Finance and Resources Committee

10.00am, Thursday 6 December 2019

Workforce Dashboard

Item number	
Executive/Routine	Routine
Wards	
Council Commitments	

1.   Recommendations

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

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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, as detailed on the Finance and Resources Committee Workforce Dashboard, for the period of August 2019.

3.   Background

3.1   The dashboard reporting period is August 2019. Comparison is made to the previous dashboard reporting period, June 2019.

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 and the number of Conversation Spotlight workshops carried out;

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

- the number of redeployees and associated costs.

Core Workforce

4.2   All Figures referred to are contained in Appendix 3.

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4.3	Our core workforce reduced this period by 117 FTE to 14,684 FTE, and the basic salary pay bill increased by £2m to £441.5m. 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 June 2019 and August 2019. The LGE group increased by 34 FTE and the Teaching group increased by 81 FTE in the period.

4.5	Figure 4 shows the change in Directorate FTE between June 2019 and August 2019. There was a notable increase in FTE (up 161 FTE) in the Communities and Families Directorate.

4.6	Permanent contracts increased by 104 FTE, Fixed Term Contracts (FTCs) increased by 47 FTE, acting up and secondment increased by 1 FTE and apprentice/trainee contracts decreased by 6 FTE.

4.7	The annual cost of permanent contracts increased by £2.7m and FTCs increased by £700K. The cost of acting up and secondment arrangements decreased by £1.4m, and the cost of apprentices/trainees decreased by £119K.

4.8	The cost of organisation new starts was £10.3m and the cost of leavers was £6.1m.

4.9	The spend on Working Time Payments (WTPs) decreased by £6K to £726K.

4.10	Figure 5 shows longer term Local Government Employee workforce change, between June 2015 and August 2019 (i.e. before and after Transformation).

Flexible Workforce

4.11	In the period, this workforce was equivalent to approximately 974 FTE. The associated costs for this period decreased by £1m. (Figure 6).

4.12	The spend on the agency workforce decreased by £800K and cost the organisation £1.8m in the period. Of the total spend, 96% is attributable to the primary and secondary agency suppliers, whilst 4% relates to off-contract spend. The agency workforce this period was the equivalent of 638 FTE, with an average monthly workforce of 616 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 £248K this period, predominantly in the Schools and Lifelong Learning service. The casual/supply workforce this period was the equivalent of 118 FTE, with an average monthly workforce of 195 FTE (12-month average). The casual/supply cost trend is shown in Figure 8.

4.15	The total cost of overtime this period was £690K, down £50K since the previous period. A breakdown of the spend by overtime "type" is detailed in Figures 9 and 10. Around 68% of the spend was made at the enhanced overtime rate, <1% was paid at the public holiday rate, 14% was paid at plain time, and 10% related to call-out hours. The overtime/additional hours worked this period was the equivalent of 219 FTE, with an average monthly workforce of 259 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 has increased by 1 individual since the last period. Of the 34 employees currently displaced; 4 are planned leavers, 22 have 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; 20.6 FTE are corporately funded; 9.0 FTE are funded by their service and 2.0 FTE are funded externally.

4.17   Of those corporately funded; 9.2 FTE are currently redeployed; 7.4 FTE are not currently redeployed and 4.0 are leaving on VR. 13.6 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months and 7.0 FTE for less than 6 months.

4.18   As at October 2019, £143,693 of salary costs have been saved from redeployment costs, as a result of colleagues securing alternative employment within or outwith the organisation.

4.19   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

4.21   In the period the monthly absence rate (reflecting days lost to absence in August 2019) decreased from 4.92% (June 2019) to 4.47% (see Figures 12, 13 and 14). The monthly absence trend for 19/20 is like that observed in 18/19.

4.22   The rolling absence rate for the organisation for the 17/18 year was 5.49%, reflecting 174K working days lost to absence in the period (approx. 775 FTE) (see Figures 15 and 16). 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). Comparison of the 17/18 and 18/19 rolling rate demonstrates an overall reduction in organisation absence in the last 12 months.

