

Finance and Resources Committee

10.00am, Thursday 12 August 2021

Workforce Dashboard

Executive/routine Wards Council Commitments	Routine All
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1. Recommendations

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

Stephen S. Moir

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Report

Workforce Dashboard

2. Executive Summary

- 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 **May 2021**.

3. Background

- 3.1 Comparison is made to the previous dashboard reporting period, April 2021.

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.
 - 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 11 FTE to 14,875 FTE (reflecting a increase in Place cancelling decreases in most Directorates), and the basic salary pay bill decreased by £124k to £467.9m. 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 April 2021 and May 2021.
- 4.5 **Figure 4** shows the change in Directorate FTE between April 2021 and May 2021.
- 4.6 Permanent contracts increased by 61 FTE, Fixed Term Contracts (FTCs) increased by 9 FTE, acting up and secondment contracts decreased by 59 FTE and apprentice/trainee contracts stayed the same.
- 4.7 The annual cost of permanent contracts and FTCs stayed the same. The cost of acting up and secondment arrangements decreased by £112k, and the cost of apprentices/trainees stayed the same.
- 4.8 The cost of organisation new starts was £1.4m and the cost of leavers was £2.0m.
- 4.9 The spend on Working Time Payments (WTPs) increased by £29K.
- 4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and May 2021 (i.e. before and after Transformation).

Flexible Workforce

- 4.11 In the period, this workforce was equivalent to approximately 860 FTE. The associated costs for this period stayed the same £2.7m. (**Figure 6**).
- 4.12 The spend on the agency workforce decreased by £111k and cost the organisation £1.4m in the period. Of the total spend, 93% is attributable to the primary and secondary agency suppliers, whilst 6% relates to off contract spend. The agency workforce this period was the equivalent of 470 FTE, with an average monthly workforce of 497 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 £187K this period to £493K. The casual/supply workforce this period was the equivalent of 237 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 increased by £218K this period to £792k, a significant amount of which relates to Public Holiday working. A breakdown of the spend by overtime “type” is detailed in **Figures 9 and 10**. Around 44% of the spend was made at the enhanced overtime rate; 21% was for Public Holiday working; 15% was paid for call outs; 8% related to contractual overtime and 12% was paid at plain time. The overtime/additional hours worked this period was the equivalent of 153 FTE, with an average monthly workforce of 174 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 remained the same since the last period. Of the 24 employees currently displaced; 16 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. The funding arrangements for the total displaced FTE is as follows; 11.0 FTE are corporately funded; 9.8 FTE are funded by their service and 1.0 FTE are funded externally.
- 4.17 Of those corporately funded; 3.8 FTE are currently redeployed and 7.2 FTE are not currently redeployed. 9.4 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months and 1.6 FTE has been added to the redeployment register within 6 months.

Absence

- 4.18 In the period the monthly absence rate (reflecting days lost to absence in April 2021) increased from 3.72% (April 2021) to 4.60% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence.
- 4.19 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) (see **Figures 15 and 16**). The rolling absence rate for the organisation for the 20/21 year was 4.58%, reflecting 131K working days lost to absence in the period (approx. 582 FTE). Comparison of the 19/20 and 20/21 rolling rate demonstrates an overall decrease in organisation absence in the last 12 months.

Learning and Development

Utilisation

- 4.20 There was also an increase of 3,517 unique launches of digital learning modules throughout the month of May.
- 4.21 During May there was an increase of 10% in the Excellent category of satisfaction for in-person events. Digital learning satisfaction rates remain consistent with April, 88% of rates in either the Good or Excellent category.

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 £39.2m 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 20 May 2021.

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

Appendix 1: Finance and Resources Committee Workforce Dashboard

Period: **May 21** Issued: **14 Jul '21**



Appendix 2: Finance and Resources Committee Workforce Dashboard Glossary

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.

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.

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.

