

# Finance and Resources Committee

10.00am, Thursday 09 December 2021

## Workforce Dashboard

Item number	
Executive/routine	Executive
Wards	All
Council Commitments	

### 1. Recommendations

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

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# Report

## Workforce Dashboard

### 2. Executive Summary

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- 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 **September 2021**.

### 3. Background

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- 3.1 Comparison is made to the previous dashboard reporting period, August 2021.

### 4. Main report

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- 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 35 FTE to 14,746 FTE (a decrease of 20 in Health and Social Care Partnership and decreases of 10 and 7 in Corporate

Services and Place). The basic salary pay bill decreased by £1.2 m to £464.1m. 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 August and September 2021.
- 4.5 **Figure 4** shows the change in Directorate FTE between August and September 2021.
- 4.6 Permanent contracts decreased by 2 FTE, Fixed Term Contracts (FTCs) increased by 38 FTE (19 of which were in Schools & Lifelong Learning), acting up and secondment contracts decreased by 71 FTE and apprentice/trainee contracts stayed the same.
- 4.7 The annual cost of permanent contracts decreased by £2.5m and FTCs increased by £1.0m. The cost of acting up and secondment arrangements increased by £224k, and the cost of apprentices/trainees stayed the same.
- 4.8 The cost of organisation new starts was £2.3m and the cost of leavers was £3.5m.
- 4.9 The spend on Working Time Payments (WTPs) decreased by £4K to £693K.
- 4.10 **Figure 5** shows longer term Local Government Employee workforce change, between June 2015 and September 2021 (i.e. before and after Transformation).

#### **Flexible Workforce**

- 4.11 In the period, this workforce was equivalent to approximately 1,033 FTE. The associated costs for this period increased by £0.6m to £2.9m. (**Figure 6**).
- 4.12 The spend on the agency workforce increased by £0.27m and cost the organisation £1.7m in the period. Of the total spend, 92.5% is attributable to the primary and secondary agency suppliers, whilst 7.5% relates to off contract spend. Place Directorate makes up 40% of Agency Spend in the month, with Waste & Cleansing making up 29%. The agency workforce this period was the equivalent of 586 FTE, with an average monthly workforce of 492 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 £283K this period to £482K. The increase is primarily due to increased supply workers in the Education and Children's Services, Schools and Lifelong Learning in the month. The casual/supply workforce this period was the equivalent of 231 FTE, with an average monthly workforce of 279 FTE (12-month average). The casual/supply cost trend is shown in **Figure 8**.
- 4.15 The total cost of overtime increased by £82K this period to £705K. A breakdown of the spend by overtime "type" is detailed in **Figures 9 and 10**. Around 67% of the spend was made at the enhanced overtime rate; 14% was paid at plain time; 10% was paid for call outs; 9% related to contractual overtime and 0% was paid at the public holiday rate. Place Directorate makes up 59% of Overtime Spend in the month, with Place Management and Waste and Cleansing making up 37% and 24%

respectively. The overtime/additional hours worked this period was the equivalent of 215 FTE, with an average monthly workforce of 184 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 remained the same since the last period. Of the 24 employees currently displaced; 16 have now been temporarily redeployed and 8 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 21.9 FTE's is as follows; 11.7 FTE are corporately funded; 9.2 FTE are funded by their service and 1.0 FTE are funded externally.
- 4.17 Of those corporately funded: 4.4 FTE are currently redeployed, and 7.3 FTE are not currently redeployed. 9.4 FTE of the corporately funded FTE have been on the redeployment register for longer than 12 months and 2.3 FTE have been on the register between 6 and 12 months.

