

Finance and Resources Committee

10.00am, Thursday 20 May 2021

Workforce Dashboard

Item number	
Executive/routine	Routine
Wards	All
Council Commitments	

1. Recommendations

- 1.1 The Committee is recommended to review and note the workforce information contained in the dashboard.

Stephen S. Moir

Executive Director of Resources

Contact: Katy Miller, Head of Human Resources,
Human Resources Division, Resources Directorate

E-mail: katy.miller@edinburgh.gov.uk | Tel: 0131 469 5522

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 February 2021.

3. Background

- 3.1 Comparison is made to the previous dashboard reporting period, January 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 decreased this period by 22 FTE to 14,924 FTE (reflecting an increase in all areas except in Communities and Families which showed a decrease), and the basic salary pay bill decreased by £1.4 m to £463.1m. 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 January 2021 and February 2021.
- 4.5 **Figure 4** shows the change in Directorate FTE between January 2021 and February 2021.
- 4.6 Permanent contracts decreased by 106 FTE, Fixed Term Contracts (FTCs) increased by 10 FTE, acting up and secondment contracts increased by 75 FTE and apprentice/trainee contracts decreased by 1.
- 4.7 The annual cost of permanent contracts decreased by £1.4m and FTCs increased by £235k. The cost of acting up and secondment arrangements decreased by £131k, and the cost of apprentices/trainees reduced by £16k.
- 4.8 The cost of organisation new starts was £1.7m and the cost of leavers was £1.3m.
- 4.9 The spend on Working Time Payments (WTPs) saw little change at £715 K.
- 4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and February 2021 (i.e. before and after Transformation).

Flexible Workforce

- 4.11 In the period, this workforce was equivalent to approximately 874 FTE. The associated costs for this period decreased by £0.1m to £2.8m. (**Figure 6**).
- 4.12 The spend on the agency workforce decreased by £300k and cost the organisation £1.23m in the period. Of the total spend, 91% is attributable to the primary and secondary agency suppliers, whilst 9% relates to off-contract spend. The agency workforce this period was the equivalent of 423 FTE, with an average monthly workforce of 509 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 £171K this period to £426K. 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 205 FTE, with an average monthly workforce of 319 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.
- 4.15 The total cost of overtime increased by £303K this period to £1.14m. A breakdown of the spend by overtime "type" is detailed in **Figures 9 and 10**. Around 29% of the spend was made at the enhanced overtime rate; 39% was paid for call outs and 21% was paid at the public holiday rate (payment made in arrears for public

holidays in January/December); 6% was paid at plain time and 5% related to contractual overtime. The overtime/additional hours worked this period was the equivalent of 247 FTE, with an average monthly workforce of 194 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 decreased by two since the last period. Of the 26 employees currently displaced; 1 is a leaver on VR, 16 have now been temporarily redeployed and 9 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; 14.4 FTE are corporately funded; 7.4 FTE are funded by their service and 2.0 FTE are funded externally.
- 4.17 Of those corporately funded; 1.0 FTE is a planned leaver, 4.8 FTE are currently redeployed and 8.6 FTE are not currently redeployed. 11.8 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months and 2.6 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 February 2021) increased from 4.00% (January 2021) to 4.05% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence.
- 4.19 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.

Case Management

- 4.20 There are currently 185 open high-risk cases (Appendix 4).
- 4.21 The necessity for an ongoing precautionary suspension (currently 17 colleagues) is reviewed on a monthly basis by the Nominated Officer, the ongoing direct cost of those suspended is circa £197K.

Learning and Development

Utilisation

- 4.22 In February the number of unique digital modules launched increased by over 100%, from 5059 in January to 11760.
- 4.23 Satisfaction rates have remained largely consistent with January, in both the excellent and good categories for digital and in-person learning.

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 Corporate Leadership Team on 13 January 2021.

