

Finance and Resources Committee

10.00am, Thursday 10 October 2019

Workforce Dashboard

Item number	
Executive/routine	Routine
Wards	All
Council Commitments	

1. Recommendations

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

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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 July 2019.

3. Background

- 3.1 The dashboard reporting period is July 2019. Comparison is made to the previous dashboard reporting period, May 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.
- 4.3 Our core workforce reduced this period by 463 FTE to 14,340 FTE, and the basic salary pay bill decreased by £11.4m to £433.7m. 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 May 2019 and July 2019. The LGE group decreased by 223 FTE and the Teaching group decreased by 240 FTE in the period.
- 4.5 Figure 4 shows the change in Directorate FTE between May 2019 and July 2019. There was a notable decrease in FTE (down 386 FTE) in the Communities and Families Directorate.
- 4.6 Permanent contracts decreased by 1 FTE, Fixed Term Contracts (FTCs) decreased by 390 FTE, acting up and secondment decreased by 48 FTE and apprentice/trainee contracts decreased by 4 FTE.
- 4.7 The annual cost of permanent contracts decreased by £30K and FTCs decreased by £10.8m. The cost of acting up and secondment arrangements decreased by £0.3m, and the cost of apprentices/trainees decreased by £62K.
- 4.8 The cost of organisation new starts was £975.2K and the cost of leavers was £1.6m.
- 4.9 The spend on Working Time Payments (WTPs) decreased by £12K to £728K.
- 4.10 Figure 5 shows longer term Local Government Employee workforce change, between June 2015 and July 2019 (i.e. before and after Transformation).

Flexible Workforce

- 4.11 In the period, this workforce was equivalent to approximately 928 FTE. The associated costs for this period decreased by £673K. (Figure 6).
- 4.12 The spend on the agency workforce decreased by £615K and cost the organisation £1.35m in the period. Of the total spend, 92% is attributable to the primary and secondary agency suppliers, whilst 8% relates to off-contract spend. The agency workforce this period was the equivalent of 462 FTE, with an average monthly workforce of 613 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 increased by £108K this period. The casual/supply workforce this period was the equivalent of 213 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 £769K, down £154K since the previous period. A breakdown of the spend by overtime "type" is detailed in Figures 9 and 10. Around 63% of the spend was made at the enhanced overtime rate, 1% was

paid at the public holiday rate, 18% was paid at plain time, and 11% related to call-out hours. The overtime/additional hours worked this period was the equivalent of 253 FTE, with an average monthly workforce of 263 FTE (12-month average, callout hours excluded from FTE reporting). The overtime cost trend is shown in Figure 11.

Surplus Workforce

- 4.16 The total number of employees on the redeployment register has increased by 10 individuals since the last period.

Of the 34 employees currently surplus; 22 have been temporarily redeployed and 12 are not currently redeployed into a temporary solution but are carrying out meaningful work in their old service area.

The funding arrangements for the total surplus FTE is as follows; 20.6 FTE are corporately funded, 9.0 FTE are funded by their service and 2 FTE are funded externally.

- 4.17 Of those corporately funded; 9.2 FTE are currently redeployed and 11.4 FTE are not currently redeployed. 12.6 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months, 1.0 FTE for a period of 6-12 months and 7.0 FTE for less than 6 months.
- 4.18 Employees who are part-funded corporately and by the service, and on-costs for NI and Pension, are included within the figures as appropriate.
- 4.19 As at the middle of July 2019, 1,047 FTE have left, or agreed to leave, the organisation under VERA/VR arrangements, achieving recurring savings of £40.1m since September 2015.
- 4.20 Following approval of new Council policy in respect of managing organisational change, we are currently implementing revised processes aimed at enhancing the support provided to displaced employees and minimising the length of time spent seeking redeployment.

Absence

- 4.21 In the period the monthly absence rate (reflecting days lost to absence in July 2019) decreased from 4.99% (May 2019) to 4.16% (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.