### **Absence**

- 4.18 In the period the monthly absence rate (reflecting days lost to absence in September 2021) increased from 3.68% (August 2021) to 5.26% (see **Figures 12, 13 and 14**). These figures exclude COVID related absence. While the Council sickness average increased by 1.58% in the month and this is reflected across most directorates: including a 2.2% increase in the Education and Children's Services Directorate; a 1.6% increase in Place Directorate but a 1.1% decrease in Corporate Services Directorate. This can, in part, be explained by the move of Property and Facilities Management from Corporate Services to Place.
- 4.19 The rolling absence rate for the organisation for the 20/21 year was 3.99%, reflecting 131K working days lost to absence in the period (approx. 582 FTE) (see **Figures 15 and 16**). The rolling absence rate for the organisation for the 19/20 year was 5.37%, reflecting 173K working days lost to absence in the period (approx. 768 FTE). Comparison of the 19/20 and 20/21 rolling rate demonstrates an overall decrease in organisation absence in the last 12 months.

### **Learning and Development**

#### **Utilisation**

- 4.20 During September engagement in learning activity can fall slightly as this is the last month of the annual leave year and many colleagues take their remaining holidays. We facilitated 24 in-person learning events with 309 participants. This was an increase of eight events from August.
- 4.21 The number of views of myLearning Hub reduced by approximately 7,000 to 20,846 in September. August figures were impacted by our system launch campaign in July and August. We are continuing to promote the platform with colleagues through our Learning at Work campaign this month and expect to see an increase in engagement with the system as a result of that. The excellent rating awarded for our digital learning resources has increased by 20% in September to 43%. Our

excellent rating percentage for in-person learning remains mostly consistent with the previous month.

## **5. Next Steps**

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- 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**

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- 6.1 The achievement of agreed £45.2m savings through voluntary redundancy and VERA.
- 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**

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

## **8. Background reading/external references**

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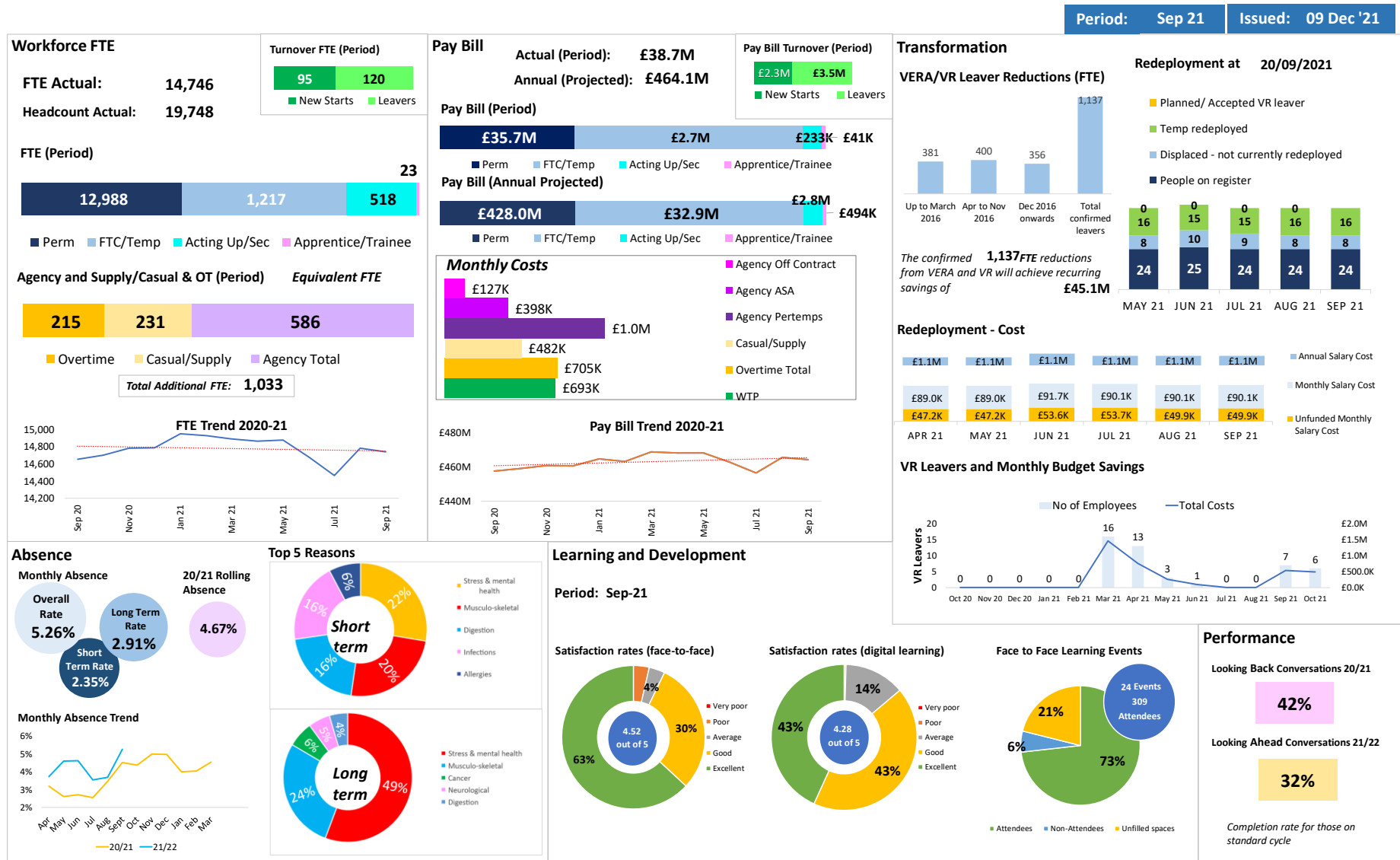
- 8.1 Workforce Control Report and Dashboard to Finance and Resources Committee 7 October 2021.