Appendix 3: Workforce Management Information and Trends

Core Workforce: Management Information and Trends

Fig 1. FTE Trend

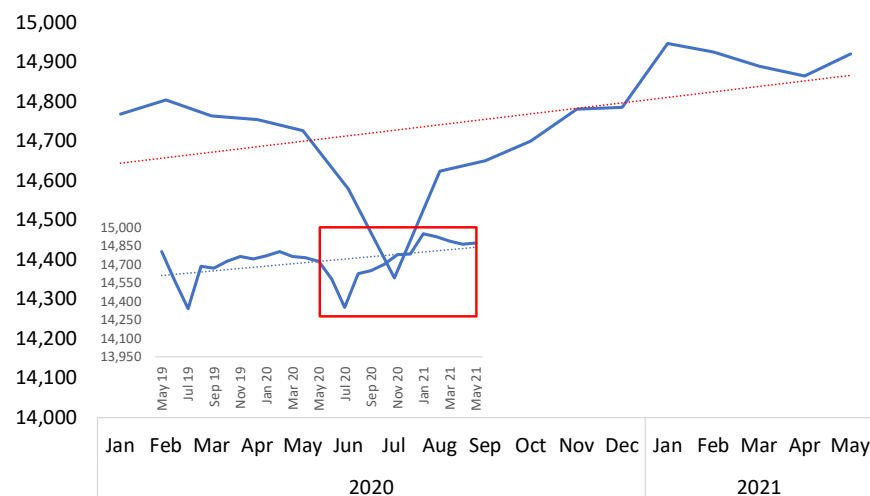


Fig 2. Pay Bill Trend

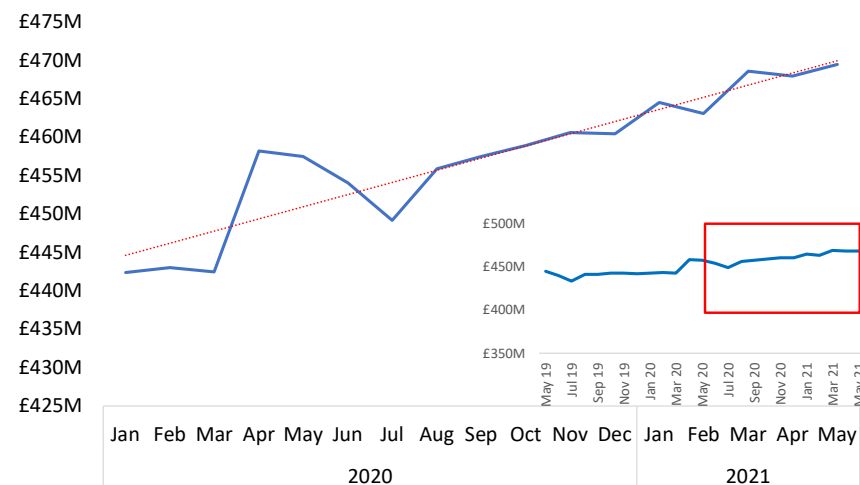


Fig. 3 Core Workforce Groups

Category/ Group	April 2021		May 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10,958	13,705	10,970	13,729	12	24
Chief Official	15	15	15	15	0	0
Craft Apprentice	19	19	19	19	0	0
Teaching Total	3,872	4,965	3,870	4,961	-2	-4
Council Total	14,864	18,704	14,875	18,724	11	20

Note: Chief Official figures exclude Chief Executive

Fig. 4 Core Workforce FTE by Directorate

Directorate	April 2021		May 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Strategy & Comms	146	157	143	155	-3	-2
C&F	8,213	10,845	8,200	10,840	-13	-5
EH&SCP	2,047	2,342	2,051	2,349	4	7
Place	2,261	2,662	2,284	2,688	23	26
Resources	2,184	2,843	2,184	2,850	0	7
Displaced	14	15	14	15	0	0
Council Total	14,864	18,864	14,875	18,897	11	33