Next Steps

- 4.23 To continue to monitor appropriate workforce data to evidence that the Council is on track to achieve targeted workforce controls and budget savings.

5. Financial impact

- 5.1 The achievement of agreed £38.9m savings through voluntary redundancy.
5.2 Salary costs for employees on redeployment (particularly those not redeployed).
5.3 Opportunity cost of lost working time due to sickness absence.
5.4 Agency, Overtime/Additional Hours expenditure.

6. Stakeholder/Community Impact

- 6.1 Stakeholder consultation and engagement, including senior management teams, Trade Unions and elected members, is ongoing.

7. Background reading/external references

- 7.1 Workforce Control Report and Dashboard to Finance and Resources Committee on 15 August 2019.

8. Appendices

Appendix 1: Finance and Resources Committee Workforce Dashboard

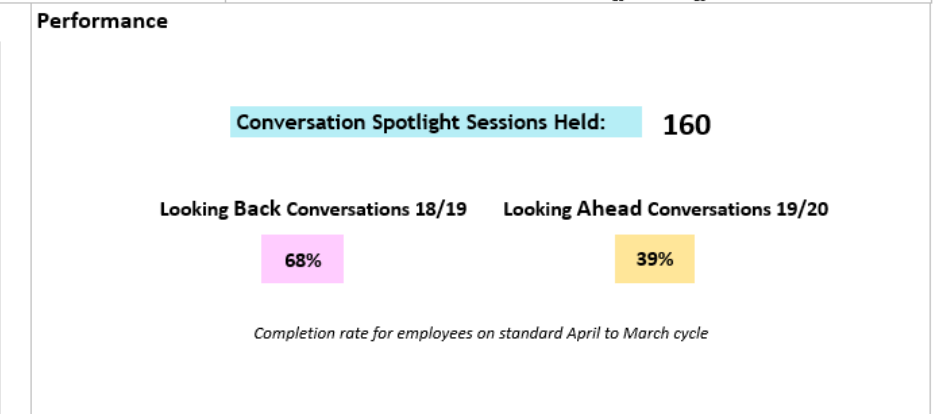
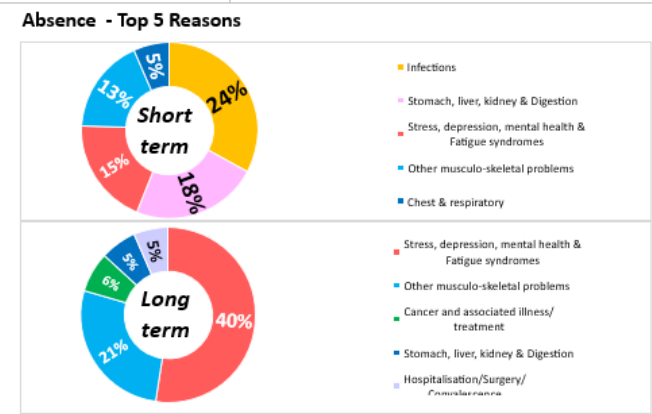
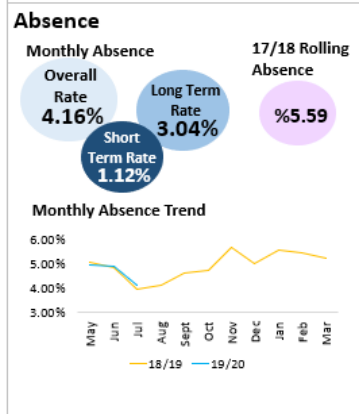
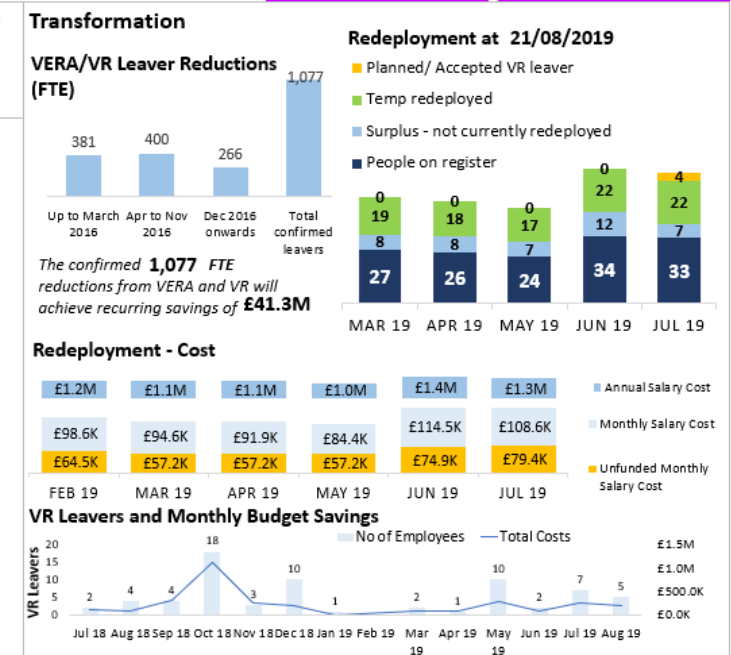
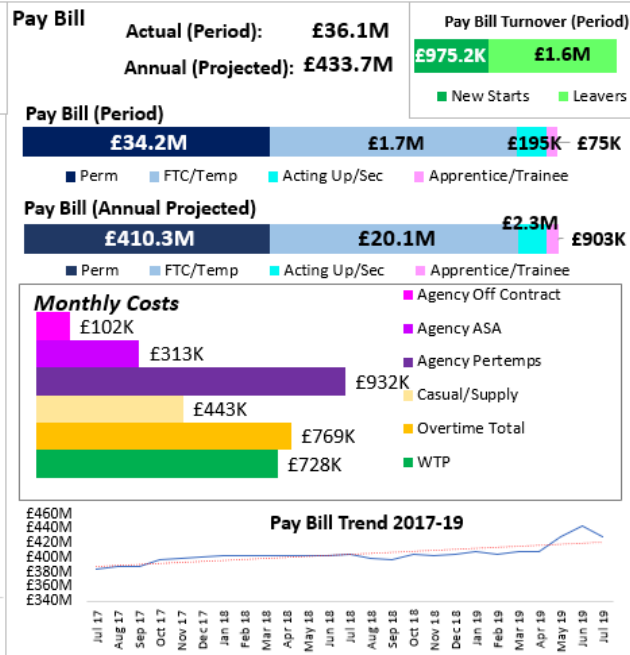
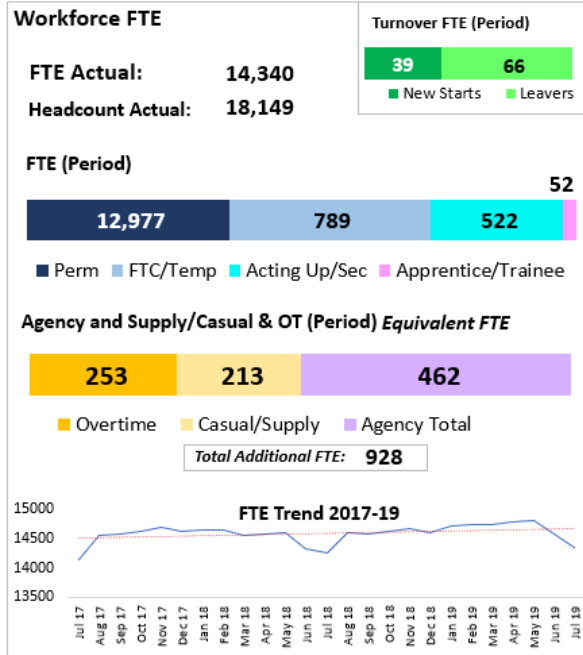
Appendix 2: Finance and Resources Committee Workforce Dashboard Glossary

Appendix 3: Workforce Management Information and Trends

Appendix 1: Finance and Resources Committee Workforce Dashboard

Workforce Dashboard: Finance and Resources Committee

Period: July 19 | Issued: 30 Aug '19



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.

