

# Finance and Resources Committee

10.00am, Thursday 21 January 2021

## Workforce Dashboard – November 2020

Item number

Executive/Routine

Wards

Council Commitments

Executive

All

### 1. Recommendations

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

**Stephen S. Moir**

Executive Director of Resources

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## Workforce Dashboard

### 2. Executive Summary

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- 2.1 This report provides a summary of workforce metrics for the core and flexible workforce, absence, transformation/redeployment, risk, and performance, for the period of **November 2020**.

### 3. Background

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- 3.1 Comparison is made to the previous dashboard reporting period, October 2020.

### 4. Main report

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- 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.
  - 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 80 FTE to 14,780 FTE, and the basic salary pay bill increased by £1.7m to £460.6m. 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 October 2020 and November 2020.
- 4.5 **Figure 4** shows the change in Directorate FTE between October 2020 and November 2020.
- 4.6 Permanent contracts increased by 8 FTE, Fixed Term Contracts (FTCs) increased by 56 FTE, acting up and secondment contracts decreased by 28 FTE and apprentice/trainee contracts increased by 1.
- 4.7 The annual cost of permanent contracts decreased by £0.1m and FTCs increased by £1.6m. The cost of acting up and secondment arrangements increased by £0.2m, and the cost of apprentices/trainees increased by £2k.
- 4.8 The cost of organisation new starts was £2.5m and the cost of leavers was £1.9m.
- 4.9 The spend on Working Time Payments (WTPs) increased by £14K to £729K.
- 4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and November 2020 (i.e. before and after Transformation).

## Flexible Workforce

- 4.11 In the period, this workforce was equivalent to approximately 898 FTE. The associated costs for this period decreased by £0.5m to £2.46m. (**Figure 6**).
- 4.12 The spend on the agency workforce decreased by £373K and cost the organisation £1.3m in the period. Of the total spend, 87% is attributable to the primary and secondary agency suppliers, whilst 13% relates to off-contract spend. The agency workforce this period was the equivalent of 438 FTE, with an average monthly workforce of 525 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 decreased by 76K this period to £640K. The decrease is primarily due to decreased supply workers in the Communities and Families Directorate. The casual/supply workforce this period was the equivalent of 307 FTE, with an average monthly workforce of 298 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.
- 4.15 The total cost of overtime decreased by £61K this period to £567K. A breakdown of the spend by overtime “type” is detailed in **Figures 9 and 10**. Around 58% of the spend was made at the enhanced overtime rate, none was paid at the public holiday rate, 15% was paid at plain time, and 16% related to call-out hours. The overtime/additional hours worked this period was the equivalent of 152 FTE, with an

average monthly workforce of 190 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 is the same as last period.
- 4.17 Of the 26 employees currently displaced; 18 have now been temporarily redeployed and 8 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; 15.2 FTE are corporately funded; 8.0 FTE are funded by their service and 1.0 FTE are funded externally
- 4.19 Of those corporately funded; 7.2 FTE are currently redeployed and 8.0 FTE are not currently redeployed. All 15.2 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months.
- 4.20 As at November 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.

### **Absence**

- 4.21 In the period the monthly absence rate (reflecting days lost to absence in November 2020) increased from 4.37% (October 2020) to 4.99% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence. While the Council Sickness average increased by 14% in the month, this is localised, ranging from a 2% rise in Place Directorate to a 24% rise in Communities & Families Directorate and a 34% increase in Teaching staff on the month.
- 4.22 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 decrease in organisation absence in the last 12 months.

### **Learning and Development**

#### **Utilisation**

- 4.23 As most of our current delivery is facilitated through MS Teams, we have attempted to be flexible by offering as large a number of spaces as is feasible but still retaining an interactive learning experience for colleagues. We also hope that by arranging courses at a variety of times, participants will be able to access learning when it best suits their working day. We increased the number of face to face and virtual learning events throughout the month of November. Participants who completed online evaluation surveys mostly gave a rating of good or excellent. Child Protection virtual sessions had 100% excellent rating and Mental Health Awareness a 100% good rating. (**Appendix 1**).

- 4.24 The Learning and Development Team made arrangements to provide a virtual Train the Trainer session for colleagues interested in facilitation of Adult Support and Protection learning.

