

Finance and Resources Committee

10.00am, Thursday 4 March 2021

Workforce Dashboard – December 2020

Item number

Executive/Routine

Executive

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 December 2020.

3. Background

- 3.1 The dashboard reporting period is December 2020. Comparison is made to the previous dashboard reporting period, November 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.
 - 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 4 FTE to 14,784 FTE, and the basic salary pay bill decreased by £0.1m to £460.5m. 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 November 2020 and December 2020.
- 4.5 **Figure 4** shows the change in Directorate FTE between November 2020 and December 2020.
- 4.6 Permanent contracts decreased by 10 FTE, Fixed Term Contracts (FTCs) increased by 2 FTE, acting up and secondment contracts increased by 14 FTE and apprentice/trainee contracts decreased by 2.
- 4.7 The annual cost of permanent contracts decreased by £0.4m and FTCs increased by £0.1m. The cost of acting up and secondment arrangements increased by £200k, and the cost of apprentices/trainees increased by £37k.
- 4.8 The cost of organisation new starts was £1.3m and the cost of leavers was £1.6m.
- 4.9 The spend on Working Time Payments (WTPs) decreased by £13K to £715K.
- 4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and December 2020 (i.e. before and after Transformation).

Modern and Graduate Apprentices

- 4.11 The Council currently has 106 Modern Apprentices and 10 Graduate Apprentices registered with Skills Development Scotland formally as an apprentice.
- 4.12 An apprentice can apply for a permanent position within the organisation but still complete their apprentice qualification, this means the Council has a mixture of apprentices on permanent and fixed term (trainee) contracts.
- 4.13 No apprentices were recruited from April 2020 to October 2020 due to the colleges postponing intakes, however, indications are that Departments are gearing up to recruit higher numbers this year to make up for their inability to do so in 2020.
- 4.14 Due to the increased amount of supervision an apprentice requires, recruitment to these roles are likely to commence after once current Covid-19 guidelines are relaxed.

Flexible Workforce

- 4.15 In the period, this workforce was equivalent to approximately 1060 FTE. The associated costs for this period increased by £0.4m to £2.9m. (**Figure 6**).
- 4.16 The spend on the agency workforce increased by £0.21m and cost the organisation £1.5m in the period. Of the total spend, 90% is attributable to the primary and secondary agency suppliers, whilst 10% relates to off-contract spend. The agency

workforce this period was the equivalent of 512 FTE, with an average monthly workforce of 522 FTE (12-month average).

- 4.17 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.
- 4.18 The casual/supply workforce spend increased by 123K this period to £762K. The increase is primarily due to increased supply workers in the Communities and Families Directorate. The casual/supply workforce this period was the equivalent of 366 FTE, with an average monthly workforce of 308 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.
- 4.19 The total cost of overtime increased by £61K this period to £628K. 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, 17% was paid at plain time, and 15% related to call-out hours. The overtime/additional hours worked this period was the equivalent of 182 FTE, with an average monthly workforce of 188 FTE (12-month average, callout hours excluded from FTE reporting). The overtime cost trend is shown in **Figure 11**.

Displaced Workforce

- 4.20 The total number of employees on the redeployment register has decreased by 1 since the last period.
- 4.21 Of the 25 employees currently displaced; 18 have now been temporarily redeployed and 7 are not currently redeployed into a temporary solution but are carrying out meaningful work in their former service area.
- 4.22 The funding arrangements for the total displaced FTE is as follows; 12.2 FTE are corporately funded; 9.0 FTE are funded by their service and 2.0 FTE are funded externally
- 4.23 Of those corporately funded; 5.2 FTE are currently redeployed, and 7.0 FTE are not currently redeployed. All 12.2 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months.

Absence

- 4.24 In the period the monthly absence rate (reflecting days lost to absence in December 2020) decreased from 4.99% (November 2020) to 4.97% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence. While the Council Sickness average decreased by 0.02% in the month, this is localised, ranging from a 0.17% rise in Place Directorate to a 0.19% decrease in Resources staff on the month.
- 4.25 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

- 4.26 Traditionally with the festive holiday in December there is a decrease in levels of engagement in learning and development opportunities. Despite this, the Learning and Development Team organised 21 learning events, only two less than in November. The Excellent satisfaction rate for these events rose from 49% in November to 73% in December.
- 4.27 Engagement in digital learning reduced by 75% with 3271 unique launches compared to 12,692 in November 2020. Excellent satisfaction rates for digital learning have also increased in December by 15%.

