Finance and Resources Committee

10.00am, Thursday 27 August 2020

Workforce Dashboard – June 2020

Item number

Executive/Routine **Executive**
Wards
Council Commitments

1. Recommendations

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

Stephen S. Moir

Executive Director of Resources

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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 June 2020.

3. Background

3.1 The dashboard reporting period is June 2020. Comparison is made to the previous dashboard reporting period, February 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 decreased this period by 224 FTE to 14,579 FTE, and the basic salary pay bill increased by £11m to £454m. Workforce FTE and pay bill trends are shown in **Figures 1 and 2**. This notable increase is due to the April pay award and Contribution Based Pay progression.

4.4 **Figure 3** shows the change in FTE for the Local Government Employee (LGE), Teaching, Chief Official and Craft Apprentice groups between February 2020 and June 2020. The LGE group decreased by 158 FTE and the Teaching group increased by 66 FTE in the period.

4.5 **Figure 4** shows the change in Directorate FTE between February 2020 and June 2020. There was a notable decrease in FTE (down 182 FTE) in the Communities and Families Directorate.

4.6 Permanent contracts decreased by 52 FTE, Fixed Term Contracts (FTCs) decreased by 136 FTE, acting up and secondment decreased by 33 FTE and apprentice/trainee contracts decreased by 3 FTE.

4.7 The annual cost of permanent contracts increased by £13.4m and FTCs decreased by £2.3m. The cost of acting up and secondment arrangements decreased by £100K, and the cost of apprentices/trainees decreased by £22K. The notable increase of permanent contracts is due to the April pay award and Contribution Based Pay progression.

4.8 The cost of organisation new starts was £756k and the cost of leavers was £2m.

4.9 The spend on Working Time Payments (WTPs) increased by £15K to £740K.

4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and June 2020 (i.e. before and after Transformation).

Flexible Workforce

4.11 In the period, this workforce was equivalent to approximately 1,095 FTE. The associated costs for this period remained the same at £3m. (**Figure 6**).

4.12 The spend on the agency workforce decreased by £0.2m and cost the organisation £1.5m in the period. Of the total spend, 88% is attributable to the primary and secondary agency suppliers, whilst 12% relates to off-contract spend. The agency workforce this period was the equivalent of 505 FTE, with an average monthly workforce of 529 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 £457K this period to £850K, due to the implementation of the Cosla agreement in relation to these workers. The casual/supply workforce this period was the equivalent of 408 FTE, with an average

monthly workforce of 242 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.

4.15 The total cost of overtime this period was £635K, down £262K since the previous period. A breakdown of the spend by overtime "type" is detailed in **Figures 9** and **10**. Around 48% of the spend was made at the enhanced overtime rate, 16% was paid at the public holiday rate, 10% was paid at plain time, and 16% related to call-out hours. The overtime/additional hours worked this period was the equivalent of 182 FTE, with an average monthly workforce of 225 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 remains the same as last period.

4.17 Of the 29 employees currently displaced; 20 have been temporarily redeployed and 9 are not currently redeployed into a temporary solution but are carrying out meaningful work in their former service area.

4.18 12.6 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months, 3.0 for between 6 and 12 months and 3.0 FTE for less than 6 months.

4.19 As at July 2020, £583,164 of salary costs have been saved from redeployment costs as a result of colleagues securing alternative employment within or outwith the organisation.

Absence

4.20 In the period the monthly absence rate (reflecting days lost to absence in June 2020) decreased from 5.38% (February 2020) to 2.72% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence.

4.21 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

4.22 With the suspension of most face-to-face learning events during the COVID-19 period, the utilisation rate this month reflects the relatively small number of training sessions run at Waverley Court for front line care workers in medications, manual handling and hoisting and the Child Protection training sessions facilitated virtually over Microsoft Teams. (**Appendix 1**)

Digital Learning

4.23 Engagement with digital learning has increased significantly during this period. It's encouraging that satisfaction rates for our most recent digital modules are positive. There were 11,486 unique launches of digital learning modules in the period. 80% of these were on CECiL and 20% on LearnPro. 23% of modules evaluated were rated as excellent and 57% as good (**Appendix 1**). This is a 7% increase in the excellent rating compared with the previous period.