## **5. Next Steps**

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- 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**

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- 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**

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

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

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- 8.1 [Workforce Control Report and Dashboard to Finance and Resources Committee on 3 December 2020.](#)

## **9. Appendices**

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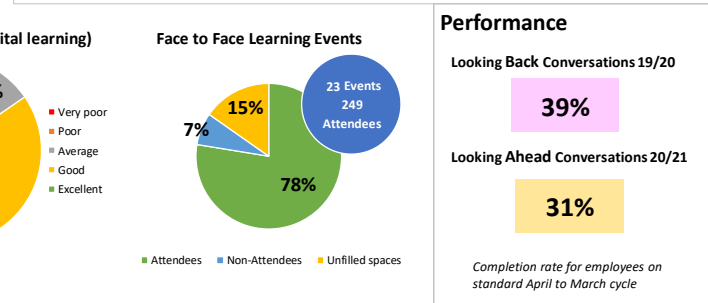
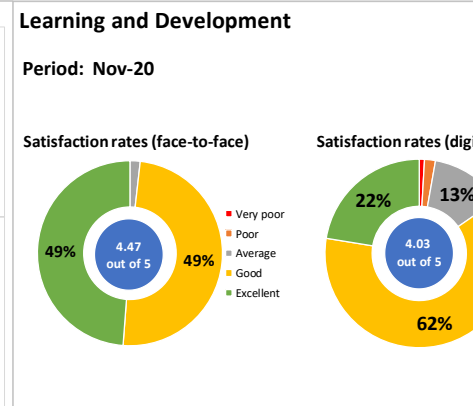
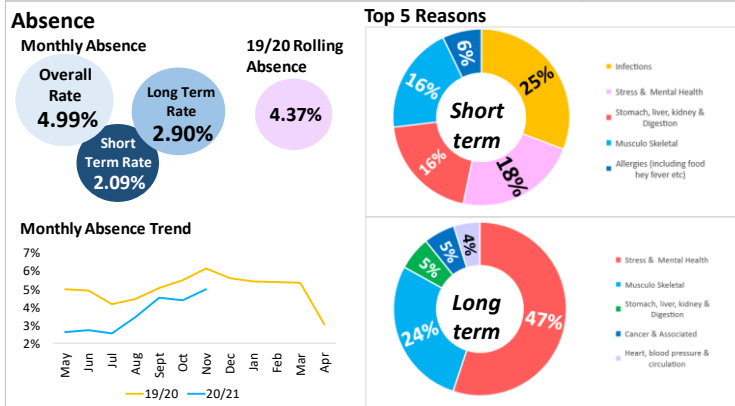
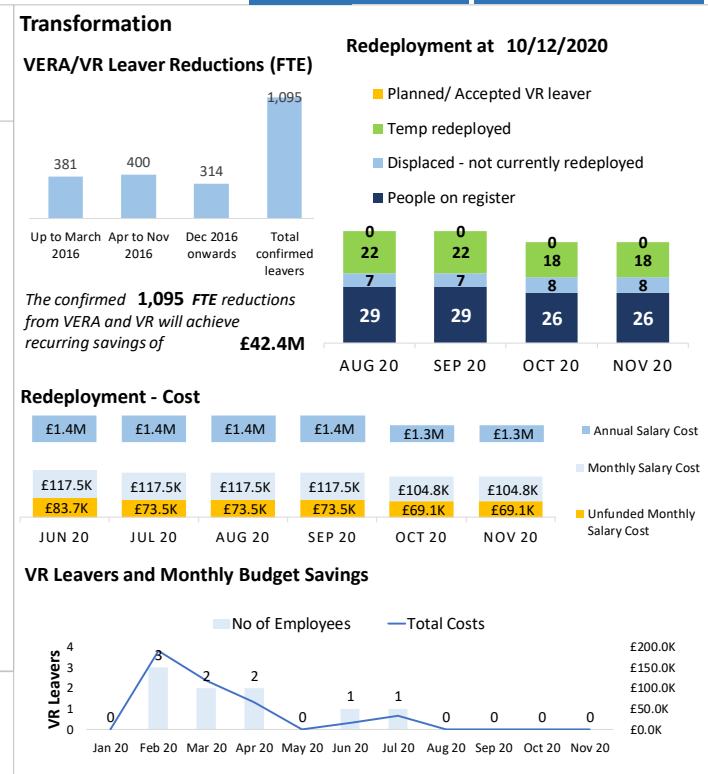
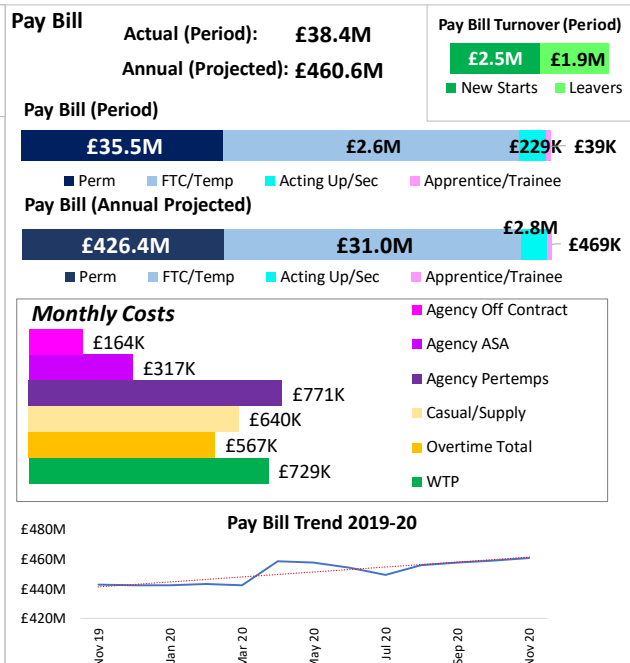
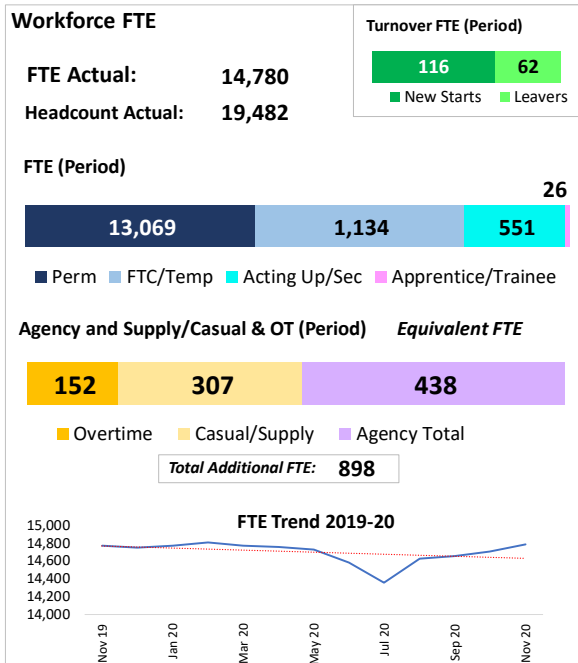
Appendix 1: Finance and Resources Committee Workforce Dashboard

