Finance and Resources Committee

10.00am, Thursday 9 December 2021

Workforce Dashboard – Proposed Changes

Item number	
Executive/routine	**Executive**
Wards	**All**
Council Commitments	

1. Recommendations

1.1 To approve the proposed changes to the Workforce Dashboard reporting to the Committee.

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Report

Workforce Dashboard – Proposed Changes

2.   Executive Summary

2.1   This report provides proposed changes to the current Finance and Resources Committee Workforce Dashboard.

3.   Background

3.1   Currently the monthly Workforce Dashboards reported at Finance and Resources Committee comprise retrospective data, which is primarily quantitative in nature. In addition to these, Directorate level dashboards are produced.

3.2   It is recognised that there is the opportunity to further strengthen the alignment between the Workforce Dashboard reporting and our People Strategy 2021-2024, which supports the delivery of our Council Business Plan: *Our Future Council, our Future City.*

3.3   A review of the dashboard and the supporting processes to produce them has been completed.

4.   Main report

4.1   A review has been completed of the current Workforce Dashboards to bring about further alignment to our People Strategy 2021-2024, which supports the delivery of our Council Business Plan: *Our Future Council, Our Future City* and to strengthen the connections between pertinent data.

4.2   This also provided the opportunity to review the supporting processes to produce them, including; the current data content and sources; the resources required to produce them and; the Finance and Resources Committee meeting questions raised in relation to the Workforce Dashboards over the previous 12 months. Additionally, benchmarking of workforce data reporting against public, private, and charity sector organisations was undertaken.

4.3   Following this review, a revised Workforce Dashboard is being proposed for approval.

4.4   The proposed dashboard will follow the format of our People Strategy themes, will move away from being purely retrospective incorporating a 'looking forward' perspective which will also include Service-led narrative to supplement the quantitative data.

4.4 Additionally, it is proposed that the new dashboards are produced on a quarterly basis, rather than monthly, in line with the financial quarters:

- April – June
- July – September
- October – December
- January – March

4.5 Core sections will cover workforce size, salary costs, recruitment, new starters, absence and leavers. Data includes:

- FTE/headcount; FTE by grade / Pay; flexible workforce costs (agency, supply/casual and overtime);

- Plus, new metrics including:
    o Total number of job vacancies advertised within quarter
    o Total number of job vacancies advertised spilt into months in quarter
    o Top 5 vacancies advertised in quarter
    o Percentage of vacancies filled internal / external
    o Top new starter roles in quarter
    o Internally filled roles categories in quarter: secondment, acting up, promotion
    o Sickness hours and notional days lost per employee (teachers) within the quarter
    o Total number of organisational leavers spilt into months within quarter compared to same month in previous year - FTE
    o Top 5 leavers reason within quarter by FTE
    o Breakdown of total new starts by employment category for quarter: perm, fixed term, supply and casual employees.

4.6 Additionally, we are proposing four **deep dives**, one per quarter aligned to our People Strategy themes:

1. **Workforce profile:** currently our Annual Workforce Controls report.

2. **Enhancing employees' experience:** Delivering a positive, flexible and enabled work environment and experience. This would include workforce insight and data such as; wellbeing offering and support; Our Future Work (how we work in the future); employee benefits uptake and; supporting colleagues with organisational change.

3. **Maximising our capabilities and performance:** Ensuring we're recruiting and developing colleagues with the skills, knowledge and behaviours needed to deliver our priorities. This would include workforce insight and data such as; learning uptake and evaluation; work to embed Performance Management; recruitment and leavers related data and; development of workforce plans.

4. **Living our behaviours:** Developing a culture of inclusion and respect. This would include workforce insight and data such as; colleague surveys/pulse checks; management training and leadership development; employee case analysis (grievance, disciplinary etc); employee policy reviews/development and; diversity and inclusion.

4.7 Appendix One provides details of the People Strategy themes with agreed outcomes and measures of success.

6. Financial impact

6.1 There is no direct financial impact to proposed changes to the Workforce Dashboards.

6.2 To acknowledge that the Workforce Dashboard provides insight and data on workforce costs to provide visibility and to support decision making.

7. Stakeholder/Community Impact

7.1 Not applicable

8. Background reading/external references

8.1 Finance and Resources Workforce Dashboards.

8.2 [People Strategy 2021-2024](#)

9. Appendices

9.1 Appendix 1 – People Strategy 2021-2024

Appendix 1 – People Strategy 2021-2024

Living our behaviours

Action 1: Our behaviours
Identify and embed the behaviours we expect every colleague to demonstrate at work.