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.

Conversation Spotlight

Data from L&D.

Appendix 3: Workforce Management Information and Trends

Core Workforce: Management Information and Trends

Fig 1. FTE Trend

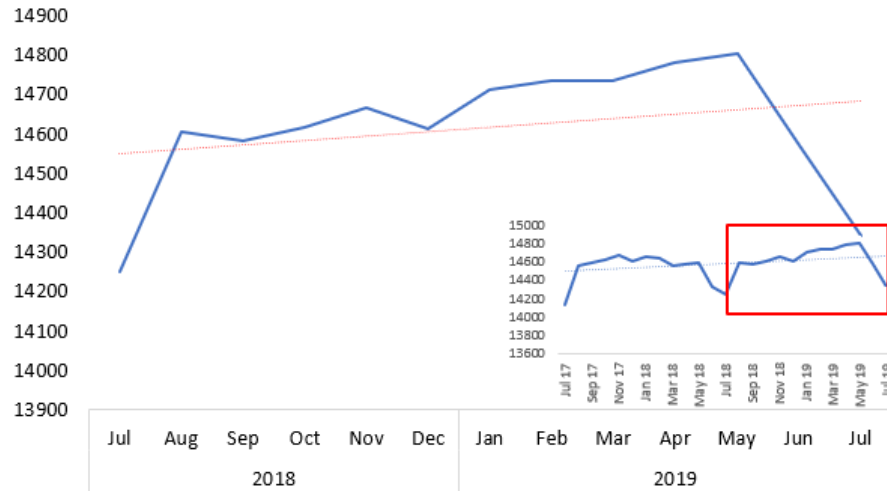


Fig 2. Pay Bill Trend

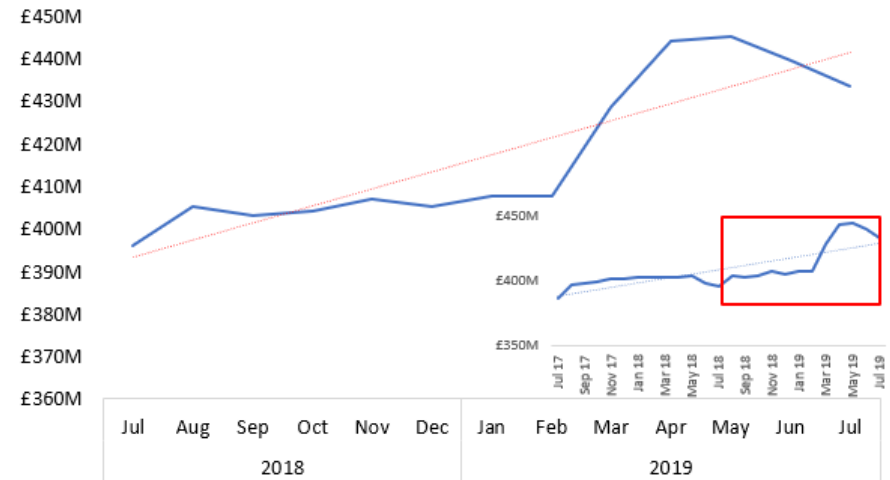


Fig 3 Core Workforce Groups

Category/ Group	May 2019		July 2019		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10975	13786	10752	13531	-223	-255
Chief Official	19	19	19	19	0	0
Craft Apprentice	21	21	21	21	0	0
Teaching Total	3788	4643	3548	4578	-240	-65
Council Total	14803	18469	14340	18149	-463	-320