Appendix 2: Finance and Resources Committee Workforce Dashboard Glossary

Appendix 3: Workforce Management Information and Trends

# Appendix 1: Finance and Resources Committee Workforce Dashboard

Period: **Nov 20** Issued: **23 Dec '20**



## Appendix 2: Finance and Resources Committee Workforce Dashboard

<p><b>Workforce FTE</b></p> <p><b>FTE Actual:</b> <i>Sum of FTE for all staff on CEC payroll Count of total contracts/positions is not reported here</i></p> <p><b>Headcount Actual:</b> <i>Total number of individual employees on CEC payroll</i></p> <p><b>FTE (Period)</b> <i>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.</i></p> <p><b>Additional FTE* (Period)</b> <i>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.</i></p> <p><i>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.</i></p> <p><b>FTE Trend</b> <i>Archive data from previous S&amp;I dashboard process.</i></p> <p><b>Turnover FTE (Period)</b> <i>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).</i></p>	<p><b>Pay Bill</b></p> <p><b>Actual (Period):</b> <i>Sum of pro-rated basic salary for all staff on CEC payroll</i></p> <p><b>Annual (Projected):</b> <i>Sum of pro-rated basic salary for all staff on CEC payroll*12</i></p> <p><b>Pay Bill (Period)</b> <i>Breakdown of basic pay by contract type for all staff on CEC payroll. Same reporting conditions as for FTE.</i></p> <p><b>Pay Bill (Annual Projected)</b> <i>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).</i></p> <p><b>Monthly Costs</b> <i>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.</i></p> <p><b>Pay Bill Turnover (Period)</b> <i>As FTE. Costings report on the annual basic salaries (pro-rated) for new start and leaver populations.</i></p> <p><b>Pay Bill Trend</b> <i>Archive data from previous S&amp;I dashboard process.</i></p>	<p><b>Transformation</b></p> <p><b>VERA/VR Leaver Reductions (FTE)</b> <i>Data from Finance at week 4 of month.</i></p> <p><b>Redeployment - People</b> <i>Headcount of staff on redeployment register with status surplus, temp redeployed, future dated VERA/VR leaver. Data extracted at 27th of month.</i></p> <p><b>Redeployment - Cost</b> <i>Pro-rated basic salary data for staff on redeployment register.</i></p> <p><b>VR Leavers and Cumulative Budget Savings</b> <i>Data from Finance at week 4 of month.</i></p>
<p><b>Absence</b></p> <p><i>All tables and graphs based on preceding 12 months absence data for all staff on CEC payroll.</i></p> <p><i>Data extracted at week 1 to capture late</i></p> <p><i>Trend data - archive data from previous S&amp;I dashboard process.</i></p>	<p><b>Performance</b></p> <p><b>Looking Ahead Conversations</b> <i>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.</i></p> <p><b>Looking Back Conversations</b> <i>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.</i></p>	