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		July 2018		June 2019		June 2020		July 2020		May 2021		June 15 to May 21	
		FTE	Basic Salary Cost	FTE	Basic Salary Cost	FTE	Basic Salary Cost	FTE July 2018	Basic Salary Cost June 2018	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	595	£8.1M	576	£8.3M	240	£3.6M	240	£3.6M	235	£4.2M	- 390	-£3.9M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.5M	167	£2.6M	496	£7.8M	497	£7.8M	541	£9.9M	297	£6.4M
	GR3	2,374	£38.2M	2,124	£34.9M	2,089	£35.1M	1930	£32.2M	1,965	£34.9M	2,038	£37.3M	1958	£35.9M	2,061	£39.2M	- 313	£1.0M
	GR4	2,479	£45.8M	2,567	£48.1M	2,444	£46.8M	2567	£49.0M	2,549	£52.0M	2,445	£51.8M	2435	£51.5M	2,423	£51.7M	- 56	£5.8M
<i>Front Line Manager/ Specialist</i>	GR5	1,808	£40.6M	1,563	£35.2M	1,545	£35.3M	1580	£35.8M	1,634	£39.6M	1,674	£41.9M	1693	£42.3M	1,763	£44.1M	- 45	£3.5M
	GR6	1,421	£37.1M	1,337	£35.9M	1,397	£38.0M	1414	£38.1M	1,444	£41.8M	1,402	£42.2M	1411	£42.3M	1,452	£43.7M	31	£6.6M
	GR7	1,520	£48.0M	1,296	£42.1M	1,294	£42.4M	1299	£42.4M	1,294	£45.2M	1,300	£46.8M	1312	£47.2M	1,305	£47.0M	- 216	-£1.0M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	692	£26.5M	700	£29.0M	711	£30.3M	713	£30.4M	710	£30.5M	- 67	£1.3M
<i>Managers</i>	GR9	359	£15.9M	280	£12.9M	281	£13.0M	283	£13.0M	279	£13.9M	276	£14.2M	275	£14.1M	283	£14.6M	- 75	-£1.3M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	117	£6.3M	120	£7.0M	127	£7.7M	127	£7.7M	120	£7.3M	3	£1.0M
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	37	£2.4M	38	£2.7M	33	£2.4M	33	£2.4M	40	£2.9M	- 7	-£0.1M
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	38	£2.7M	42	£3.3M	40	£3.3M	41	£3.4M	37	£3.1M	6	£0.9M
Total		11,801	£277.8M	10,849	£256.8M	10,694	£259.4M	10719	£259.0M	10,808	£280.5M	10,782	£289.2M	10736	£288.6M	10,969	£298.2M	- 832	£20.3M

