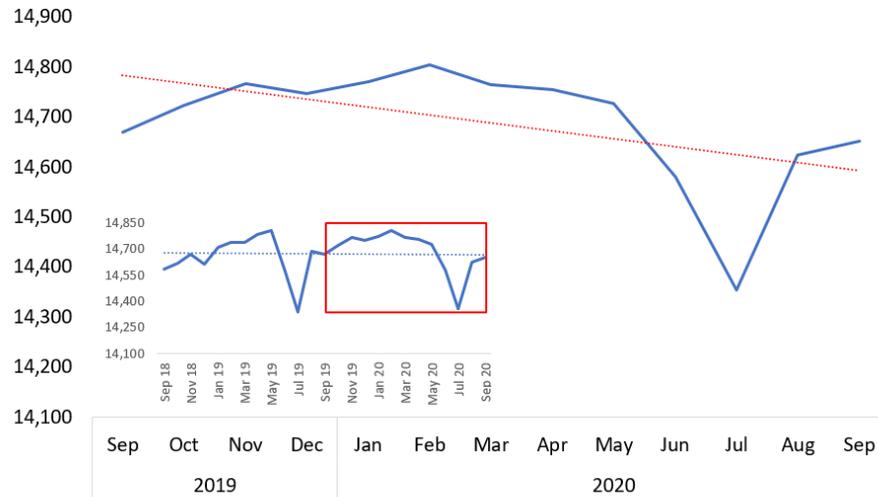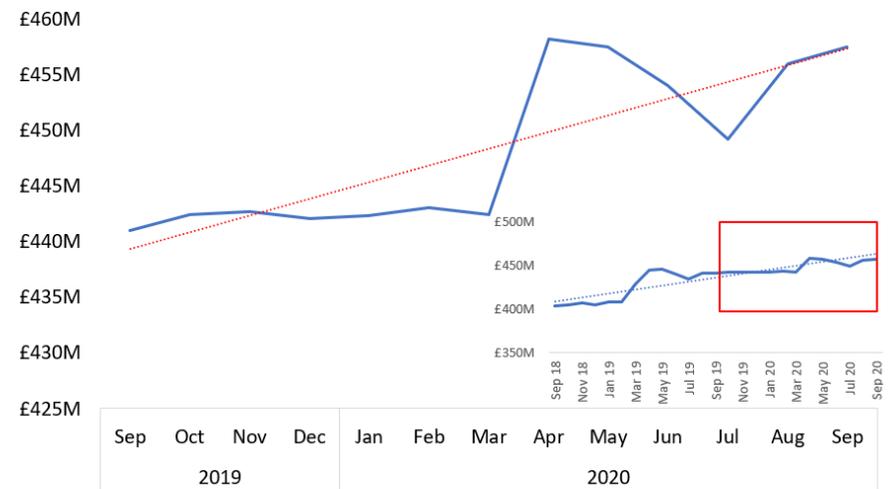**Fig 2. Pay Bill Trend**

Fig. 3 Core Workforce Groups

Category/ Group	August 2020		September 2020		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10779	13479	10770	13466	-9	-13
Chief Official	19	19	18	18	-1	-1
Craft Apprentice	19	19	19	19	0	0
Teaching Total	3807	4930	3845	4926	38	-4
Council Total	**14624**	**18447**	**14651**	**18429**	**27**	**-18**

Fig. 4 Core Workforce FTE by Directorate

Directorate	August 2020		September 2020		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Strategy & Comms	147	159	149	162	2	3
C&F	7877	10398	7926	10394	49	-4
EH&SCP	2115	2397	2100	2384	-15	-13
Place	2313	2701	2322	2712	9	11
Resources	2148	2768	2130	2753	-17	-15
Displaced	23	23	23	23	0	0
Council Total	**14623**	**18446**	**14651**	**18428**	**28**	**-18**

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Core Workforce: Management Information and Trends