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.

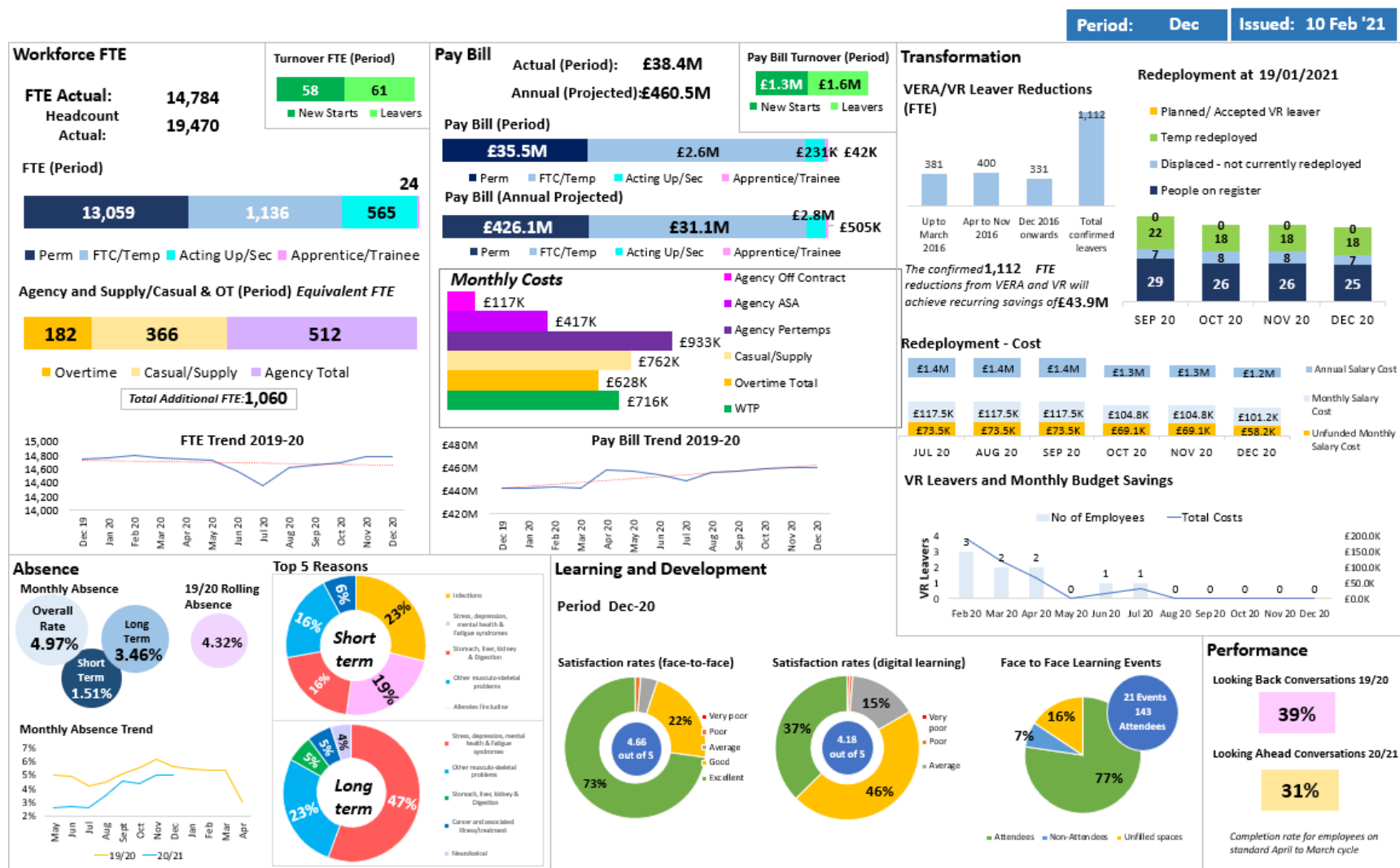
8. Background reading/external references

- 8.1 Workforce Control Report and Dashboard to Finance and Resources Committee on 3 December 2021.