Fig 4 Core Workforce FTE by Directorate

Directorate	May 2019		July 2019		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Chief Executive	154	164	150	161	-3	-3
C&F	7844	10096	7458	9860	-386	-236
EH&SCP	2199	2510	2174	2482	-25	-28
Place	2331	2771	2323	2772	-8	1
Resources	2249	2899	2208	2845	-41	-54
Surplus	27	29	27	29	0	0
Council Total	14803	18469	14340	18149	-463	-320

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		July 2019		June 15 to July 19	
		FTE	Basic Salary Cost	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	576	£8.3M	573	£8.3M	-51	£223.8K
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	161	£2.5M	-83	- £900.1K
	GR3	2374	£38.2M	2124	£34.9M	2089	£35.1M	1965	£34.9M	1936	£34.4M	-438	- £3,794.9K
	GR4	2479	£45.8M	2567	£48.1M	2444	£46.8M	2549	£52.0M	2535	£51.7M	57	£5.9M
<i>Front Line Manager/ Specialist</i>	GR5	1808	£40.6M	1563	£35.2M	1545	£35.3M	1634	£39.6M	1642	£39.7M	-167	- £871.2K
	GR6	1421	£37.1M	1337	£35.9M	1397	£38.0M	1444	£41.8M	1433	£41.5M	12	£4.4M
	GR7	1520	£48.0M	1296	£42.1M	1294	£42.4M	1294	£45.2M	1293	£45.2M	-227	- £2,838.2K
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	698	£28.8M	-79	- £353.7K
<i>Managers</i>	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	281	£14.0M	-78	- £1,944.6K
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	120	£7.0M	2	£686.9K
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	37	£2.6M	-10	- £319.8K
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	42	£3.3M	11	£1.1M
Total		11801	£277.8M	10849	£256.8M	10694	£259.4M	10808	£280.5M	10751	£279.1M	-1050	£1.3M