## Appendix 3: Workforce Management Information and Trends

### Core Workforce: Management Information and Trends

Fig 1. FTE Trend

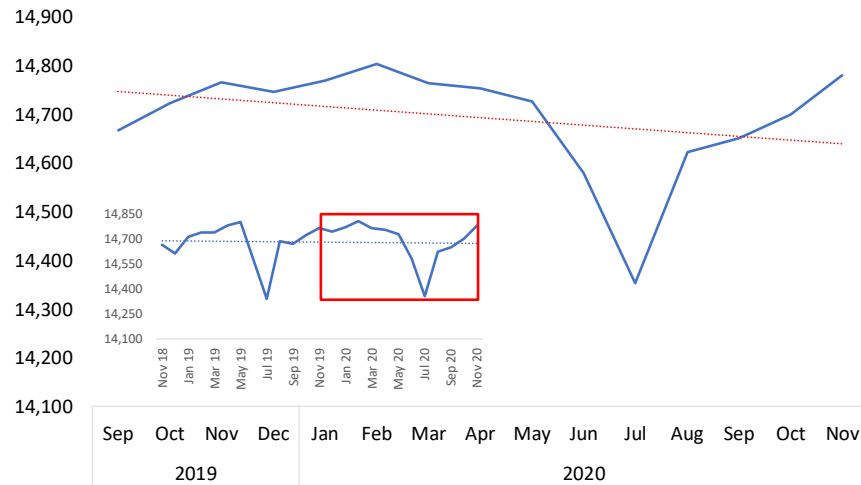


Fig 2. Pay Bill Trend

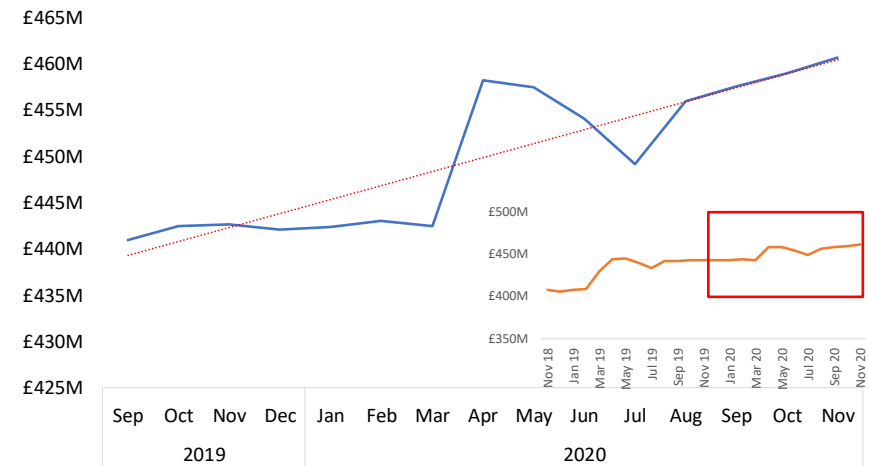


Fig 3 Core Workforce Groups

Category/ Group	October 2020		November 2020		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10,814	13,502	10,873	13,586	58	84
Chief Official	16	16	16	16	0	0
Craft Apprentice	19	19	19	19	0	0
Teaching Total	3,851	4,917	3,872	4,949	21	32
<b>Council Total</b>	<b>14,700</b>	<b>18,454</b>	<b>14,780</b>	<b>18,570</b>	<b>80</b>	<b>116</b>