9. Appendices

- 9.1 Appendix 1: Finance and Resources Committee Workforce Dashboard
- 9.2 Appendix 2: Finance and Resources Committee Workforce Dashboard Glossary
- 9.3 Appendix 3: Workforce Management Information and Trends

Appendix 1: Finance and Resources Committee Workforce Dashboard



Appendix 2: Finance and Resources Committee Workforce Dashboard

| | | | |
|--|--|---|--|
| <h2>Workforce FTE</h2> <div><div><div><div><div>FTE Actual:</div><div>Sum of FTE for all staff on CEC payroll</div></div><div><div>Headcount Actual:</div><div>Total number of individual employees on CEC payroll</div></div></div><div><div>FTE (Period)</div><div>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.</div></div><div><div>Additional FTE* (Period)</div><div>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.</div></div><div><div>FTE Trend</div><div>Archive data from previous S&I dashboard process.</div></div><div><div>Turnover FTE (Period)</div><div>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).</div></div></div></div> | | <h2>Pay Bill</h2> <div><div><div><div>Actual (Period):</div><div>Sum of pro-rated basic salary for all staff on CEC payroll</div></div><div><div>Annual (Projected):</div><div>Sum of pro-rated basic salary for all staff on CEC payroll*12</div></div></div><div><div>Pay Bill (Period)</div><div>Breakdown of basic pay by contract type for all staff on CEC payroll. Same reporting conditions as for FTE.</div></div><div><div>Pay Bill (Annual Projected)</div><div>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).</div></div><div><div>Monthly Costs</div><div>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.</div></div><div><div>Pay Bill Turnover (Period)</div><div>As FTE. Costings report on the annual basic salaries (pro-rated) for new start and leaver populations.</div></div><div><div>Pay Bill Trend</div><div>Archive data from previous S&I dashboard process.</div></div></div> | <h2>Transformation</h2> <div><div><div>VERA/VR Leaver Reductions (FTE)</div><div>Data from Finance at week 4 of month.</div></div><div><div>Redeployment - People</div><div>Headcount of staff on redeployment register with status surplus, temp redeployed, future dated VERA/VR leaver. Data extracted at 27th of month.</div></div><div><div>Redeployment - Cost</div><div>Pro-rated basic salary data for staff on redeployment register.</div></div><div><div>VR Leavers and Cumulative Budget Savings</div><div>Data from Finance at week 4 of month.</div></div></div> |
| <h2>Absence</h2> <div><div><div>All tables and graphs based on preceding 12 months absence data for all staff on CEC payroll.</div><div>Data extracted at week 1 to capture late</div></div><div><div>Trend data - archive data from previous S&I dashboard process.</div></div></div> | <h2>Performance</h2> <div><div><div>Looking Ahead Conversations</div><div>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.</div></div><div><div>Looking Back Conversations</div><div>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.</div></div></div> | | |