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 10 October 2019.

9.   Appendices

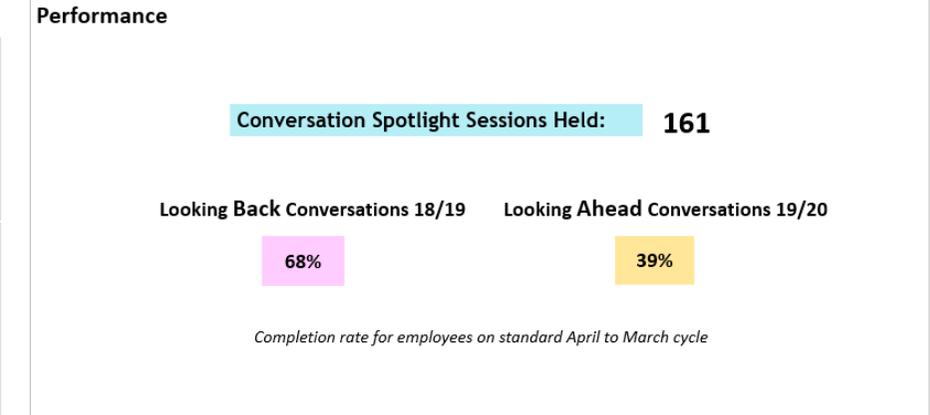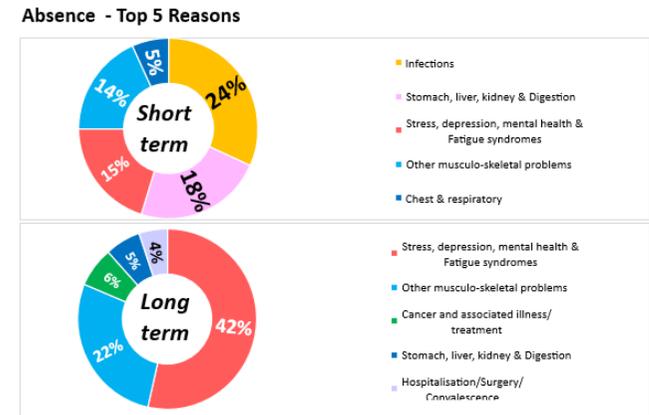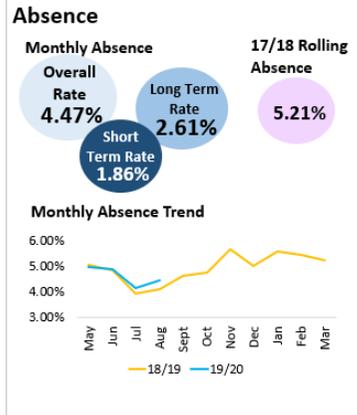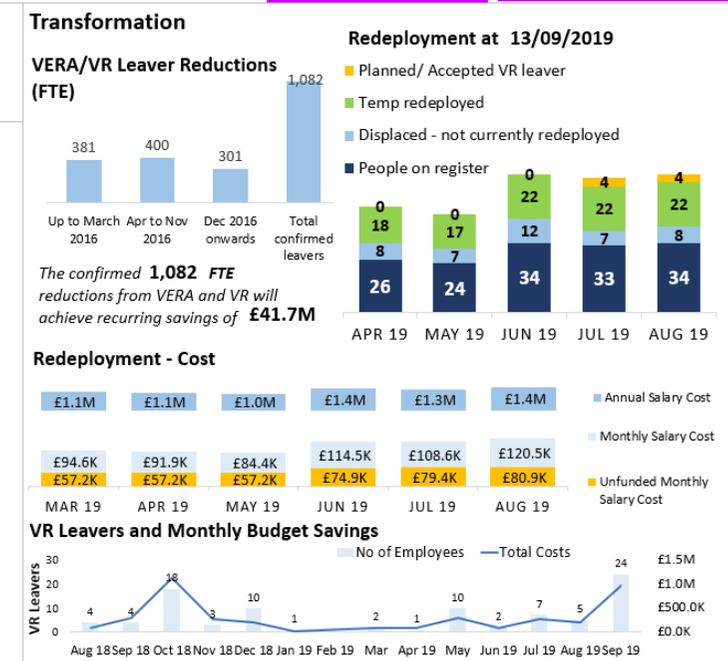Appendix 