4.24 New digital modules have been designed and curated to support essential learning topics for employees working in care roles. A suite of digital learning resources for Probationer Teachers has also been designed, working in partnership with colleagues from Schools and Lifelong Learning.

4.25 We have the ongoing challenge that not all front line colleagues have ease of access to IT equipment to undertake digital 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 £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 21 May 2020.

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 4: Case Management statistics

Appendix 1: Finance and Resources Committee Workforce Dashboard

Period: June 20 | **Issued: 20 July '20**

Workforce FTE

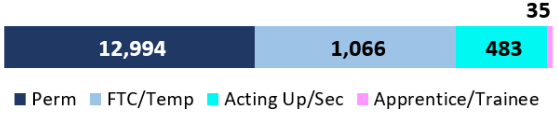
FTE Actual: 14,579

Headcount Actual: 19,558

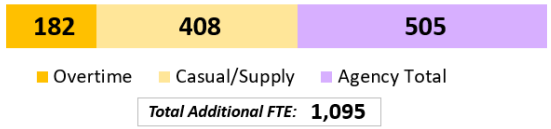
Turnover FTE (Period)



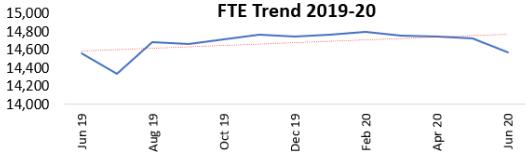
FTE (Period)



Agency and Supply/Casual & OT (Period) *Equivalent FTE*



FTE Trend 2019-20



Pay Bill

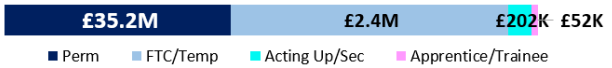
Actual (Period): £37.8M

Annual (Projected): £454.0M

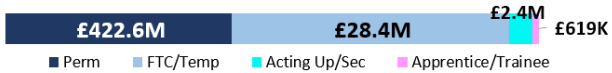
Pay Bill Turnover (Period)



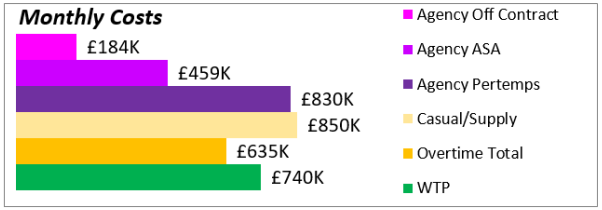
Pay Bill (Period)



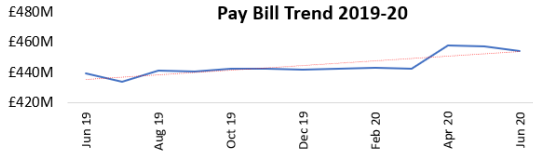
Pay Bill (Annual Projected)



Monthly Costs

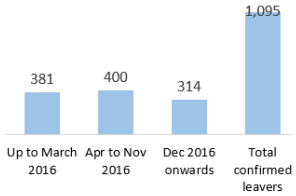


Pay Bill Trend 2019-20



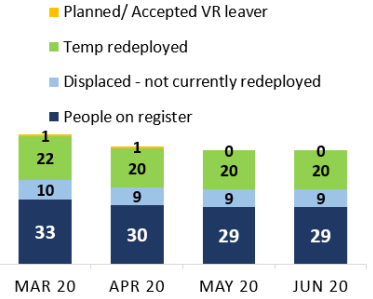
Transformation

VERA/VR Leaver Reductions (FTE)

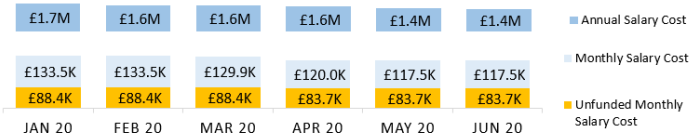


The confirmed **1,095** ***FTE*** *reductions from VERA and VR will achieve recurring savings of* **£42.4M**