Appendix 3: Workforce Management Information and Trends

Core Workforce: Management Information and Trends

Fig 1. FTE Trend

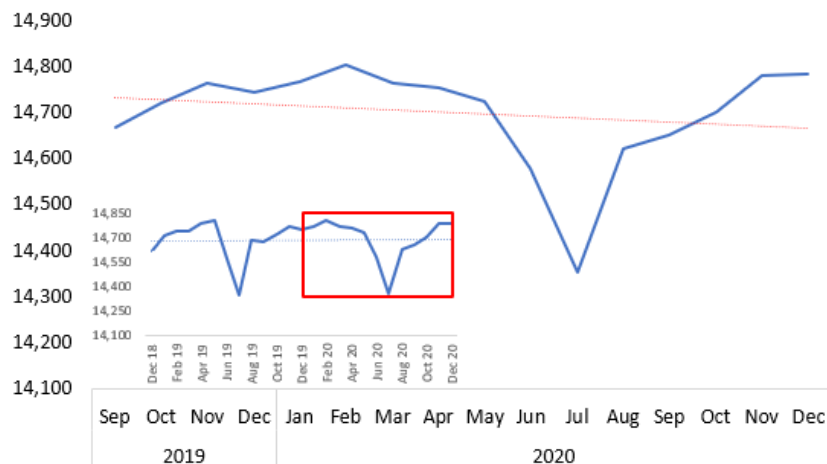


Fig 2. Pay Bill Trend

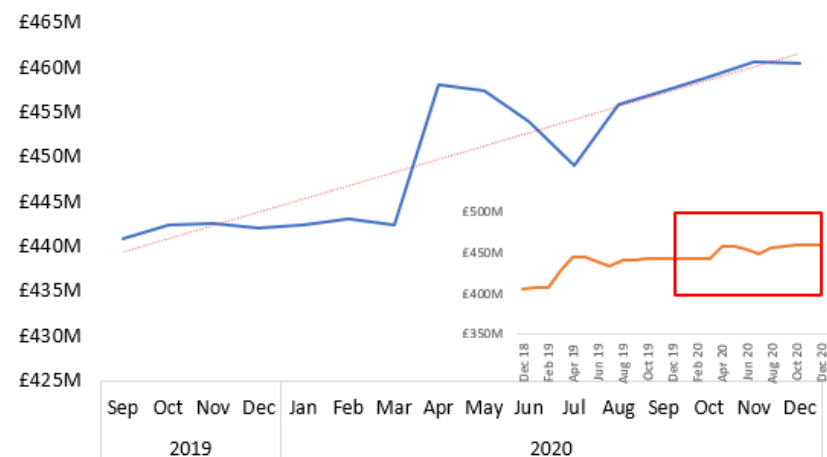


Fig. 3 Core Workforce Groups

| Category/ Group | November 2020 | | December 2020 | | Change in FTE | Change in Headcount |
|--|---------------|---------------|---------------|---------------|---------------|---------------------|
| | FTE | Headcount | FTE | Headcount | | |
| Local Government Employee GR1-GR12 including Craft | 10,873 | 13,586 | 10,887 | 13,590 | 14 | 4 |
| Chief Official | 16 | 16 | 16 | 16 | 0 | 0 |
| Craft Apprentice | 19 | 19 | 19 | 19 | 0 | 0 |
| Teaching Total | 3,872 | 4,949 | 3,862 | 4,934 | -10 | -15 |
| Council Total | 14,780 | 18,570 | 14,784 | 18,559 | 5 | -11 |

Note: Chief Official figures exclude Chief Executive

Fig. 4 Core Workforce FTE by Directorate

| Directorate | November 2020 | | December 2020 | | Change in FTE | Change in Headcount |
|----------------------|---------------|---------------|---------------|---------------|---------------|---------------------|
| | FTE | Headcount | FTE | Headcount | | |
| Strategy & Comms | 149 | 160 | 151 | 162 | 2 | 2 |
| C&F | 8,062 | 10,557 | 8,072 | 10,559 | 11 | 2 |
| EH&SCP | 2,078 | 2,363 | 2,070 | 2,351 | -8 | -12 |
| Place | 2,314 | 2,702 | 2,311 | 2,694 | -3 | -8 |
| Resources | 2,156 | 2,767 | 2,164 | 2,777 | 8 | 10 |
| Displaced | 21 | 21 | 16 | 16 | -5 | -5 |
| Council Total | 14,780 | 18,570 | 14,784 | 18,559 | 5 | -11 |