Fig 5. Local Government Employee Workforce Change June 2015 to Current Period

Category/ Group	Grade	June 2015 FTE	June 2015 Basic Salary Cost	June 2017 FTE	June 2017 Basic Salary Cost	June 2018 FTE	June 2018 Basic Salary Cost	June 2019 FTE	June 2019 Basic Salary Cost	June 2020 FTE	June 2020 Basic Salary Cost	September 2020 FTE	September 2020 Basic Salary Cost	June 15 to September 20 Change in LGE FTE	June 15 to September 20 Change in LGE Basic Salary Cost
Front Line Staff	GR1	624	£8.1M	638	£8.4M	595	£8.1M	576	£8.3M	240	£3.6M	240	£3.6M	-384	-£4.5M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	496	£7.8M	498	£7.8M	253	£4.4M
	GR3	2374	£38.2M	2124	£34.9M	2089	£35.1M	1965	£34.9M	2038	£37.3M	1947	£35.6M	-427	-£2.5M
	GR4	2479	£45.8M	2567	£48.1M	2444	£46.8M	2549	£52.0M	2445	£51.8M	2418	£51.2M	-61	£5.3M
Front Line Manager/ Specialist	GR5	1808	£40.6M	1563	£35.2M	1545	£35.3M	1634	£39.6M	1674	£41.9M	1742	£43.3M	-67	£2.7M
	GR6	1421	£37.1M	1337	£35.9M	1397	£38.0M	1444	£41.8M	1402	£42.2M	1417	£42.4M	-4	£5.3M
	GR7	1520	£48.0M	1296	£42.1M	1294	£42.4M	1294	£45.2M	1300	£46.8M	1312	£47.1M	-208	-£0.9M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	711	£30.3M	721	£30.7M	-55	£1.5M
Managers	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	276	£14.2M	274	£14.1M	-84	-£1.8M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	127	£7.7M	126	£7.6M	9	£1.3M
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	33	£2.4M	34	£2.5M	-13	-£0.5M
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	40	£3.3M	41	£3.4M	10	£1.2M
	Total	**11801**	**£277.8M**	**10849**	**£256.8M**	**10694**	**£259.4M**	**10808**	**£280.5M**	**10782**	**£289.2M**	**10769**	**£289.2M**	**-1032**	**£11.3M**

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends
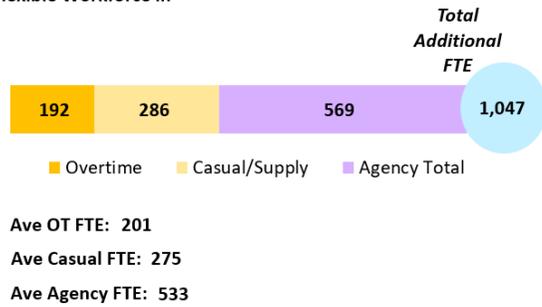
Fig. 6 Flexible Workforce in Period

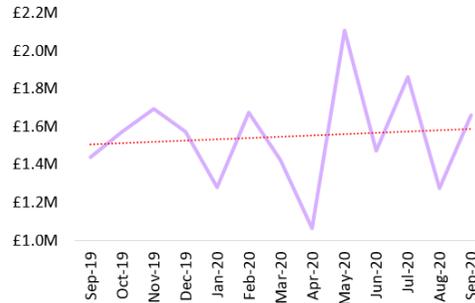**Total Additional FTE**

| 192 | 286 | 569 | 1,047 |

■ Overtime ■ Casual/Supply ■ Agency Total

Ave OT FTE: 201

Ave Casual FTE: 275

Ave Agency FTE: 533

Fig. 7 Agency Trend

Fig. 8 Casual Trend
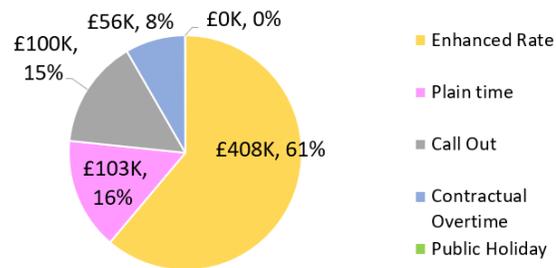

Fig. 9 Overtime by Type in Period

£56K, 8%
£100K, 15%
£0K, 0%
£408K, 61%
£103K, 16%

■ Enhanced Rate
■ Plain time
■ Call Out
■ Contractual Overtime
■ Public Holiday
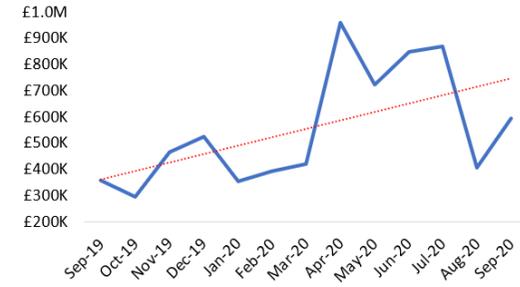
Fig. 10 Overtime by Type in Period - By Directorate

Resources: £28K £73K £6K £3K
Place: £2K £196K £53K £89K
Health and Social Care Partnership: £0K £17K £67K £3K
Communities and Families: £0K £56K £72K £1K