9. Appendices

Appendix 1: Corporate Leadership Team Workforce Dashboard

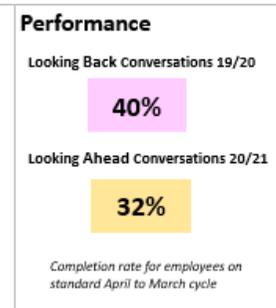
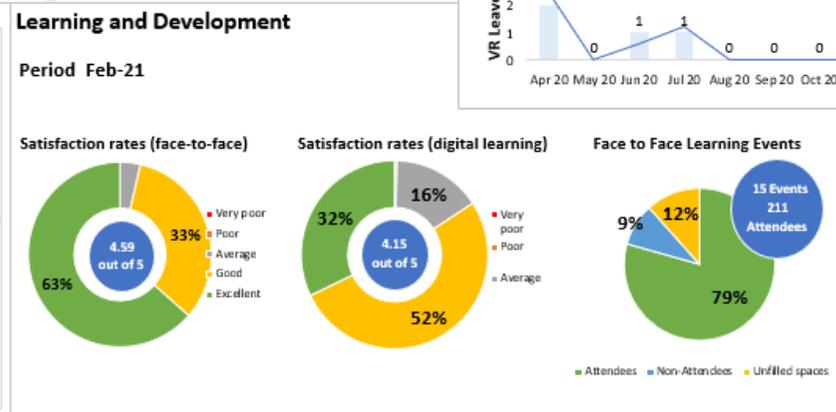
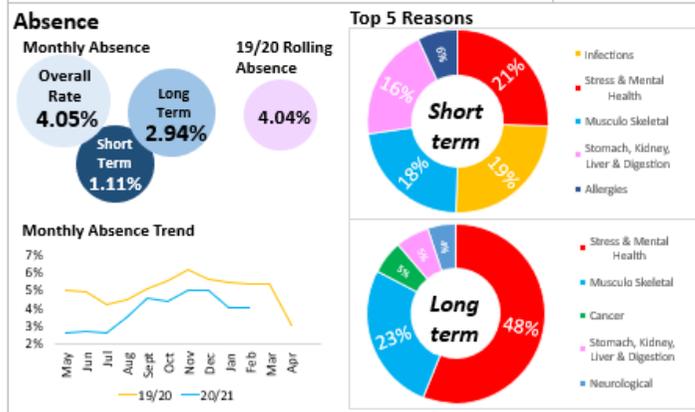
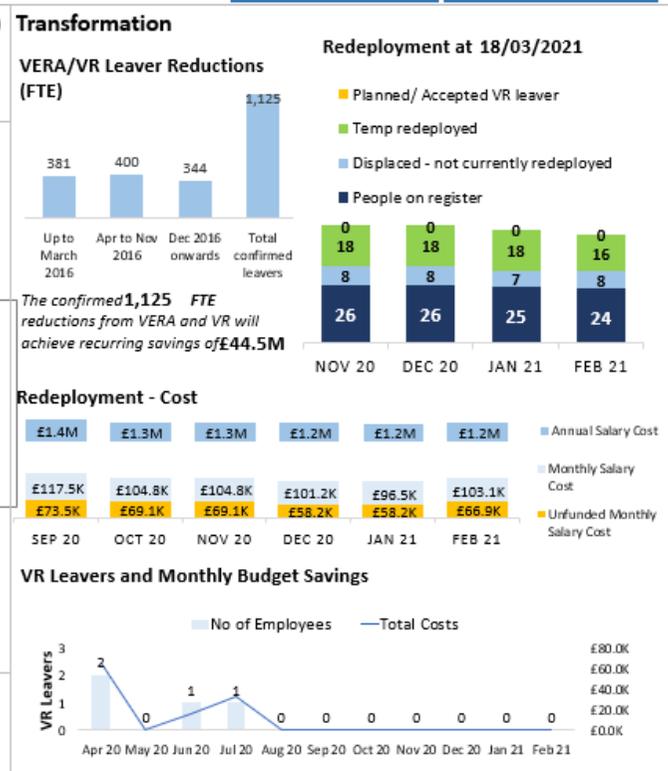
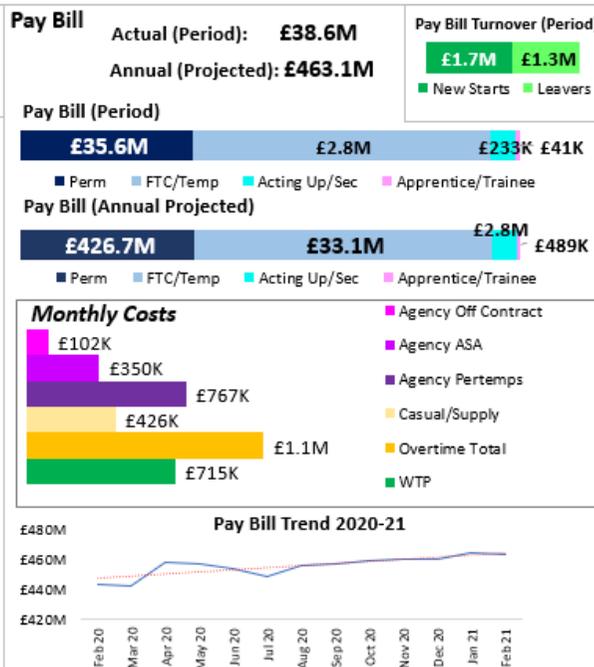
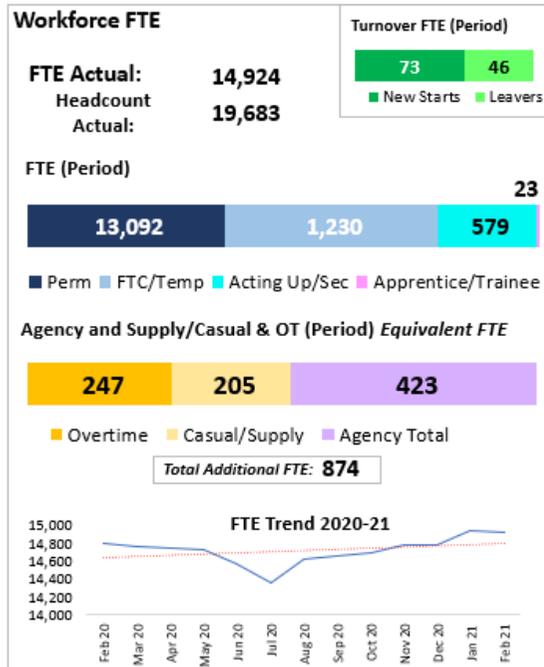
Appendix 2: Corporate Leadership Team Workforce Dashboard Glossary