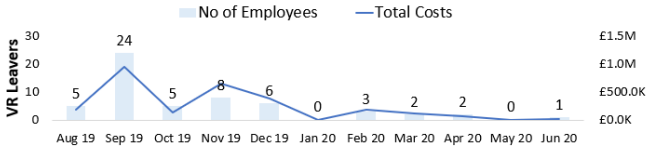
Redeployment at 20/07/2020



Redeployment - Cost

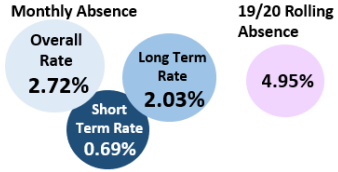


VR Leavers and Monthly Budget Savings



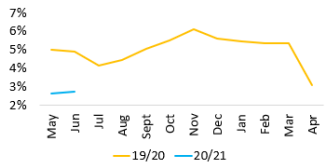
Absence

Monthly Absence

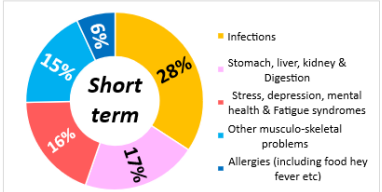


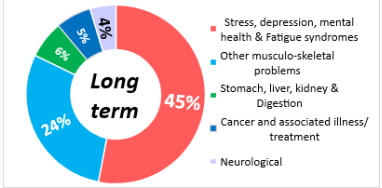
19/20 Rolling Absence

Monthly Absence Trend



Top 5 Reasons

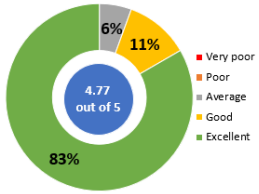




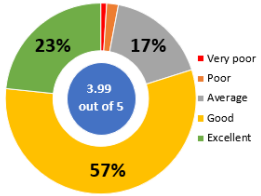
Learning and Development

Period: June 20

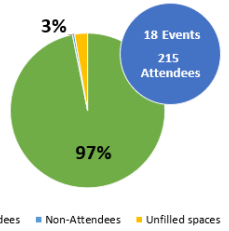
Satisfaction rates (face-to-face)



Satisfaction rates (digital learning)



Face to Face Learning Events



Performance

Looking Back Conversations 19/20

26.5%

Looking Ahead Conversations 20/21

17%

Completion rate for employees on standard April to March cycle

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Appendix 2: Finance and Resources Committee Workforce Dashboard

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.

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Appendix 3: Workforce Management Information and Trends