## **9. Appendices**

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- 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 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 Per Temps, 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

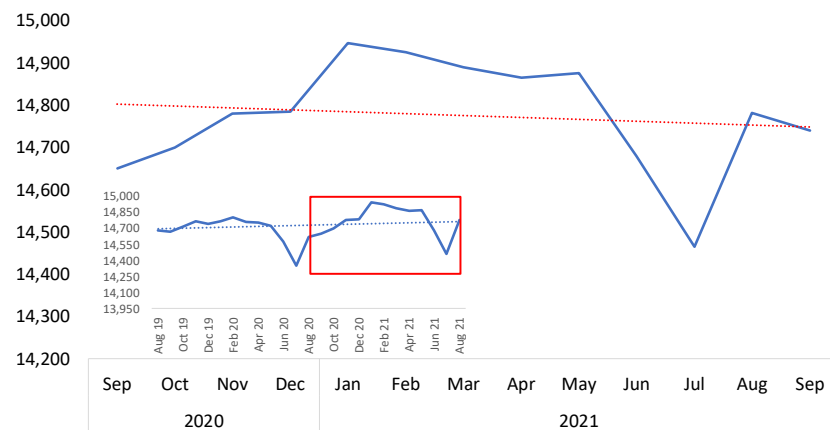


Fig 2. Pay Bill Trend

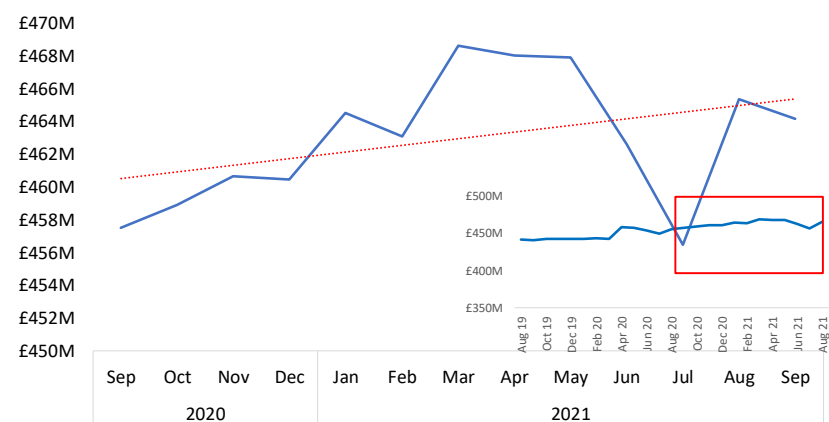


Fig 3 Core Workforce Groups

Category/ Group	August 2021		September 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Local Government Employee GR1-GR12 including Craft	10,933	13,655	10,881	13,613	-52	-42
Chief Official	14	14	13	13	-1	-1
Craft Apprentice	19	19	19	19	0	0
Teaching Total	3,814	5,102	3,833	5,120	19	18
<b>Council Total</b>	<b>14,781</b>	<b>18,790</b>	<b>14,746</b>	<b>18,765</b>	<b>-35</b>	<b>-25</b>