1: Finance and Resources Committee Workforce Dashboard
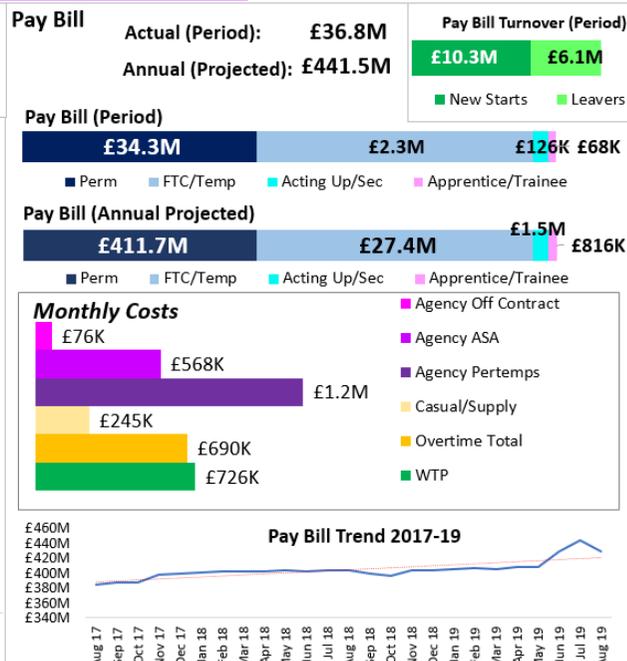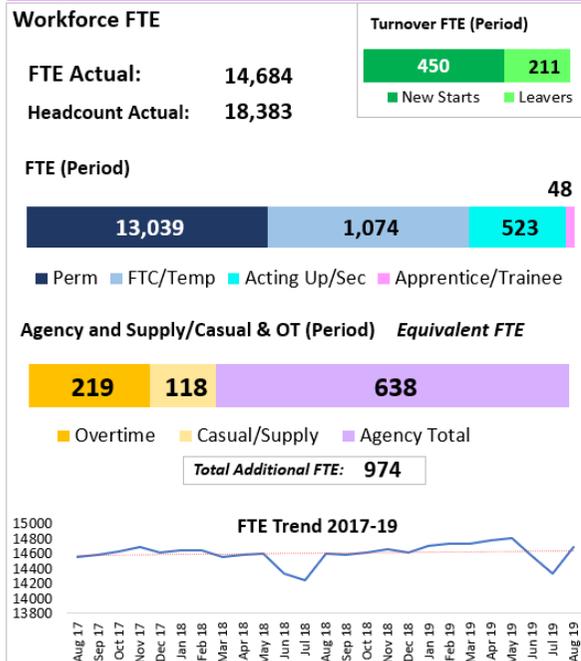
Appendix 2: Finance and Resources Committee Workforce Dashboard Glossary

