

Finance and Resources Committee

10.00am, Wednesday 7th October 2021

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, for the period of **July 2021**.

3. Background

- 3.1 Comparison is made to the previous dashboard reporting period, June 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;
 - the number of redeployees and associated costs; and,
 - 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 215 FTE to 14,465 FTE. 199 FTE of which were in Communities and Families Schools & Lifelong Learning, as a result of their current practice of ending fixed term contracts at the end of the school term. Subsequently, the basic salary pay bill decreased by £6.1 m to £456.5m. 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 and July 2021.
- 4.5 **Figure 4** shows the change in Directorate FTE between June and July 2021.
- 4.6 Permanent contracts increased by 35 FTE, Fixed Term Contracts (FTCs) decreased by 192 FTE, acting up and secondment contracts decreased by 58 FTE and apprentice/trainee contracts stayed the same.
- 4.7 The annual cost of permanent contracts decreased by £0.6m and FTCs decreased by £5.1m. The cost of acting up and secondment arrangements decreased by £400k, and the cost of apprentices/trainees stayed the same.
- 4.8 The cost of organisation new starts was £1.1m and the cost of leavers was £1.6m.
- 4.9 The spend on Working Time Payments (WTPs) decreased by £8k to £693k.
- 4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and July 2021 (i.e. before and after Transformation).

Flexible Workforce

- 4.11 In the period, this workforce was equivalent to approximately 1,135 FTE. The associated costs for this period increased by £0.5m to £3.1m. (**Figure 6**).
- 4.12 The spend on the agency workforce increased by £0.4m and cost the organisation £1.7m in the period. Of the total spend, 93% is attributable to the primary and secondary agency suppliers, whilst 7% relates to off-contract spend. The agency workforce this period was the equivalent of 587 FTE, with an average monthly workforce of 491 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 £73K this period to £762K. The increase is primarily due to increased supply workers in the Communities and Families Schools & Lifelong Learning in the month. The casual/supply workforce this period was the equivalent of 366 FTE, with an average monthly workforce of 292 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.
- 4.15 The total cost of overtime decreased by £39K this period to £622K. A breakdown of the spend by overtime “type” is detailed in **Figures 9 and 10**. Around 61% of the spend was made at the enhanced overtime rate; 16% was paid at plain time; 12% was paid for call outs; 10% related to contractual overtime and 1% was paid at the public holiday rate. The overtime/additional hours worked this period was the

equivalent of 182 FTE, with an average monthly workforce of 175 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 one since the last period.
- 4.17 Of the 24 employees currently displaced; 15 have now been temporarily redeployed and 9 are not currently redeployed but are carrying out meaningful work in their former service area.
- 4.18 The funding arrangements for the total displaced FTE is as follows; 12.5 FTE are corporately funded; 8.4 FTE are funded by their service and 1.0 FTE are funded externally.

Absence

- 4.19 In the period the monthly absence rate (reflecting days lost to absence in July 2021) decreased from 4.63% (June 2021) to 3.54% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence. While the Council Sickness average decreased by 1.09% in the month, this is localised, ranging from a 1.6% decrease in Communities & Families Directorate to a 0.29% increase in Place Directorate.
- 4.20 The rolling absence rate for the organisation for the 20/21 year was 4.61%, reflecting 140k working days lost to absence in the period (approx. 626 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

- 4.21 There are currently 166 open high-risk cases (Appendix 4).
- 4.22 The necessity for an ongoing precautionary suspension (currently 13 colleagues) is reviewed on a monthly basis by the Nominated Officer, the ongoing direct cost of those suspended is circa £179k.

Learning and Development

Utilisation

- 4.24 In July there is always a reduction in the number of learning events and engagement in digital learning, as many colleagues take annual leave.
- 4.25 Throughout July, the Learning and Development team focused on making our digital learning resources ready for the transition to myLearning Hub, our new learning experience platform, for the launch on August 2. myLearning Hub offers one portal now for colleagues to access all digital learning resources. Short sessions on MS Teams to introduce myLearning Hub has been made available to colleagues at launch and will be continued as schools return.