Note: Figures exclude Chief Executive

Fig 4 Core Workforce FTE by Directorate

Directorate	August 2021		September 2021		Change in FTE	Change in Headcount
	FTE	Headcount	FTE	Headcount		
Education & Childrens Services	8,127	10,983	8,130	10,983	3	0
EH&SCP	2,014	2,299	1,994	2,279	-20	-20
Place	3,371	4,202	3,363	4,200	-7	-2
Displaced	13	14	13	14	0	0
Corporate Services	1,256	1,429	1,246	1,427	-10	-2
<b>Council Total</b>	<b>14,781</b>	<b>18,927</b>	<b>14,746</b>	<b>18,903</b>	<b>-35</b>	<b>-24</b>



## 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		September 2021		June 15 to Sept 21		
		FTE	Basic Salary Cost	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	240	£3.6M	236	£4.2M	-	388	-£3.9M
	GR2	244	£3.4M	198	£2.9M	170	£2.5M	167	£2.6M	496	£7.8M	555	£10.2M	311	£6.7M	
	GR3	2,374	£38.2M	2,124	£34.9M	2,089	£35.1M	1,965	£34.9M	2,038	£37.3M	1,963	£37.3M	-	411	-£0.8M
	GR4	2,479	£45.8M	2,567	£48.1M	2,444	£46.8M	2,549	£52.0M	2,445	£51.8M	2,389	£50.8M	-	90	£4.9M
<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	1,780	£44.2M	-	29	£3.6M
	GR6	1,421	£37.1M	1,337	£35.9M	1,397	£38.0M	1,444	£41.8M	1,402	£42.2M	1,466	£43.9M	45	£6.8M	
	GR7	1,520	£48.0M	1,296	£42.1M	1,294	£42.4M	1,294	£45.2M	1,300	£46.8M	1,287	£46.2M	-	234	-£1.8M
	GR8	776	£29.2M	652	£25.1M	689	£26.7M	700	£29.0M	711	£30.3M	721	£30.8M	-	55	£1.6M
<i>Managers</i>	GR9	359	£15.9M	280	£12.9M	281	£13.0M	279	£13.9M	276	£14.2M	287	£14.8M	-	71	-£1.1M
	GR10	118	£6.3M	123	£6.5M	117	£6.4M	120	£7.0M	127	£7.7M	122	£7.4M	4	£1.1M	
	GR11	47	£3.0M	36	£2.3M	36	£2.4M	38	£2.7M	33	£2.4M	40	£2.9M	-	6	-£0.1M
	GR12	31	£2.2M	33	£2.4M	38	£2.8M	42	£3.3M	40	£3.3M	35	£2.9M	4	£0.7M	
<b>Total</b>		<b>11,801</b>	<b>£277.8M</b>	<b>10,849</b>	<b>£256.8M</b>	<b>10,694</b>	<b>£259.4M</b>	<b>10,808</b>	<b>£280.5M</b>	<b>10,782</b>	<b>£289.2M</b>	<b>10,881</b>	<b>£295.6M</b>	<b>-</b>	<b>920</b>	<b>£17.8M</b>