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

| | | | | | | | | | | | | | | June 15 to December 20 | | |
|--------------------------------------|-------|-----------|-------------------------|-----------|-------------------------|-----------|-------------------------|-----------|-------------------------|-----------|-------------------------|---------------|-------------------------|------------------------|---------------------------------------|--------|
| Category/ Group | Grade | June 2015 | | June 2017 | | June 2018 | | June 2019 | | June 2020 | | December 2020 | | Change in LGE FTE | Change in LGE Basic Salary Cost | |
| | | FTE | Basic Salary Cost | FTE | Basic Salary Cost | FTE | Basic Salary Cost | FTE | Basic Salary Cost | FTE | Basic Salary Cost | FTE | Basic Salary Cost | | | |
| Front Line Staff | GR1 | 624 | £8.1M | 638 | £8.4M | 595 | £8.1M | 576 | £8.3M | 240 | £3.6M | 237 | £3.5M | - | 388 | -£4.5M |
| | GR2 | 244 | £3.4M | 198 | £2.9M | 170 | £2.5M | 167 | £2.6M | 496 | £7.8M | 514 | £8.1M | | 270 | £4.6M |
| | GR3 | 2,374 | £38.2M | 2,124 | £34.9M | 2,089 | £35.1M | 1,965 | £34.9M | 2,038 | £37.3M | 1,998 | £36.4M | - | 376 | -£1.8M |
| | GR4 | 2,479 | £45.8M | 2,567 | £48.1M | 2,444 | £46.8M | 2,549 | £52.0M | 2,445 | £51.8M | 2,385 | £50.4M | - | 93 | £4.5M |
| Front Line Manager/ Specialist | GR5 | 1,808 | £40.6M | 1,563 | £35.2M | 1,545 | £35.3M | 1,634 | £39.6M | 1,674 | £41.9M | 1,728 | £42.7M | - | 80 | £2.1M |
| | GR6 | 1,421 | £37.1M | 1,337 | £35.9M | 1,397 | £38.0M | 1,444 | £41.8M | 1,402 | £42.2M | 1,275 | £37.8M | - | 146 | £0.7M |
| | GR7 | 1,520 | £48.0M | 1,296 | £42.1M | 1,294 | £42.4M | 1,294 | £45.2M | 1,300 | £46.8M | 1,313 | £47.0M | - | 207 | -£1.0M |
| | GR8 | 776 | £29.2M | 652 | £25.1M | 689 | £26.7M | 700 | £29.0M | 711 | £30.3M | 721 | £30.6M | - | 56 | £1.4M |
| Managers | GR9 | 359 | £15.9M | 280 | £12.9M | 281 | £13.0M | 279 | £13.9M | 276 | £14.2M | 287 | £14.6M | - | 72 | -£1.3M |
| | GR10 | 118 | £6.3M | 123 | £6.5M | 117 | £6.4M | 120 | £7.0M | 127 | £7.7M | 125 | £7.5M | | 8 | £1.2M |
| | 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 | | 11,801 | £277.8M | 10,849 | £256.8M | 10,694 | £259.4M | 10,808 | £280.5M | 10,782 | £289.2M | 10,658 | £284.5M | - | 1,143 | £6.7M |