Note: Chief Official figures exclude Chief Executive

Fig 4 Core Workforce FTE by Directorate

Directorate	October 2020		November 2020		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Strategy & Comms	150	161	149	160	-1	-1
C&F	7,975	10,427	8,062	10,557	87	130
EH&SCP	2,092	2,378	2,078	2,363	-14	-15
Place	2,312	2,703	2,314	2,702	2	-1
Resources	2,148	2,762	2,156	2,767	8	5
Displaced	23	23	21	21	-2	-2
<b>Council Total</b>	<b>14,700</b>	<b>18,454</b>	<b>14,780</b>	<b>18,570</b>	<b>80</b>	<b>116</b>



## Appendix 3: Workforce Management Information and Trends (continued)

### Core Workforce: Management Information and Trends

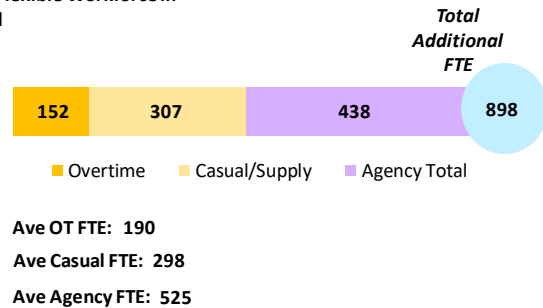
Fig 5. Local Government Employee Workforce Change June 2015 to Current Period

Category/ Group	Grade	June 2015		June 2017		June 2018		June 2019		June 2020		November 2020		June 15 to November 20	
		FTE	Basic Salary Cost	FTE	Basic Salary Cost	FTE	Basic Salary Cost	FTE	Basic Salary Cost	FTE	Basic Salary Cost	FTE	Basic Salary Cost	Change in LGE FTE	Change in LGE Basic Salary Cost
<i>Front Line Staff</i>	GR1	624	£8.1M	638	£8.4M	595	£8.1M	576	£8.3M	240	£3.6M	239	£3.5M	-386	£-4.5M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	496	£7.8M	508	£8.0M	264	£4.5M
	GR3	2,374	£38.2M	2,124	£34.9M	2,089	£35.1M	1,965	£34.9M	2,038	£37.3M	1,989	£36.3M	-385	£-1.9M
	GR4	2,479	£45.8M	2,567	£48.1M	2,444	£46.8M	2,549	£52.0M	2,445	£51.8M	2,402	£50.7M	-77	£4.9M
<i>Front Line Manager/ Specialist</i>	GR5	1,808	£40.6M	1,563	£35.2M	1,545	£35.3M	1,634	£39.6M	1,674	£41.9M	1,724	£42.7M	-85	£2.1M
	GR6	1,421	£37.1M	1,337	£35.9M	1,397	£38.0M	1,444	£41.8M	1,402	£42.2M	1,265	£37.6M	-156	£0.4M
	GR7	1,520	£48.0M	1,296	£42.1M	1,294	£42.4M	1,294	£45.2M	1,300	£46.8M	1,308	£46.9M	-212	£-1.1M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	711	£30.3M	721	£30.6M	-55	£1.4M
<i>Managers</i>	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	276	£14.2M	284	£14.5M	-75	£-1.4M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	127	£7.7M	127	£7.7M	10	£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
<b>Total</b>		<b>11,801</b>	<b>£277.8M</b>	<b>10,849</b>	<b>£256.8M</b>	<b>10,694</b>	<b>£259.4M</b>	<b>10,808</b>	<b>£280.5M</b>	<b>10,782</b>	<b>£289.2M</b>	<b>10,642</b>	<b>£284.3M</b>	<b>-1,159</b>	<b>£6.5M</b>

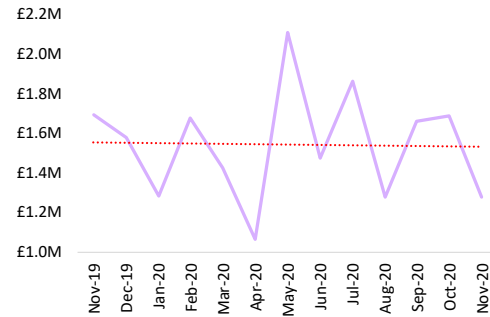
### Appendix 3: Workforce Management Information and Trends (continued)