Appendix 3: Workforce Management Information and Trends

Appendix 1: Finance and Resources Committee Workforce Dashboard

Workforce Dashboard: Finance and Resources Committee | **Period: August 19** | **Issued: 30 Sep '19**

Workforce FTE

FTE Actual: 14,684
Headcount Actual: 18,383

Turnover FTE (Period)
450 | 211
New Starts | Leavers

FTE (Period) — 48
13,039 | 1,074 | 523
Perm | FTC/Temp | Acting Up/Sec | Apprentice/Trainee

Agency and Supply/Casual & OT (Period) *Equivalent FTE*
219 | 118 | 638
Overtime | Casual/Supply | Agency Total
Total Additional FTE: 974

FTE Trend 2017-19

Pay Bill

Actual (Period): £36.8M
Annual (Projected): £441.5M

Pay Bill Turnover (Period)
£10.3M | £6.1M
New Starts | Leavers

Pay Bill (Period)
£34.3M | £2.3M | £126K | £68K
Perm | FTC/Temp | Acting Up/Sec | Apprentice/Trainee

Pay Bill (Annual Projected)
£411.7M | £27.4M | £1.5M | £816K
Perm | FTC/Temp | Acting Up/Sec | Apprentice/Trainee

Monthly Costs
- £76K — Agency Off Contract
- £568K — Agency ASA
- £1.2M — Agency Pertemps
- £245K — Casual/Supply
- £690K — Overtime Total
- £726K — WTP

Pay Bill Trend 2017-19

Transformation

Redeployment at 13/09/2019
- Planned/ Accepted VR leaver
- Temp redeployed
- Displaced - not currently redeployed
- People on register

VERA/VR Leaver Reductions (FTE)
381 | 400 | 301 | 1,082
Up to March 2016 | Apr to Nov 2016 | Dec 2016 onwards | Total confirmed leavers

The confirmed **1,082** *FTE reductions from VERA and VR will achieve recurring savings of* **£41.7M**

	APR 19	MAY 19	JUN 19	JUL 19	AUG 19
Planned/Accepted VR leaver	0	0	0	4	4
Temp redeployed	18	17	22	22	22
Displaced	8	7	12	7	8
People on register	26	24	34	33	34

Redeployment - Cost

	MAR 19	APR 19	MAY 19	JUN 19	JUL 19	AUG 19
Annual Salary Cost	£1.1M	£1.1M	£1.0M	£1.4M	£1.3M	£1.4M
Monthly Salary Cost	£94.6K	£91.9K	£84.4K	£114.5K	£108.6K	£120.5K
Unfunded Monthly Salary Cost	£57.2K	£57.2K	£57.2K	£74.9K	£79.4K	£80.9K

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

Aug 18: 4, Sep 18: 4, Oct 18: 18, Nov 18: 3, Dec 18: 10, Jan 19: 1, Feb 19: 2, Mar 19: 1, Apr 19: 10, May 19: 2, Jun 19: 7, Jul 19: 5, Aug 19/Sep 19: 24

Absence

Monthly Absence
Overall Rate: 4.47%
Long Term Rate: 2.61%
Short Term Rate: 1.86%
17/18 Rolling Absence: 5.21%

Monthly Absence Trend
18/19 — 19/20

Absence - Top 5 Reasons

Short term
- 24% Infections
- 18% Stomach, liver, kidney & Digestion
- 15% Stress, depression, mental health & Fatigue syndromes
- 14% Other musculo-skeletal problems
- 5% Chest & respiratory

Long term
- 42% Stress, depression, mental health & Fatigue syndromes
- 22% Other musculo-skeletal problems
- 6% Cancer and associated illness/ treatment
- 5% Stomach, liver, kidney & Digestion
- 4% Hospitalisation/Surgery/ Convalescence

Performance

Conversation Spotlight Sessions Held: 161

Looking Back Conversations 18/19: 68%

Looking Ahead Conversations 19/20: 39%

Completion rate for employees on standard April to March cycle

Appendix 2: Finance and Resources Committee Workforce Dashboard

Workforce Dashboard Glossary: Finance Resources Committee

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.

Conversation Spotlight Data from L&D.

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.