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

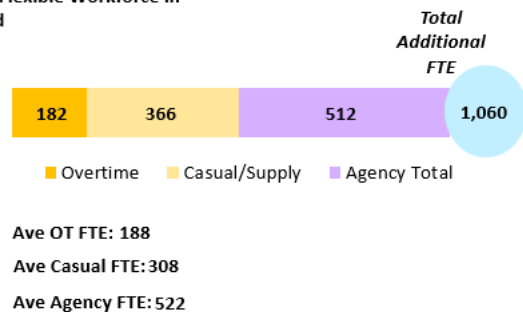


Fig. 7 Agency Trend

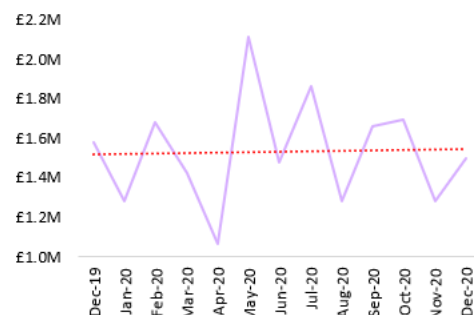


Fig. 8 Casual Trend

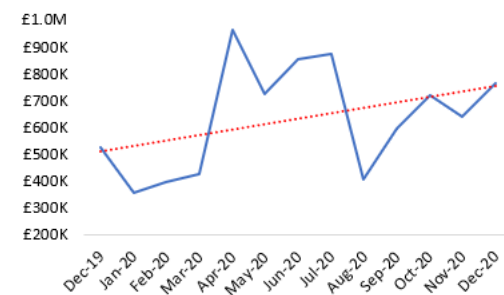


Fig. 9 Overtime by Type in Period

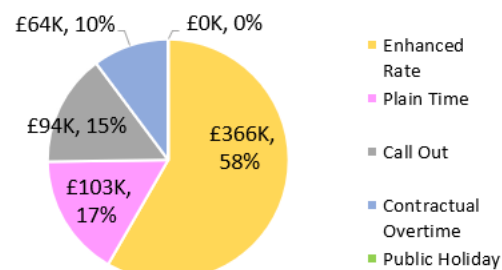


Fig. 10 Overtime by Type in Period - By Directorate

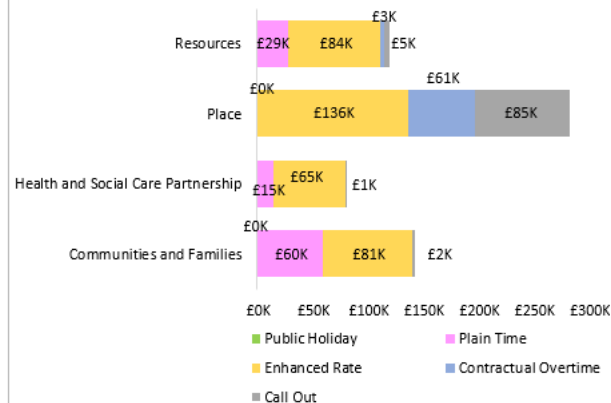
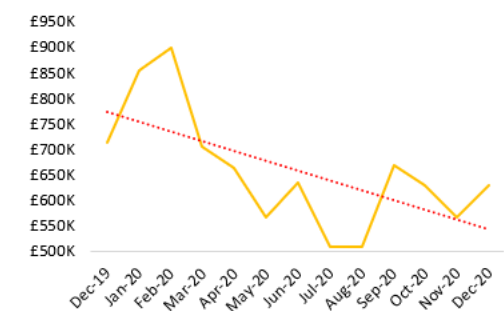


Fig. 11 Overtime Trend



Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

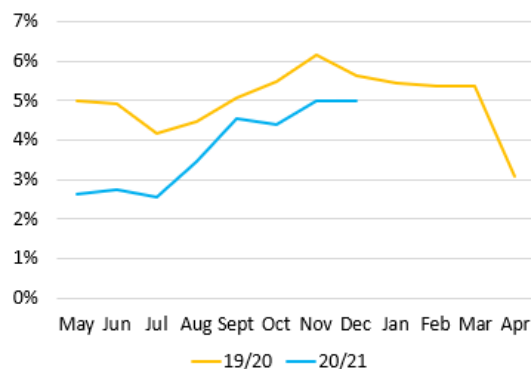


Fig 13. Monthly Days Lost

| | 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 | 13,823 |
| Jan | 15,008 | |
| Feb | 13,938 | |
| Mar | 14,854 | |
| Apr | 8,570 | |

Fig 14. Monthly Absence Rate 19/20 -

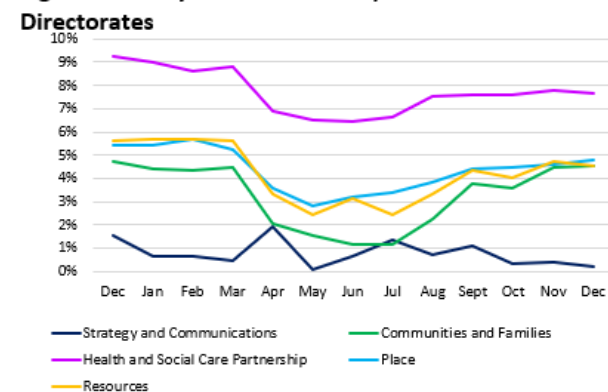


Fig 15. Rolling Absence Rate

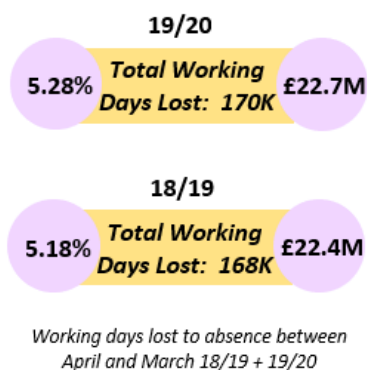


Fig 16. Rolling Absence - Directorates

| 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 December 20