Core Workforce: Management Information and Trends

Fig 1. FTE Trend

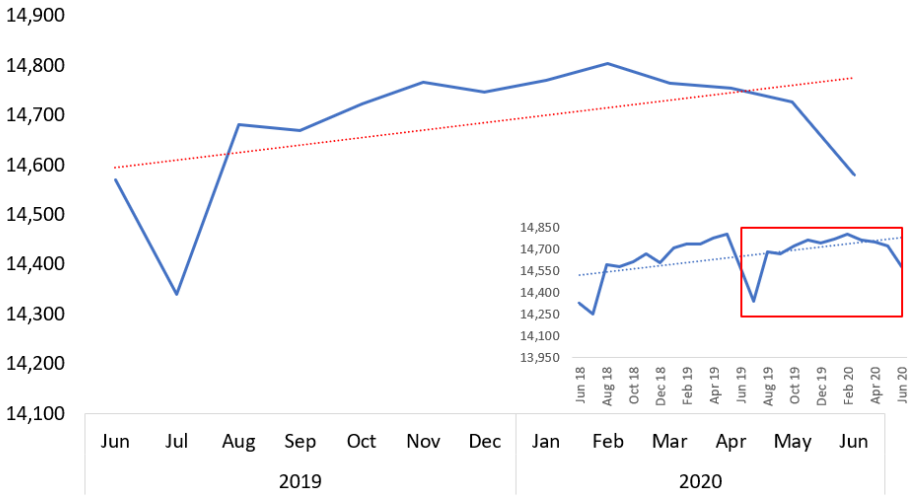


Fig 2. Pay Bill Trend

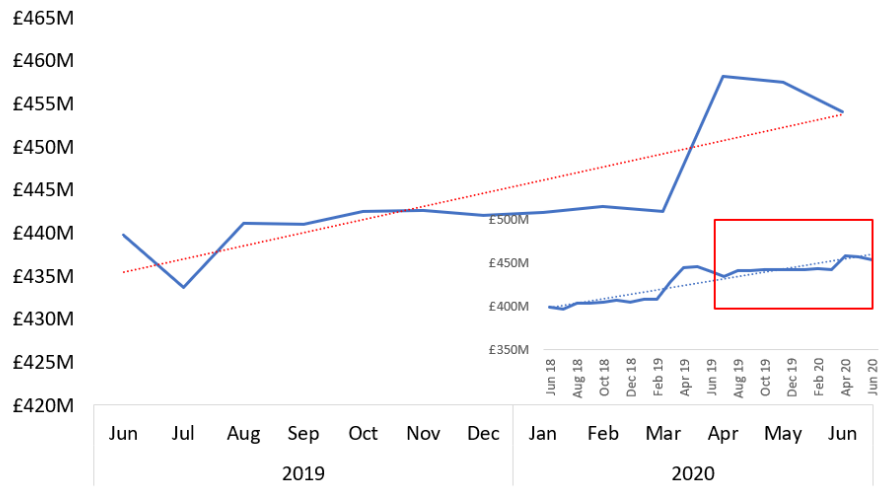


Fig. 3 Core Workforce Groups

	February 2020		June 2020		Change in FTE	Change in Headcount
Category/ Group	**FTE**	**Headcount**	**FTE**	**Headcount**		
Local Government Employee GR1-GR12 including Craft	10941	13761	10783	13636	**-158**	**-125**
Chief Official	19	19	19	19	**0**	**0**
Craft Apprentice	19	19	19	19	**0**	**0**
Teaching Total	3825	4791	3759	4767	**-66**	**-24**
Council Total	**14804**	**18590**	**14580**	**18441**	**-224**	**-149**

Fig. 4 Core Workforce FTE by Directorate

	February 2020		June 2020		Change in FTE	Change in Headcount
Directorate	**FTE**	**Headcount**	**FTE**	**Headcount**		
Strategy & Comms	147	159	142	155	**-5**	**-4**
C&F	7988	10391	7807	10290	**-182**	**-101**
EH&SCP	2136	2443	2129	2434	**-7**	**-9**
Place	2331	2761	2315	2737	**-16**	**-24**
Resources	2176	2810	2162	2800	**-14**	**-10**
Displaced	24	25	23	23	**-1**	**-2**
Council Total	**14804**	**18590**	**14579**	**18439**	**-226**	**-151**

Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

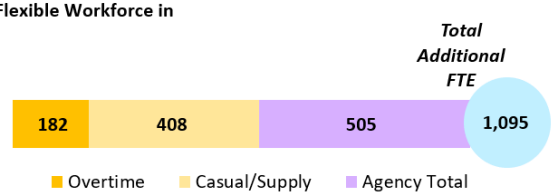
Fig 5. Local Government Employee Workforce Change June 2015 to Current Period

												June 15 to June 20	
		June 2015		June 2017		June 2018		June 2019		June 2020			
Category/ Group	Grade	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
Front Line Staff	GR1	624	£8.1M	638	£8.4M	595	£8.1M	576	£8.3M	240	£3.6M	-384	-£4.5M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	496	£7.8M	251	£4.4M
	GR3	2374	£38.2M	2124	£34.9M	2089	£35.1M	1965	£34.9M	2038	£37.3M	-336	-£0.9M
	GR4	2479	£45.8M	2567	£48.1M	2444	£46.8M	2549	£52.0M	2445	£51.8M	-33	£5.9M
Front Line Manager/ Specialist	GR5	1808	£40.6M	1563	£35.2M	1545	£35.3M	1634	£39.6M	1674	£41.9M	-135	£1.3M
	GR6	1421	£37.1M	1337	£35.9M	1397	£38.0M	1444	£41.8M	1402	£42.2M	-19	£5.0M
	GR7	1520	£48.0M	1296	£42.1M	1294	£42.4M	1294	£45.2M	1300	£46.8M	-220	-£1.2M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	711	£30.3M	-66	£1.1M
Managers	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	276	£14.2M	-82	-£1.7M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	127	£7.7M	9	£1.3M
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	33	£2.4M	-13	-£0.5M
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	40	£3.3M	9	£1.1M
	Total	**11801**	**£277.8M**	**10849**	**£256.8M**	**10694**	**£259.4M**	**10808**	**£280.5M**	**10782**	**£289.2M**	**-1019**	**£11.4M**