Appendix 3: Workforce Management Information and Trends

Core Workforce: Management Information and Trends

Fig 1. FTE Trend

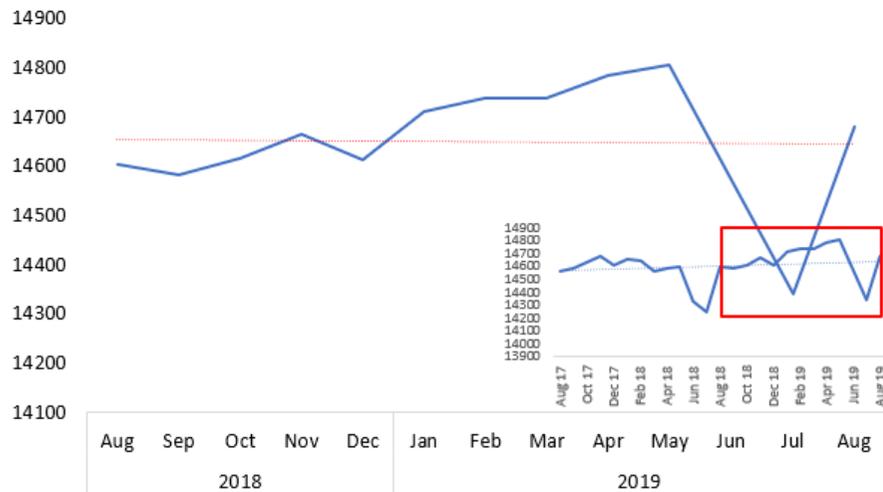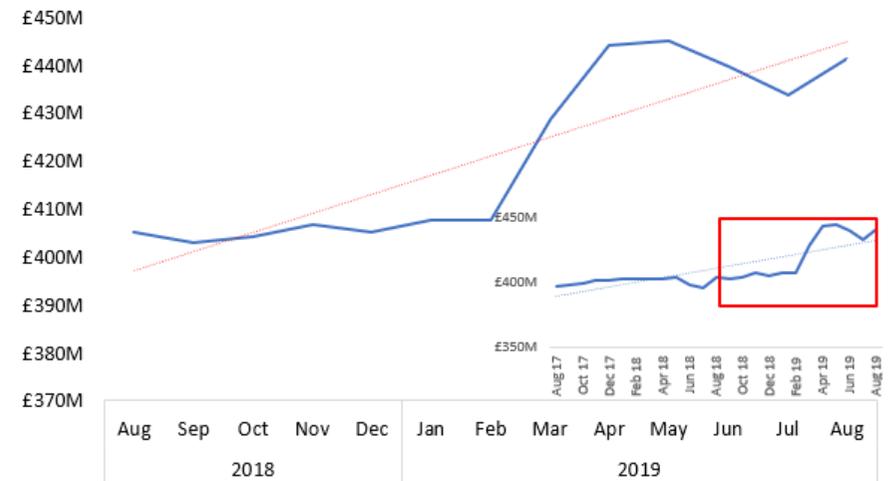**Fig 2. Pay Bill Trend**

Fig. 3 Core Workforce Groups

Category/ Group	June 2019		August 2019		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10808	13613	10842	13603	34	-10
Chief Official	19	19	19	19	0	0
Craft Apprentice	21	21	21	21	0	0
Teaching Total	3719	4658	3800	4740	81	82
Council Total	**14567**	**18311**	**14682**	**18383**	**115**	**72**

Fig. 4 Core Workforce FTE by Directorate

Directorate	June 2019		August 2019		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Chief Executive	150	164	148	160	-2	-4
C&F	7658	9986	7820	10123	161	137
EH&SCP	2180	2498	2160	2479	-20	-19
Place	2332	2790	2330	2783	-1	-7
Resources	2221	2844	2199	2809	-22	-35
Displaced	27	29	27	29	0	0
Council Total	**14567**	**18311**	**14684**	**18383**	**117**	**72**

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Core Workforce: Management Information and Trends

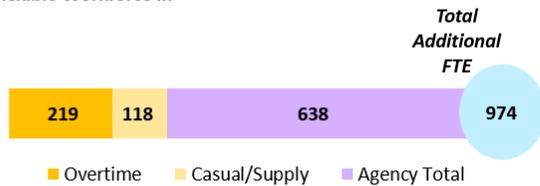**Fig 5. Local Government Employee Workforce Change June 2015 to Current Period**