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

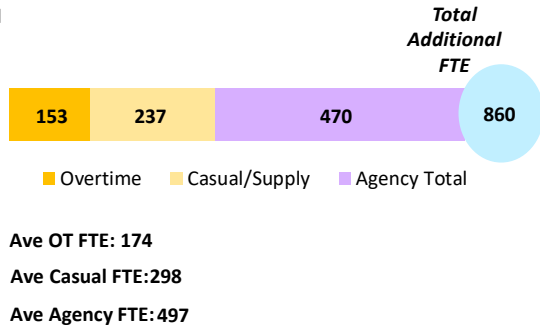


Fig. 7 Agency Trend

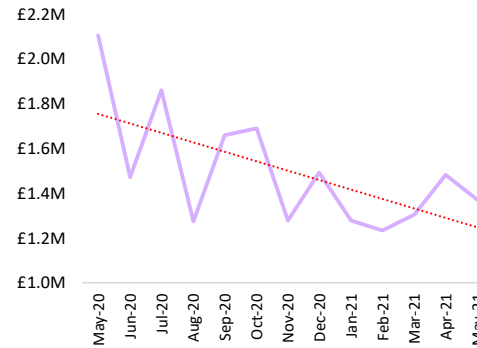


Fig. 8 Casual Trend

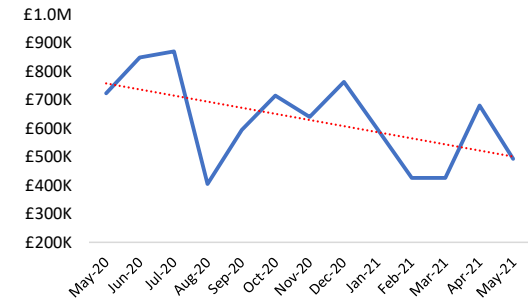


Fig. 9 Overtime by Type in Period

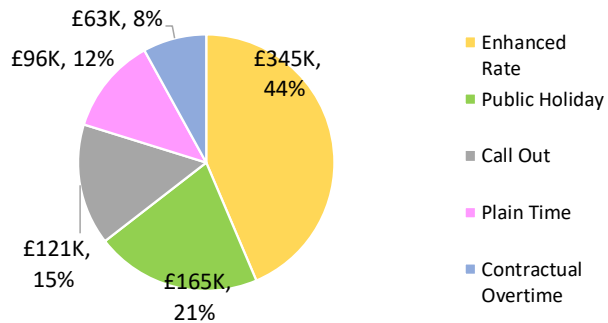


Fig. 10 Overtime by Type in Period - By Directorate

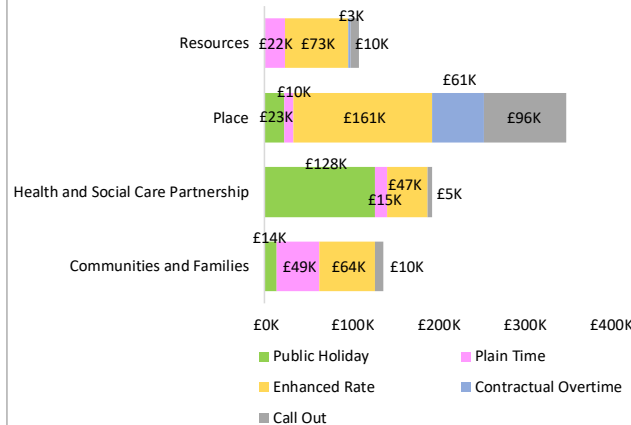
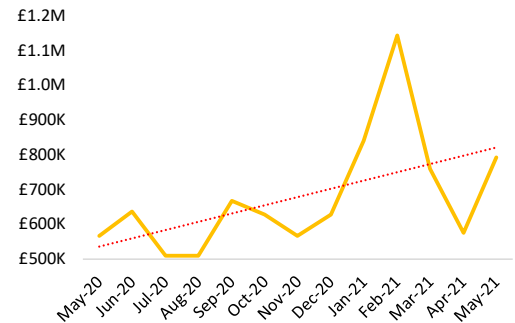


Fig. 11 Overtime Trend



Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

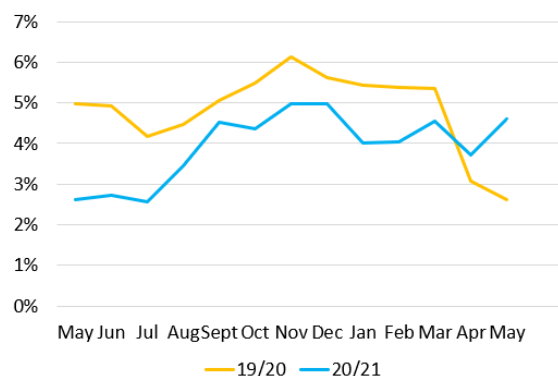


Fig 13. Monthly Days Lost

	Working Days Lost	
	19/20	20/21
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	13,823
Jan	15,008	11,165
Feb	13,938	10,284
Mar	14,854	12,789
Apr	8,570	10,101
May	7,236	12,891

Fig 14. Monthly Absence Rate 20/21 - Directorates

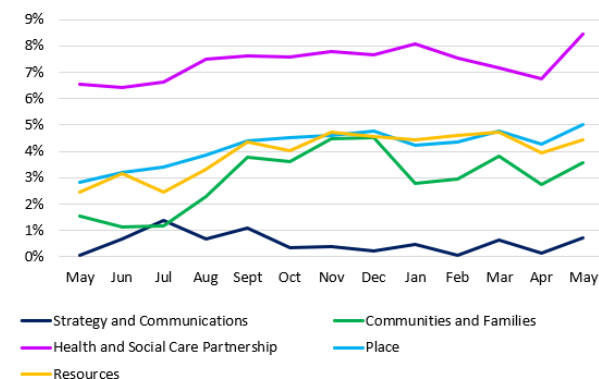
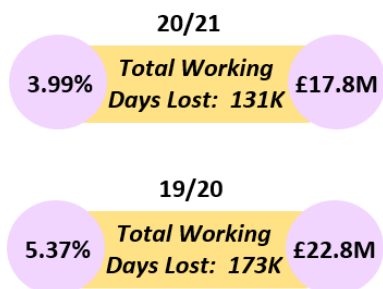


Fig 15. Rolling Absence Rate



Working days lost to absence between April and March 19/20 + 20/21

Fig 16. Rolling Absence - Directorates

Directorate	Rate 19/20	Days Lost 19/20	Rate 20/21	Days Lost 20/21
Strategy and Communications	2.06%	0.7K	0.60%	0.2K
Communities and Families	3.99%	72K	2.80%	51K
Health and Social Care Partnership	8.97%	42K	8.10%	37K
Place	6.46%	34K	4.60%	23K
Resources	5.98%	29K	4.20%	20K

Fig 17. Looking Back 20/21 Conversation Completion May 21