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 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

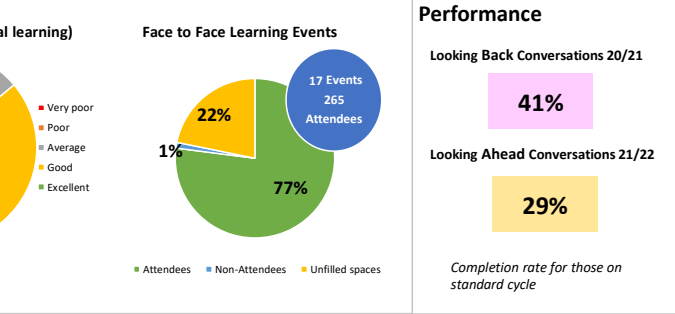
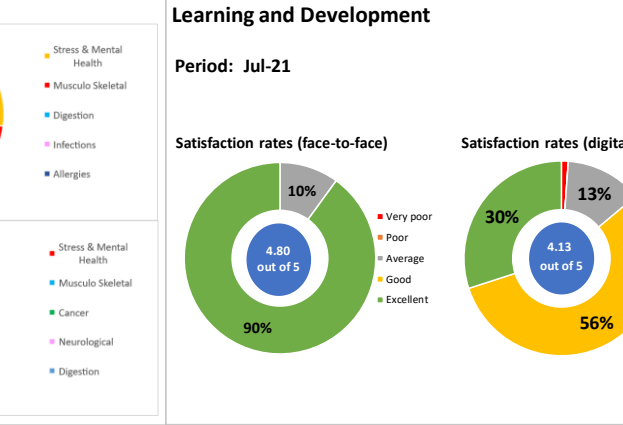