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	August 2019 FTE	August 2019 Basic Salary Cost	June 15 to August 19 Change in LGE FTE	June 15 to August 19 Change in LGE Basic Salary Cost
Front Line Staff	GR1	624	£8.1M	638	£8.4M	595	£8.1M	576	£8.3M	575	£8.3M	-49	£248.2K
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	161	£2.5M	-83	- £903.0K
	GR3	2374	£38.2M	2124	£34.9M	2089	£35.1M	1965	£34.9M	2030	£35.9M	-344	- £2,262.7K
	GR4	2479	£45.8M	2567	£48.1M	2444	£46.8M	2549	£52.0M	2524	£51.5M	45	£5.6M
Front Line Manager/ Specialist	GR5	1808	£40.6M	1563	£35.2M	1545	£35.3M	1634	£39.6M	1643	£39.8M	-165	- £841.6K
	GR6	1421	£37.1M	1337	£35.9M	1397	£38.0M	1444	£41.8M	1425	£41.3M	4	£4.1M
	GR7	1520	£48.0M	1296	£42.1M	1294	£42.4M	1294	£45.2M	1304	£45.5M	-217	- £2,502.3K
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	697	£28.8M	-79	- £393.2K
Managers	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	283	£14.1M	-76	- £1,804.5K
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	122	£7.1M	4	£789.0K
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	37	£2.6M	-10	- £312.5K
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	41	£3.3M	10	£1.1M
	Total	**11801**	**£277.8M**	**10849**	**£256.8M**	**10694**	**£259.4M**	**10808**	**£280.5M**	**10842**	**£280.6M**	**-960**	**£2.8M**

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

Total Additional FTE

Overtime	Casual/Supply	Agency Total	
219	118	638	974

- Overtime
- Casual/Supply
- Agency Total

Ave OT FTE: 259

Ave Casual FTE: 195

Ave Agency FTE: 616

Fig. 7 Agency Trend
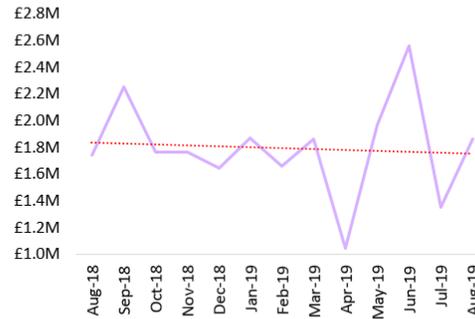
Fig. 8 Casual Trend

Fig. 9 Overtime by Type in Period

- £57K, 8%
- £1K, 0%
- £70K, 10%
- £96K, 14%
- £466K, 68%

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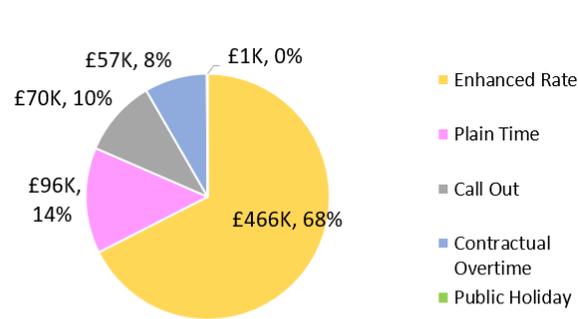- Contractual Overtime
- Public Holiday
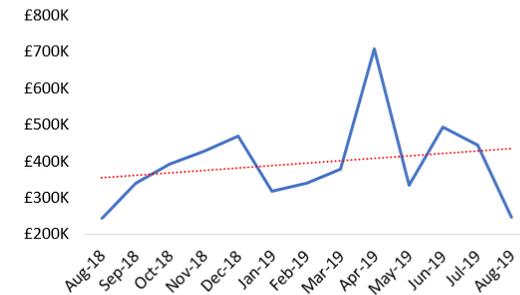
Fig. 10 Overtime by Type in Period - By Directorate

Resources: £44K, £96K, £5K, £3K
Place: £4K, £226K, £54K, £61K
Health and Social Care Partnership: £1K, £13K, £63K, £3K
Communities and Families: £0K, £35K, £81K, £1K
CEX: £0K