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period



Ave OT FTE: 225

Ave Casual FTE: 242

Ave Agency FTE: 529

Fig. 7 Agency Trend

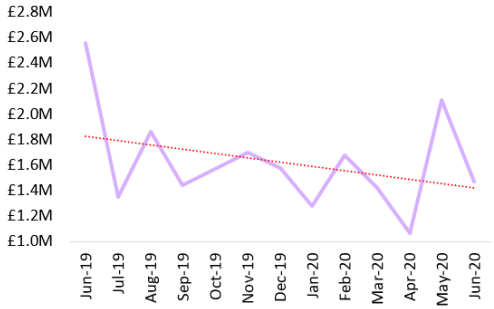


Fig. 8 Casual Trend

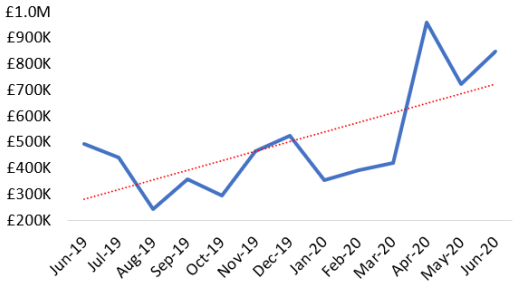


Fig. 9 Overtime by Type in Period

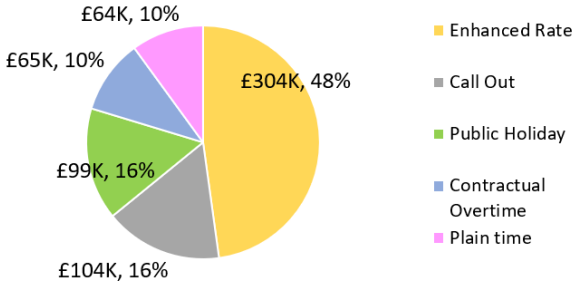


Fig. 10 Overtime by Type in Period - By Directorate

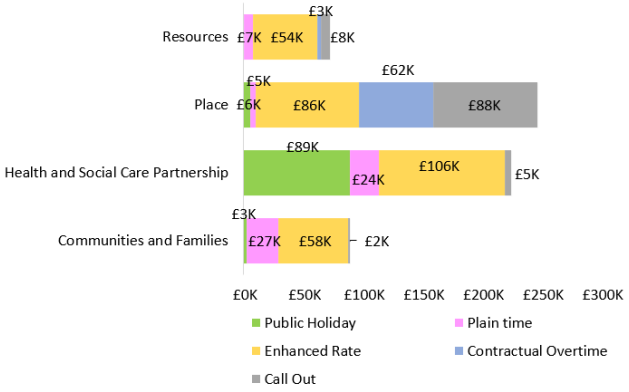
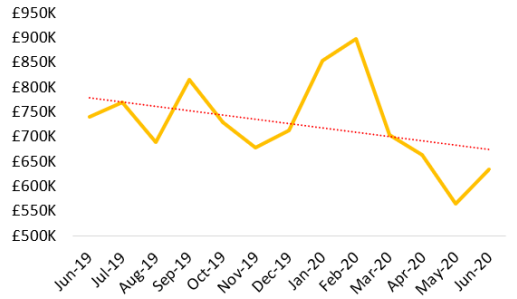