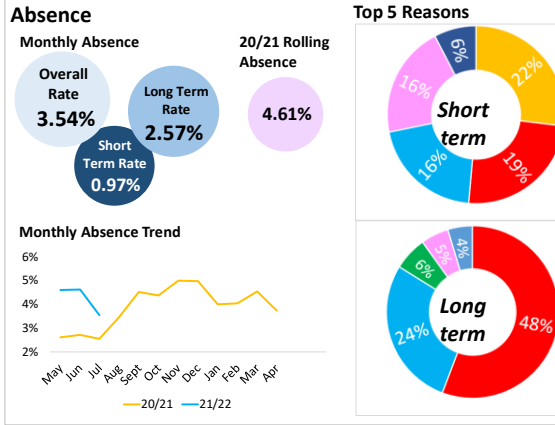
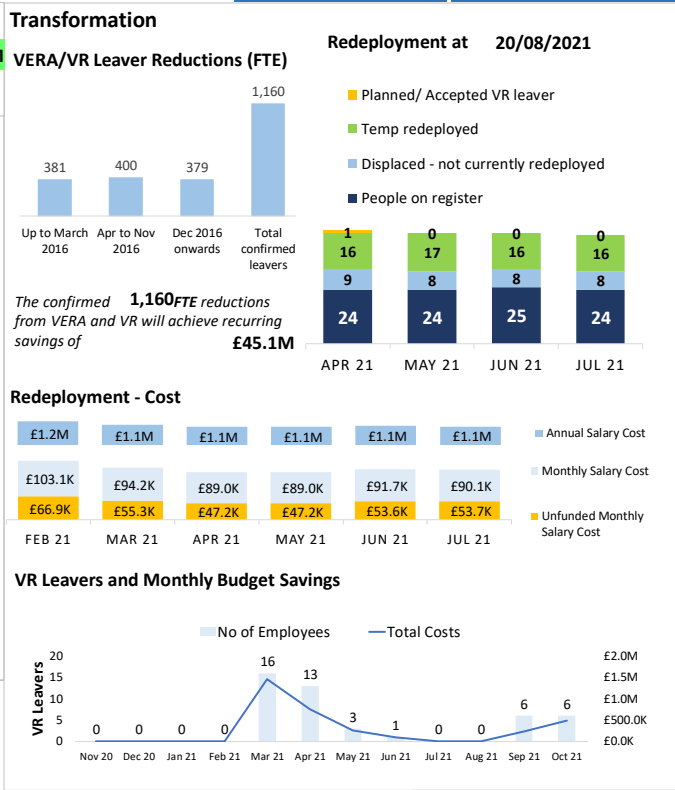
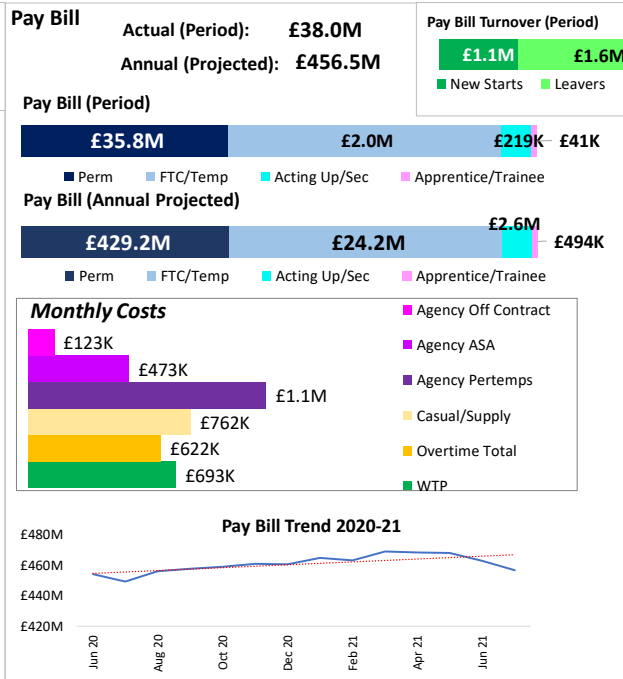
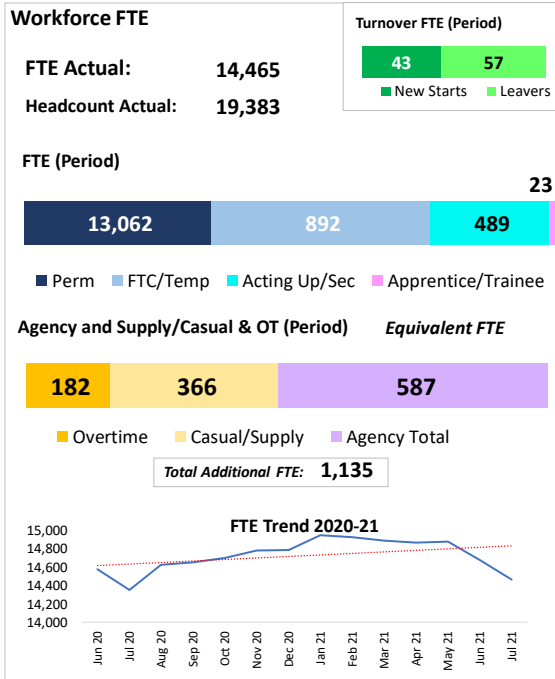
Appendix 1: Corporate Leadership Team Workforce Dashboard