Outcomes
- We all role model our organisational behaviours and hold each other to account when this isn't happening

What will change
- We embed our new behaviours in how we work and provide the support and tools to make this happen
- We develop employer, leader & colleague commitments so we are all clear on accountabilities and expectations

Measures of success
- Colleague surveys and pulse checks
- Reduction in HR cases (grievances, and avoidance of bullying and harrassment)

Action 2: Employment policies
Develop best practice inclusive policies, guidance and learning which reflect our culture.

Outcomes
- Best in class employee policies, guidance and support
- We go beyond our statutory duties where appropriate

What will change
- We deliver our annual calendar of policy development
- We contine to work in partnership with Trade Unions

Measures of success
- Feedback from colleagues
- Uptake of learning modules
- Reduction in policy-related queries to askHR

Action 3: Leadership
Support our leaders to be confident, self-aware and to deliver using our expected behaviours.

Outcomes
- Leaders are visible and approachable and make a tangible, positive difference to the experiences of our workforce
- Leaders are committed to, and invest in, their ongoing personal development

What will change
- We embed the 'Future, Engage, Deliver' leadership model in how we work
- We continue setting our new leaders up for success and launch the 'Manager Essentials' programme
- We design and roll-out our new digital Learning Experience Platform

Measures of success
- Utilisation and evaluation of learning and development
- 360 feedback and supporting development plans for our leaders

Action 4: Diversity and Inclusion (D&I)
Build our culture of equality and inclusion and influence positive change for our workforce and city.

Outcomes
- Attract and retain a workforce which reflects the diversity of our city
- Increased diversity at all levels
- Comprehensive data on diveristy and inclusion which we use to guide us
- Colleagues tell us they feel included, respected, and listened to

What will change
- We will listen to and learn from colleague insight and experiences
- We go beyond legislation to support D&I
- We support colleagues to influence positive change
- We have learning opportunities to support cultural change

Measures of success
- Better understanding of our workforce profile
- Diversity reflected across our workforce
- Feedback from colleagues about their experiences e.g. employee surveys, feedback from Networks, exit interviews

Maximising our capability and performance

Action 5: Learning
Create a learning culture and make it easier to develop our own internal talent.

Outcomes
- Colleagues have equal access to learning
- Close identified skills, experience and capability gaps in our workforce
- Learning will include behaviour and impact as well as technical skills and knowledge

What will change
- We continue investing in core learning to keep us safe and ensure colleagues are set up for success
- We launch our new digital learning experience platform
- We identify and close skills and experience - current and anticipated gaps (see Strategic Workforce Plan)

Measures of success
- Satisfaction rates from learning courses (digital, face to face, and virtual events)
- Increased use of learning resources
- Actions/outcomes of Strategic Workforce Plan
- Development of workforce plans, including skills/capability matrix

Action 6: Resourcing and Talent Development
Be innovative and inclusive in how and where we recruit to attract high quality candidates and develop our internal talent.

Outcomes
- We recruit people who are committed to role modelling our behaviours and delivering our priorities
- Colleagues feel welcome from day one
- Support our talented colleagues with their development and career progression

What will change
- We will diversifiy how and where we recruit
- We will offer flexibility for roles we're recruiting
- We will identify, develop and grow our own talent - through further talent programmes and succession planning
- We will use Workforce Plans (see our Strategic Workforce Plan)

Measures of success
- Employee surveys and pulsechecks
- Increased diversity of candidates
- Delivering outcomes of talent programme
- Exit surveys

Action 7: Performance management
Embed conversations about goals, development, and delivery for all colleagues.

Outcomes
- Everyone is clear about what's expected of them; their contribution and impact
- Our colleagues know we treat them fairly, but we have the difficult conversations with each other when we need to

What will change
- We have regular 1:1's, Looking Back and Looking Forward conversations
- We all feel supported to give and receive feedback
- We embed behaviours in performance expectations and goals

Measures of Success
- Employee survey feedback
- Engagement with Conversation Spotlight sessions, New Leader Induction and Manager Essentials
- Completion of Looking Back and Forward conversations

Action 8: Workforce planning
Deliver our strategic priorities by making informed decisions about our workforce.