Fig. 11 Overtime Trend



Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

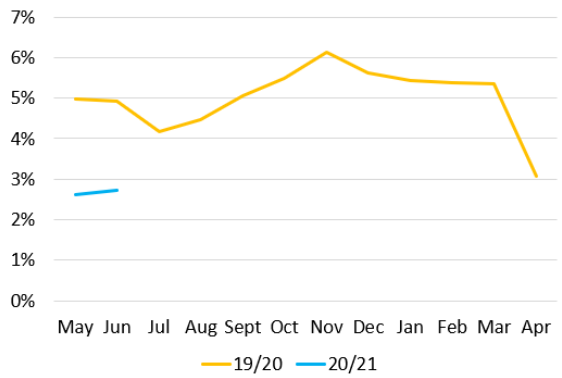


Fig 13. Monthly Days Lost

	Working Days Lost	
	19/20	20/21
May	13,862	7,236
Jun	13,139	7,222
Jul	11,395	
Aug	12,275	
Sept	13,821	
Oct	15,101	
Nov	16,373	
Dec	15,524	
Jan	15,008	
Feb	13,938	
Mar	14,854	
Apr	8,570	

Fig 14. Monthly Absence Rate 19/20 - Directorates

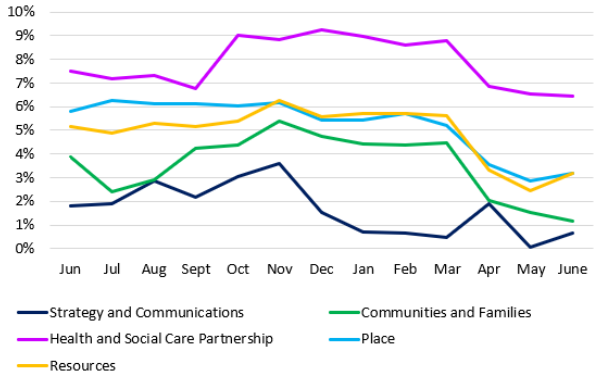


Fig 15. Rolling Absence Rate

19/20

5.28% — *Total Working Days Lost: 170K* — £22.7M

18/19

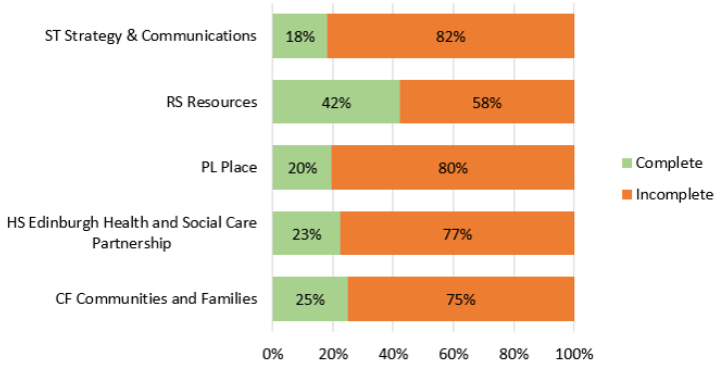
5.18% — *Total Working Days Lost: 168K* — £22.4M

Working days lost to absence between April and March 18/19 + 19/20

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 July 20



Appendix 4: Case Management statistics

CASES

Case type/Directorate	No. of open cases
Communities and Families	**104**
Case: Absence	41
Case: Avoidance of Bullying & Harassment	2
Case: Disciplinary	48
Case: Grievance (LGE)	4
Case: Grievance (Teaching)	4
Case: Performance improvement	5
Edinburgh Health & Social Care Partnership	**73**
Case: Absence	31
Case: Avoidance of Bullying & Harassment	2
Case: Disciplinary	40
Place	**45**
Case: Absence	25
Case: Disciplinary	17
Case: Grievance (LGE)	2
Case: Performance improvement	1
Resources	**84**
Case: Absence	33
Case: Avoidance of Bullying & Harassment	1
Case: Disciplinary	30
Case: Grievance (LGE)	18
Case: Performance improvement	2
Strategy & Communications	**1**
Case: Absence	1
Grand Total	**307**

Directorate	No. of open cases
Communities and Families	104
Edinburgh Health & Social Care Partnership	73
Place	45
Resources	84
Strategy & Communications	1
Total	**307**

SUSPENSIONS

Directorate	No. of open suspensions
Communities and Families	7
Edinburgh Health and Social Care Partnership	8
Place	7
Resources	1
Total	**23**

Alternative Duties (Instead of Suspension)

Directorate	No.
Communities and Families	2
Edinburgh Health and Social Care Partnership	6
Total	**8**