Appendix 2: Corporate Leadership Team Workforce Dashboard Glossary

Appendix 3: Workforce Management Information and Trends

Appendix 1: Corporate Leadership Team Workforce Dashboard

Period: July 21 | Issued: 08 Sep '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

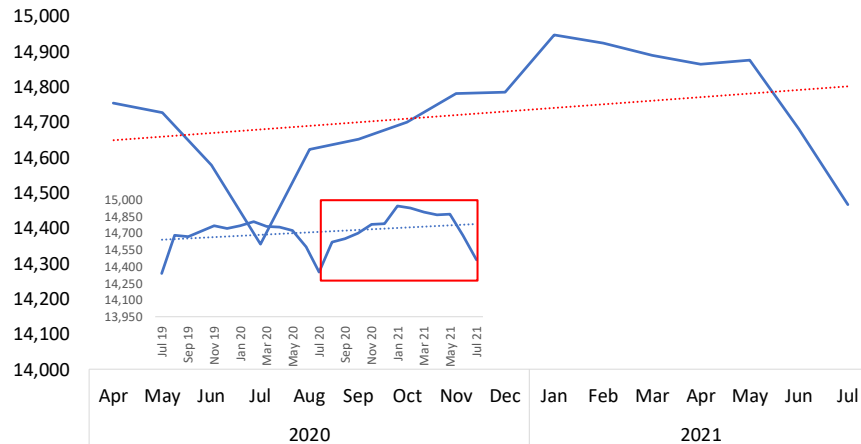


Fig 2. Pay Bill Trend

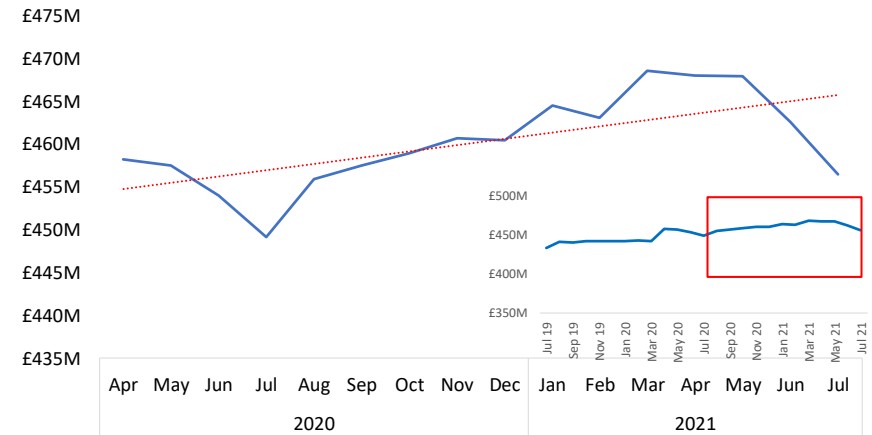


Fig. 3 Core Workforce Groups

Category/ Group	June 2021		July 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10,870	13,638	10,848	13,514	-22	-124
Chief Official	14	14	14	14	0	0
Craft Apprentice	19	19	19	19	0	0
Teaching Total	3,777	4,950	3,585	4,831	-192	-119
Council Total	14,680	18,621	14,465	18,378	-215	-243

Note: Figures exclude Chief Executive

Fig. 4 Core Workforce FTE by Directorate

Directorate	June 2021		July 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Strategy & Comms	141	152				
C&F	8,008	10,753	7,809	10,571	-199	-182
EH&SCP	2,043	2,332	2,028	2,304	-14	-28
Place	2,293	2,685	2,295	2,634	2	-51
Resources	2,181	2,844				
Displaced	14	15	13	13	-1	-2
Corporate Services	7	7	2,320	2,943	-10	-60
Council Total	14,687	18,788	14,465	18,465	-222	-323