■ Public Holiday ■ Plain time
■ Enhanced Rate ■ Contractual Overtime
■ Call Out

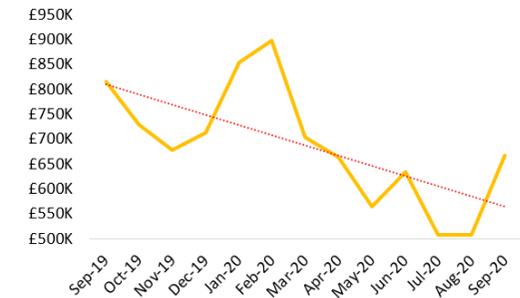**Fig. 11 Overtime Trend**

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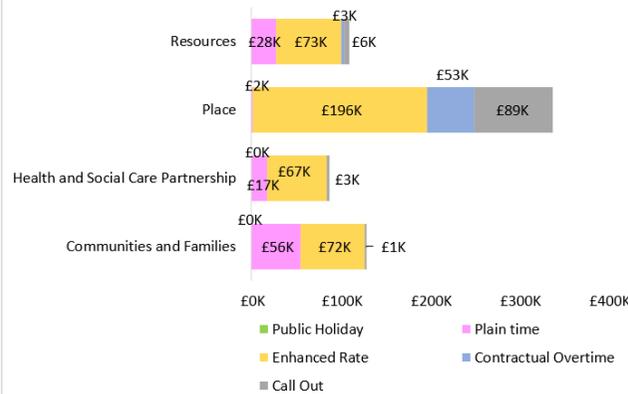
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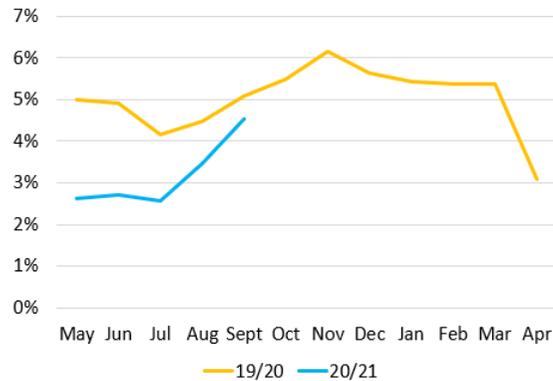
Fig 12. Monthly Absence Rate

Fig 13. Monthly Days Lost

	Working Days Lost	
	19/20	**20/21**
May	13,862	7,236
Jun	13,139	7,222
Jul	11,395	7,005
Aug	12,275	9,470
Sept	13,821	11,986
Oct	15,101	
Nov	16,373	
Dec	15,524	
Jan	15,008	
Feb	13,938	
Mar	14,854	
Apr	8,570	

Fig 14. Monthly Absence Rate 19/20 - Directorates

Fig 15. Rolling Absence Rate

19/20

5.28% | Total Working Days Lost: 170K | £22.7M
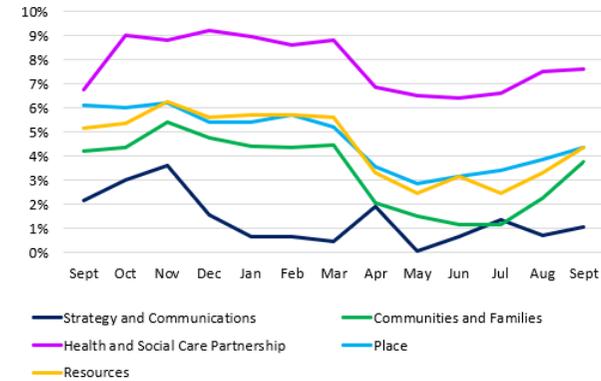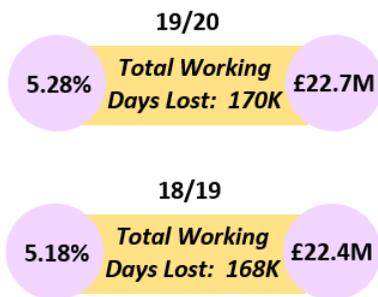
18/19

5.18% | Total Working Days Lost: 168K | £22.4M

Working days lost to absence between April and March 18/19 + 19/20

Fig 16. Rolling Absence - Directorates

Directorate	Rate 18/19	Days Lost 18/19	Rate 19/20	Days Lost 19/20
Strategy and Communications	1.33%	0.4K	1.92%	0.6K
Communities and Families	3.76%	65K	4.05%	66K
Health and Social Care Partnership	8.51%	42K	8.48%	42K
Place	6.37%	33K	6.10%	32K
Resources	5.72%	28K	5.55%	28K

Fig 17. Looking Back 19/20 Conversation Completion September 20

Finance and Resources Committee – 3 December 2020

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