Appendix 3: Workforce Management Information and Trends

Appendix 4: Case Management statistics

Appendix 1: Corporate Leadership Team Workforce Dashboard

Period: Feb 21 Issued: 7 Apr '21



Appendix 2: Corporate Leadership Team 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

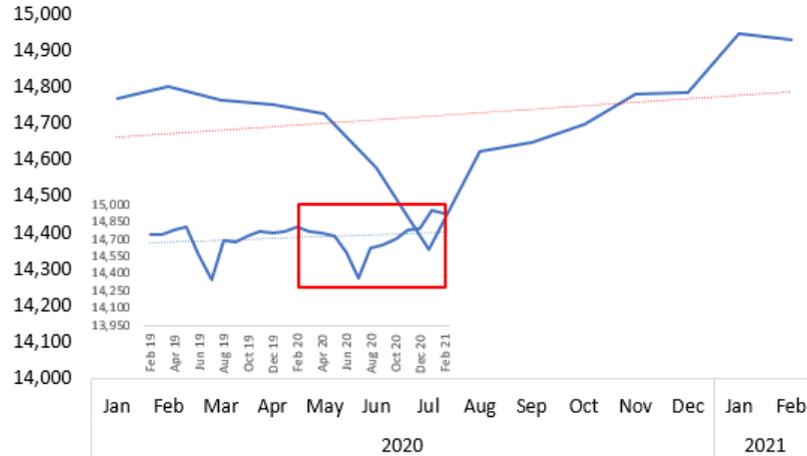


Fig 2. Pay Bill Trend



Fig 3. Core Workforce Groups

Category/ Group	January 2021		February 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	11,027	13,704	11,013	13,711	-14	7
Chief Official	16	16	15	15	-1	-1
Craft Apprentice	19	19	19	19	0	0
Teaching Total	3,884	4,981	3,877	4,968	-7	-13
Council Total	14,946	18,720	14,924	18,713	-22	-7

Note: Chief Official figures exclude Chief Executive

Fig 4. Core Workforce FTE by Directorate

Directorate	January 2021		February 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Strategy & Comms	158	170	148	160	-10	-10
C&F	8,203	10,791	8,230	10,820	27	29
EH&SCP	2,077	2,378	2,069	2,365	-8	-13
Place	2,307	2,708	2,285	2,684	-21	-24
Resources	2,185	2,835	2,176	2,833	-9	-2
Displaced	16	17	16	17	0	0
Council Total	14,946	18,899	14,924	18,879	-22	-20