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 15 to July 21		
		June 2015		June 2017		June 2018		June 2019		June 2020		July 2021		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			
<i>Front Line Staff</i>	GR1	624	£8.1M	638	£8.4M	595	£8.1M	576	£8.3M	240	£3.6M	230	£4.1M	-	394	£-4.0M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	496	£7.8M	543	£9.9M	-	299	£6.5M
	GR3	2,374	£38.2M	2,124	£34.9M	2,089	£35.1M	1,965	£34.9M	2,038	£37.3M	1,947	£37.0M	-	427	£-1.1M
	GR4	2,479	£45.8M	2,567	£48.1M	2,444	£46.8M	2,549	£52.0M	2,445	£51.8M	2,406	£51.3M	-	72	£5.4M
<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	1,744	£43.5M	-	65	£2.9M
	GR6	1,421	£37.1M	1,337	£35.9M	1,397	£38.0M	1,444	£41.8M	1,402	£42.2M	1,466	£44.1M	-	45	£6.9M
	GR7	1,520	£48.0M	1,296	£42.1M	1,294	£42.4M	1,294	£45.2M	1,300	£46.8M	1,304	£46.9M	-	216	£-1.1M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	711	£30.3M	728	£31.1M	-	48	£1.9M
<i>Managers</i>	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	276	£14.2M	282	£14.5M	-	77	£-1.4M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	127	£7.7M	121	£7.3M	-	3	£1.0M
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	33	£2.4M	40	£2.9M	-	7	£-0.1M
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	40	£3.3M	36	£2.9M	-	5	£0.7M
	Total	11,801	£277.8M	10,849	£256.8M	10,694	£259.4M	10,808	£280.5M	10,782	£289.2M	10,848	£295.6M	-	953	£17.7M

Appendix 3: Workforce Management Information and Trends (continued)

Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

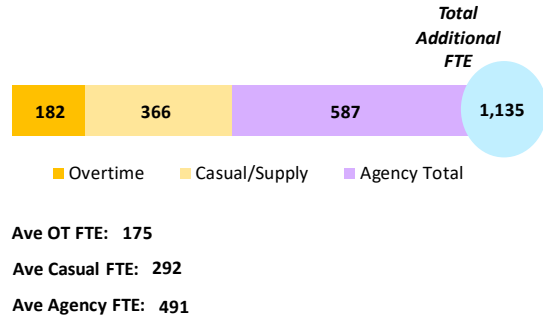


Fig. 7 Agency Trend

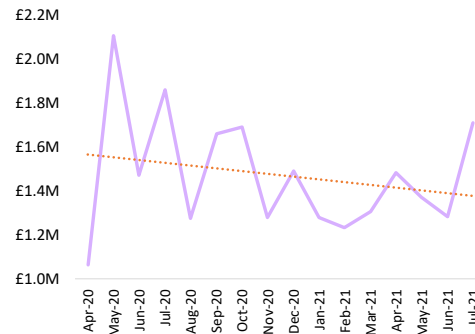


Fig. 8 Casual Trend

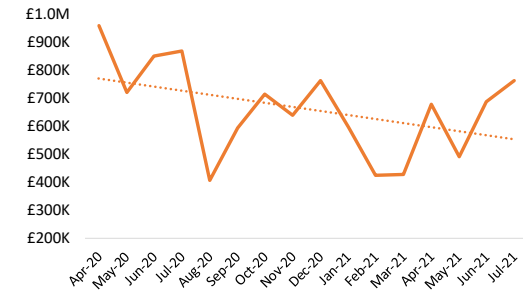


Fig. 9 Overtime by Type in Period

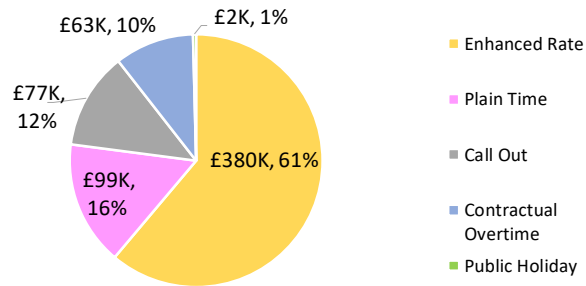


Fig. 10 Overtime by Type in Period - By Directorate

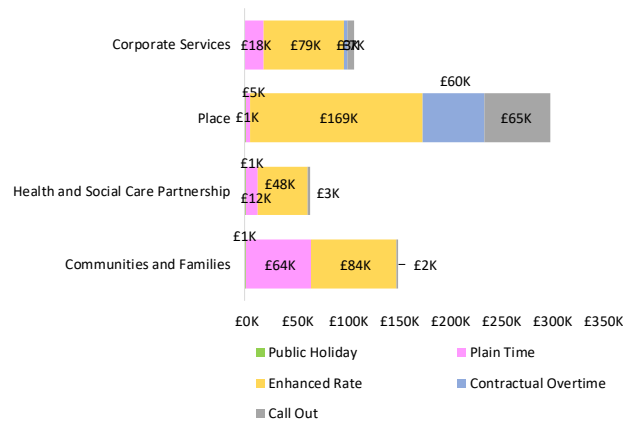
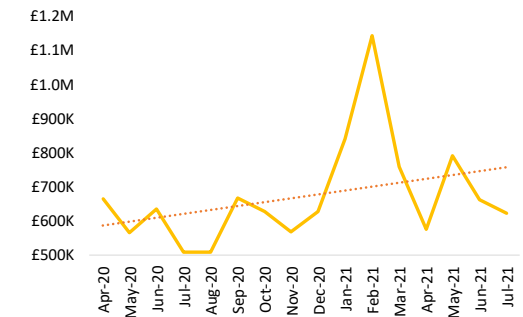


Fig. 11 Overtime Trend



Appendix 3: Workforce Management Information and Trends (continued)

Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

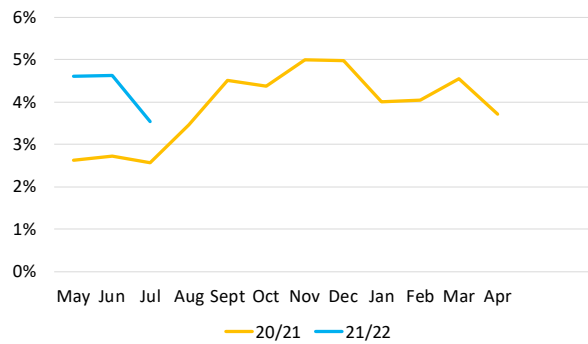


Fig 13. Monthly Days Lost

	Working Days Lost	
	20/21	21/22
Jun	7,222	12,491
Jul	7,005	9,801
Aug	9,470	
Sept	11,986	
Oct	12,020	
Nov	13,329	
Dec	13,823	
Jan	11,165	
Feb	10,284	
Mar	12,789	
Apr	10,101	
May	12,891	

Fig 14. Monthly Absence Rate 20/21 - Directorates

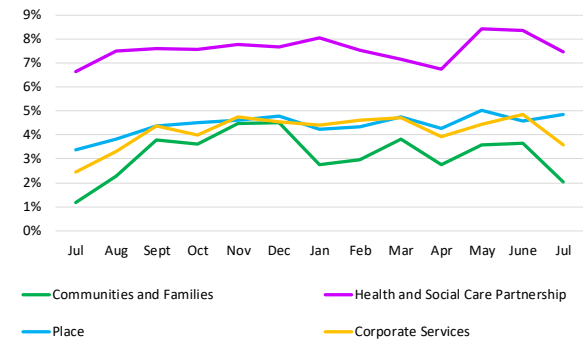
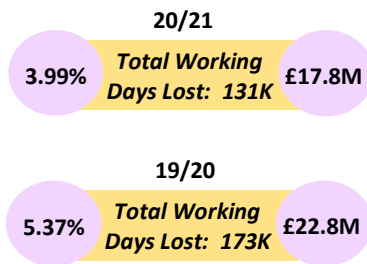


Fig 15. Rolling Absence Rate



Working days lost to absence between April and March 19/20 + 20/21

Fig 16. Rolling Absence - Directorates

Directorate	Rate 19/20	Days Lost 19/20	Rate 20/21	Days Lost 20/21
Strategy and Communications	2.06%	0.7K	0.60%	0.2K
Communities and Families	3.99%	72K	2.80%	51K
Health and Social Care Partnership	8.97%	42K	8.10%	37K
Place	6.46%	34K	4.60%	23K
Resources	5.98%	29K	4.20%	20K

Fig 17. Looking Back 20/21 Conversation Completion July 21