Outcomes
- Take informed decisions about our workforce to ensure we can plan to respond to opportunities and challenges
- We recognise our economic footprint in the city as one of the largest employers

What will change
- We deliver and use our Strategic Workforce Plan 2021-2024

Measures of Success
- Delivery of the action plan (within our Strategic Workforce Plan 2021-2024)
- We deliver on our commitments

Enhancing our colleague experience

Action 9: Organisational change
Change is outcome-focused, research-based, collaborative, and drives continuous improvement of outcomes and services.

Outcomes
- Colleagues are engaged and feel supported through change
- Modern reward framework and benefits platform
- Develop and embed a compelling approach to 'Smart Working' which reflects learning from COVID-19 and which further modernises our practices

What will change
- We all feel supported through change
- We embed Organisational Design principles to support 'Our Future Council'
- We consolidate the Scottish Local Government Living Wage (SLGLW)
- We contine to engage Trade Unions and colleagues on wider reform
- We embed Smart Working

Measures of Success
- Evaluation of organisational change / reviews
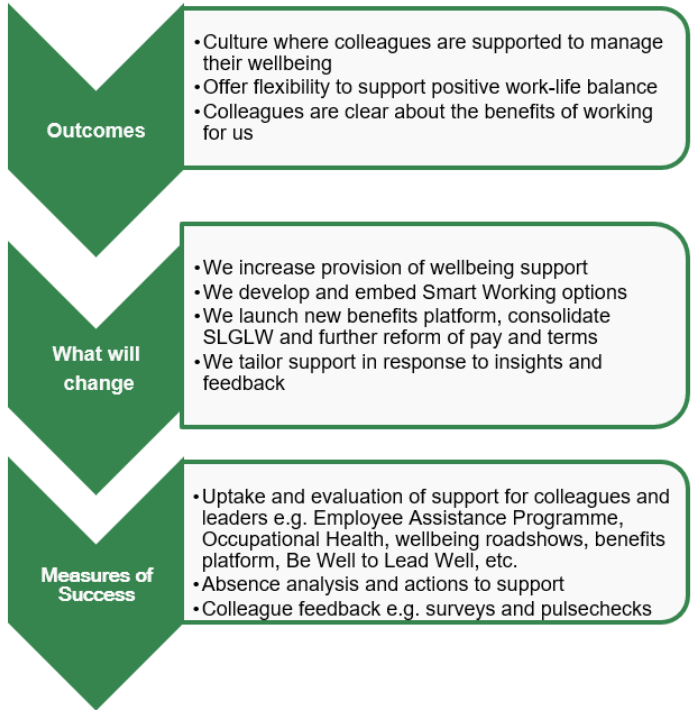- Delivery of change workshops and support
- Consolidation of SLGLW and deliver broader reform to pay and terms
- Evaluation of Smart Working on flexibility, wellbeing, inclusivity, and carbon footprint

Action 10: Wellbeing
Take a holistic and preventative approach to colleagues' mental, physical and financial wellbeing.

Outcomes
- Culture where colleagues are supported to manage their wellbeing
- Offer flexibility to support positive work-life balance
- Colleagues are clear about the benefits of working for us

What will change
- We increase provision of wellbeing support
- We develop and embed Smart Working options
- We launch new benefits platform, consolidate SLGLW and further reform of pay and terms
- We tailor support in response to insights and feedback

Measures of Success
- Uptake and evaluation of support for colleagues and leaders e.g. Employee Assistance Programme, Occupational Health, wellbeing roadshows, benefits platform, Be Well to Lead Well, etc.
- Absence analysis and actions to support
- Colleague feedback e.g. surveys and pulsechecks

Action 11: Engagement and Enablement
Ensure our colleagues feel engaged and valued, have a voice and are listened to, and are able to access information and systems to make their working lives easier.

Outcomes
- Colleagues have the tools, and can access systems and information, they need to do their roles effectively and to feel engaged with the organisation
- Colleagues feel they have a voice which is heard

What will change
- We provide equal access to information and opportunities
- We develop / embed Smart Working options
- Employee engagement tools are used e.g. surveys, pulsechecks, Corporate and Directorate communication plans

Measures of success
- Insight and feedback from colleagus e.g. exit interviews, survey participation/results
- Completion of equalities data
- Statistics on length of service / reasons for leaving
- Improved self-service and accessibility for colleagues