- Public Holiday
- Plain Time
- Enhanced Rate
- Contractual Overtime
- Call Out

Fig. 11 Overtime Trend

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Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

Fig 12 line chart: Monthly Absence Rate, y-axis 0.00%–6.00%, x-axis May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr, series 18/19 and 19/20.
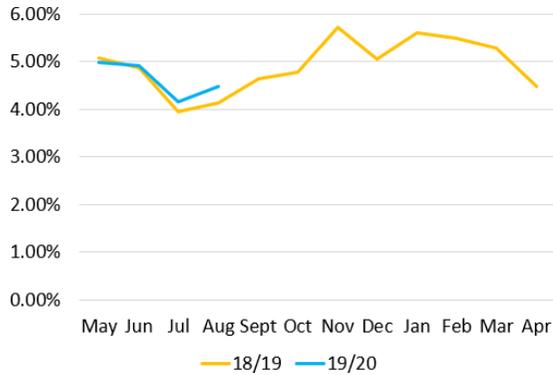
Fig 13. Monthly Days Lost

	18/19	19/20
May	13,842	13,862
Jun	12,906	13,139
Jul	10,611	11,395
Aug	11,776	12,275
Sept	12,361	
Oct	13,207	
Nov	15,269	
Dec	14,003	
Jan	15,445	
Feb	13,701	
Mar	14,606	
Apr	12,051	

Fig. 14 Monthly Absence Rate 18/19 - Directorates

Fig 14 line chart: Monthly Absence Rate 18/19 by Directorate, y-axis 0.00%–9.00%, x-axis Aug Sept Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug. Series: Chief Executive, Communities and Families, Health and Social Care Partnership, Place, Resources.

Fig 15. Rolling Absence Rate

17/18

5.49% — *Total Working Days Lost: 174K* — £23.3M

18/19

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

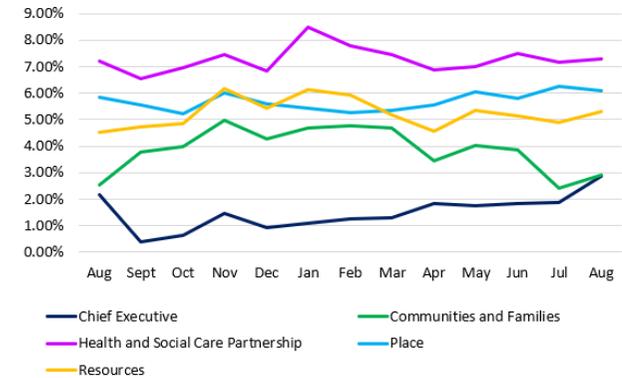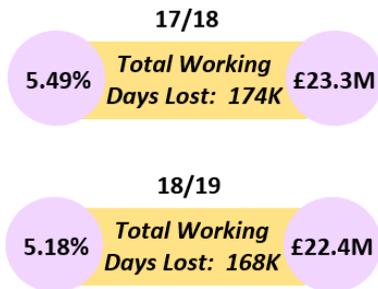*Working days lost to absence between April and March 17/18 + 18/19*

Fig. 16 Rolling Absence - Directorates

Directorate	Rate 17/18	Days Lost 17/18	Rate 18/19	Days Lost 18/19
Chief Executive	2.78%	1K	1.33%	0.4K
Communities and Families	3.61%	55K	3.76%	65K
Health and Social Care Partnership	9.05%	45K	8.51%	42K
Place	6.47%	33K	6.37%	33K
Resources	6.38%	31K	5.72%	28K

Fig. 17 Looking Back 18/19 Conversation Completion July 19

Fig 17 horizontal bar chart: Conversation Completion, Complete vs Not Complete.
- CE Chief Executive: 90% / 10%
- CF Communities and Families: 58% / 42%
- HS Edinburgh Health and Social Care Partnership: 69% / 31%
- PL Place: 67% / 33%
- RS Resources: 87% / 13%