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		February 2021		June 15 to February 21		
		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	236	£3.5M	-	388	£-4.5M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	496	£7.8M	528	£8.3M	283	£4.8M	
	GR3	2,374	£38.2M	2,124	£34.9M	2,089	£35.1M	1,965	£34.9M	2,038	£37.3M	2,085	£37.8M	-	289	£-0.4M
	GR4	2,479	£45.8M	2,567	£48.1M	2,444	£46.8M	2,549	£52.0M	2,445	£51.8M	2,394	£50.5M	-	85	£4.7M
<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	1,735	£42.8M	-	73	£2.2M
	GR6	1,421	£37.1M	1,337	£35.9M	1,397	£38.0M	1,444	£41.8M	1,402	£42.2M	1,276	£37.8M	-	145	£0.6M
	GR7	1,520	£48.0M	1,296	£42.1M	1,294	£42.4M	1,294	£45.2M	1,300	£46.8M	1,318	£47.1M	-	202	£-0.9M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	711	£30.3M	722	£30.6M	-	54	£1.4M
<i>Managers</i>	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	276	£14.2M	289	£14.7M	-	70	£-1.2M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	127	£7.7M	120	£7.2M	3	£0.9M	
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	33	£2.4M	41	£2.9M	-	6	£0.0M
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	40	£3.3M	42	£3.5M	11	£1.3M	
Total		11,801	£277.8M	10,849	£256.8M	10,694	£259.4M	10,808	£280.5M	10,782	£289.2M	10,786	£286.7M	-	1,015	£8.8M

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

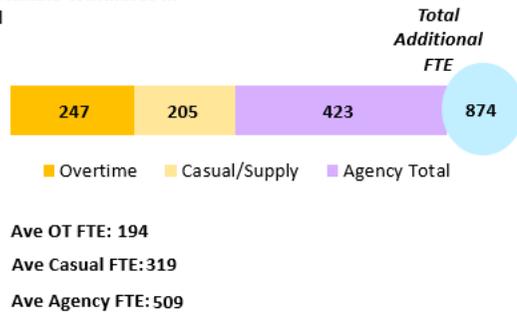


Fig. 7 Agency Trend

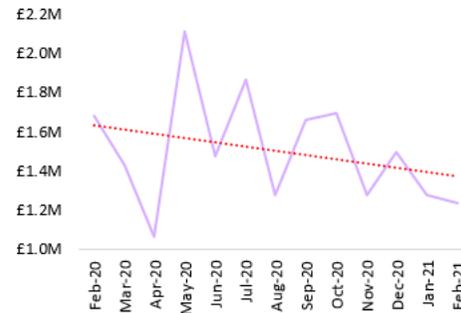


Fig. 8 Casual Trend



Fig. 9 Overtime by Type in Period

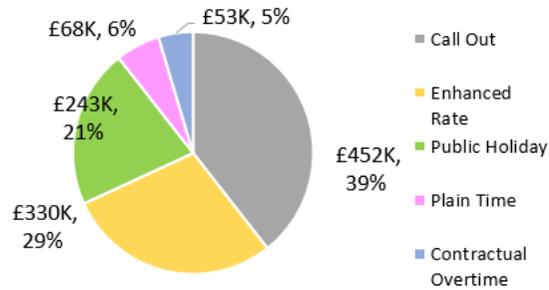


Fig. 10 Overtime by Type in Period - By Directorate

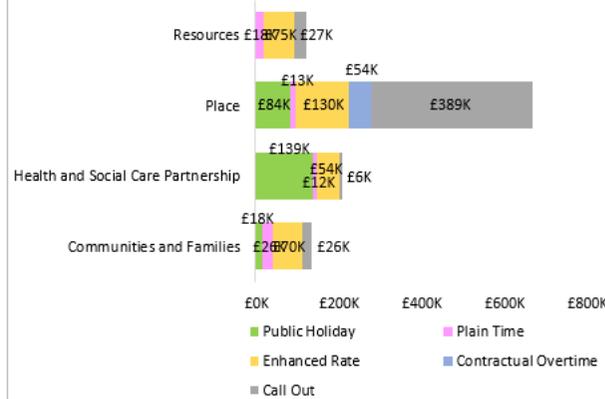
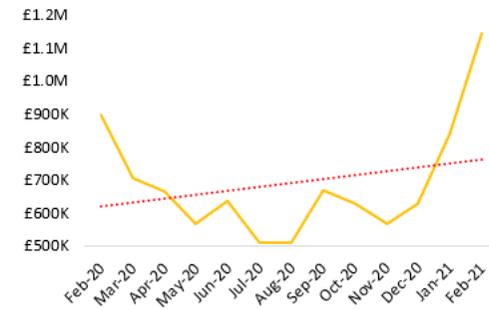