## Flexible Workforce: Management Information and Trends

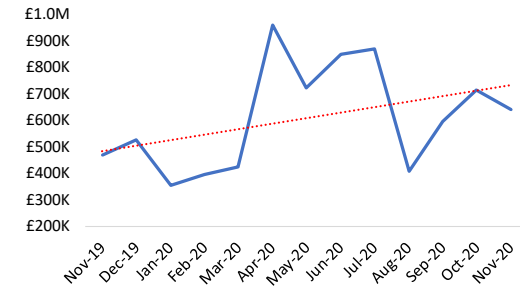
**Fig. 6 Flexible Workforce in Period**



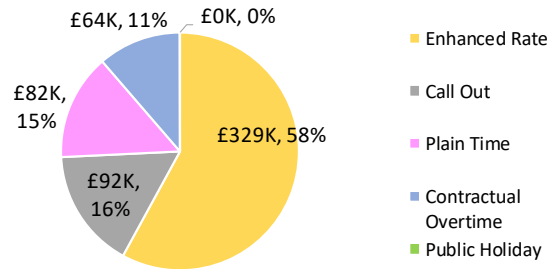
**Fig. 7 Agency Trend**



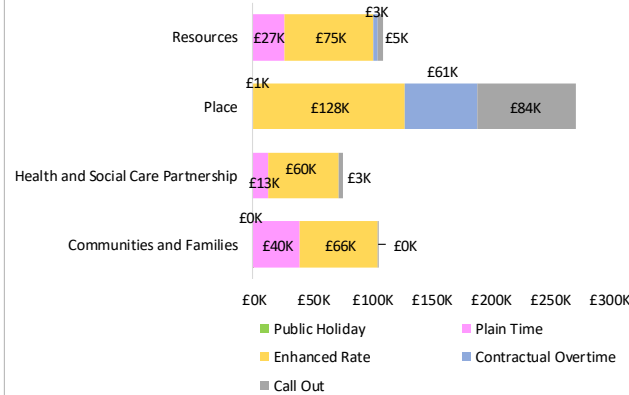
**Fig. 8 Casual Trend**



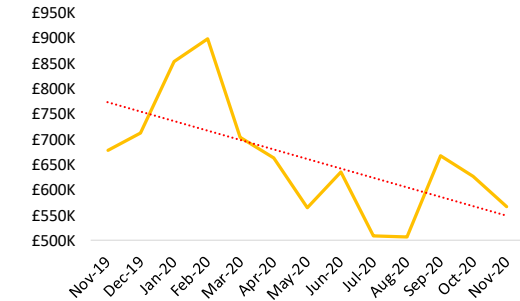
**Fig. 9 Overtime by Type in Period**



**Fig. 10 Overtime by Type in Period - By Directorate**



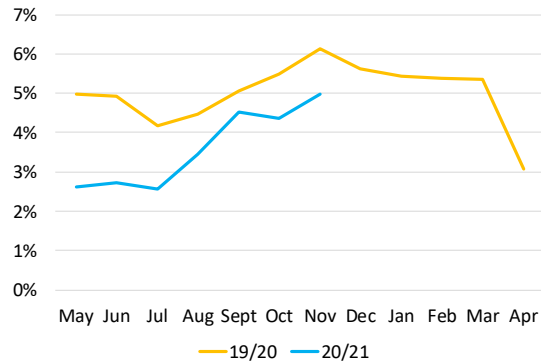
**Fig. 11 Overtime Trend**



### Appendix 3: Workforce Management Information and Trends (continued)

## Core Workforce: Management Information and Trends

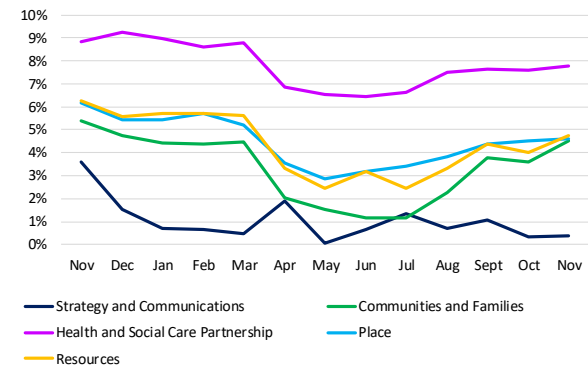
**Fig 12. Monthly Absence Rate**



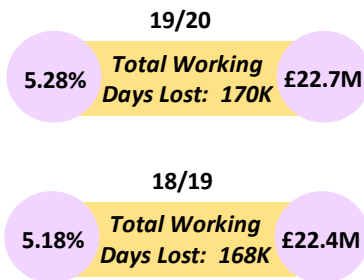
**Fig 13. Monthly Days Lost**

	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	12,020
Nov	16,373	13,329
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**



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 November 20**