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

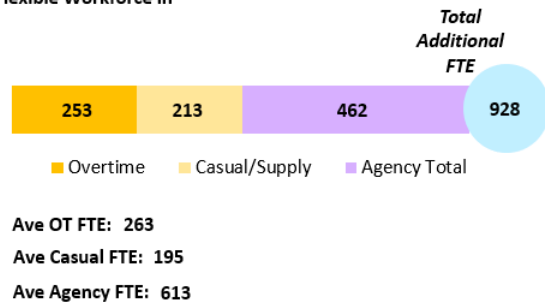


Fig. 7 Agency Trend

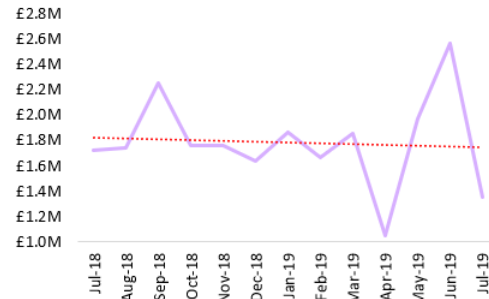


Fig. 8 Casual Trend

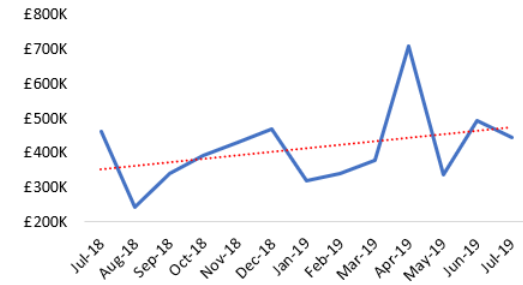


Fig. 9 Overtime by Type in Period

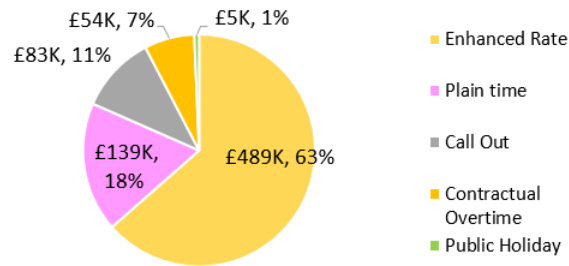


Fig. 10 Overtime by Type in Period - By Directorate

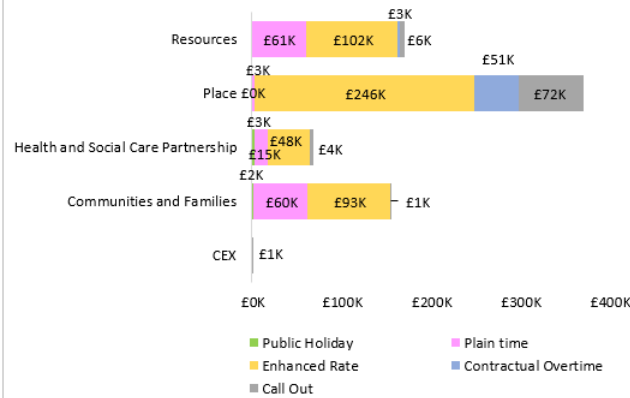
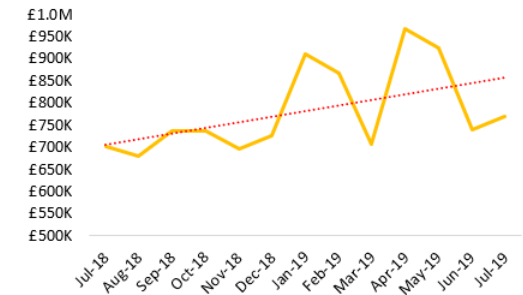


Fig. 11 Overtime Trend



Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

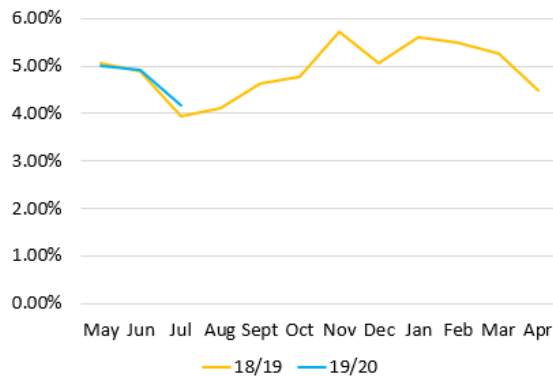


Fig 13. Monthly Days Lost

	18/19	19/20
May	13,842	13,862
Jun	12,906	13,139
Jul	10,611	11,395
Aug	11,776	
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

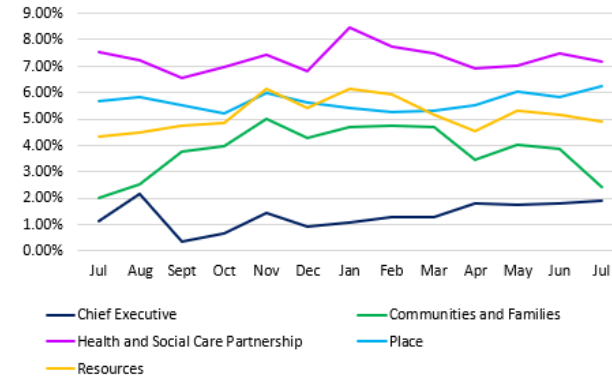
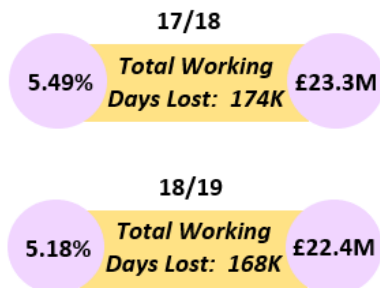


Fig 15. Rolling Absence Rate



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