Fig. 11 Overtime Trend



Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

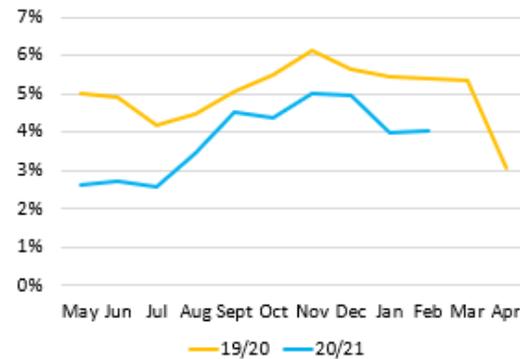


Fig 13. Monthly Days Lost

	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	11,165
Feb	13,938	10,284
Mar	14,854	
Apr	8,570	

Fig 14. Monthly Absence Rate 20/21 - Directorates

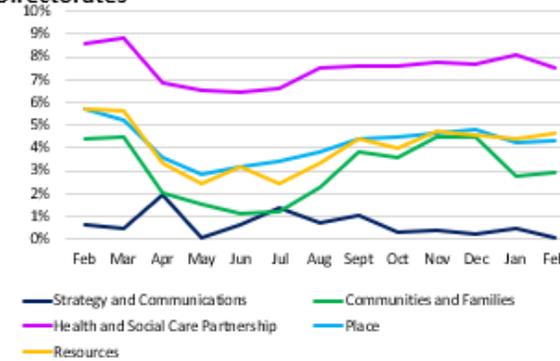


Fig 15. Rolling Absence Rate

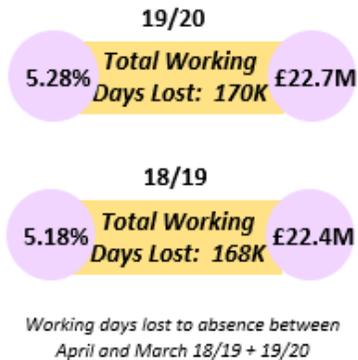
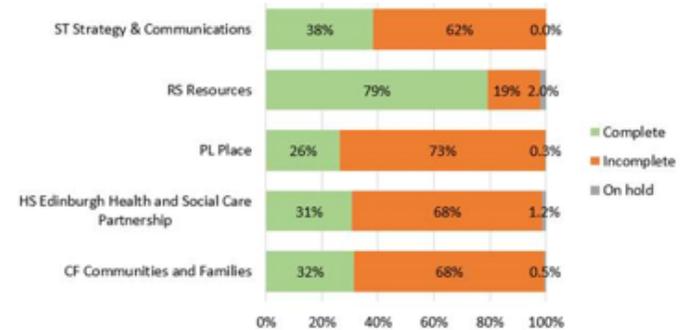


Fig 16. Rolling Absence - Directorates

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 February 21



Appendix 4: Case Management statistics

Cases

Directorate / Case Type	No. of Open Cases
Communities and Families	63
Case: Absence	13
Case: Avoidance of Bullying & Harassment	3
Case: Disciplinary	40
Case: Grievance (LGE)	1
Case: Grievance (Teaching)	5
Case: Performance improvement	1
HS Edinburgh Health & Social Care Partnership	32
Case: Absence	12
Case: Avoidance of Bullying & Harassment	1
Case: Disciplinary	19
Place	31
Case: Absence	14
Case: Avoidance of Bullying & Harassment	1
Case: Disciplinary	11
Case: Grievance (LGE)	4
Case: Performance improvement	1
Resources	59
Case: Absence	24
Case: Avoidance of Bullying & Harassment	3
Case: Disciplinary	21
Case: Grievance (LGE)	7
Case: Performance improvement	4
Grand Total	185

Case Type	No. of Open Cases
Case: Absence	63
Case: Avoidance of Bullying & Harassment	8
Case: Disciplinary	91
Case: Grievance (LGE)	12
Case: Grievance (Teaching)	5
Case: Performance improvement	6
Grand Total	185

Suspensions

Directorate	No. of Open Suspensions
Communities and Families	6
HS Edinburgh Health & Social Care Partnership	4
Place	4
Resources	3
Grand Total	17

Alternative Duties (Instead of Suspension)

Directorate	No.
HS Edinburgh Health & Social Care Partnership	1
Grand Total	1