### Appendix 3: Workforce Management Information and Trends (continued)

## Flexible Workforce: Management Information and Trends

Fig. 6 Flexible Workforce in Period

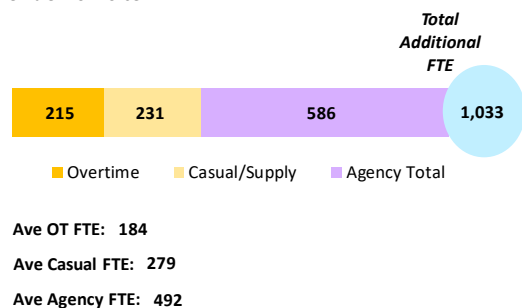


Fig. 7 Agency Trend

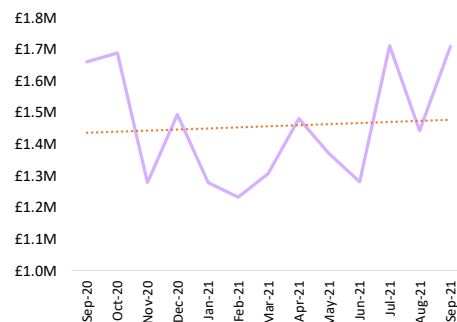


Fig. 8 Casual Trend

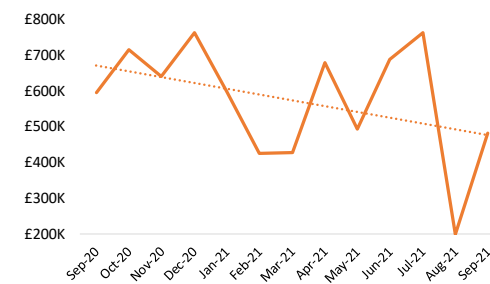


Fig. 9 Overtime by Type in Period

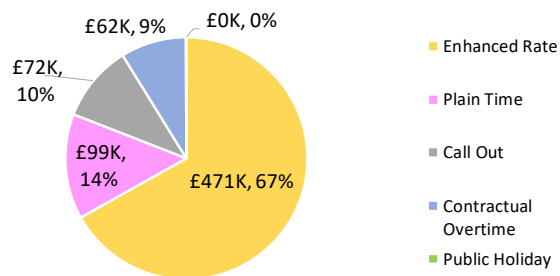


Fig. 10 Overtime by Type in Period - By Directorate

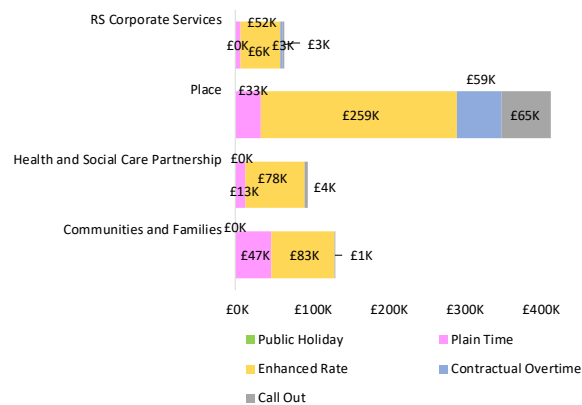
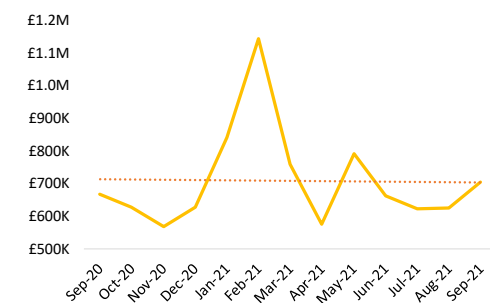


Fig. 11 Overtime Trend



## Appendix 3: Workforce Management Information and Trends (continued)

### Core Workforce: Management Information and Trends

Fig 12. Monthly Absence Rate

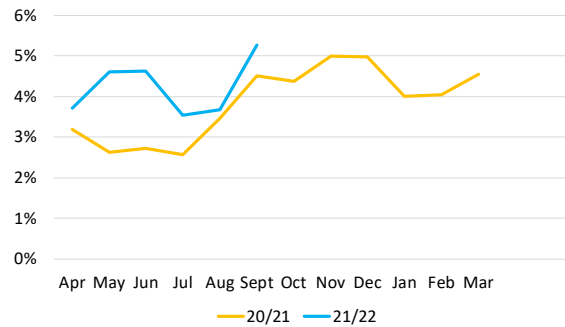


Fig 13. Monthly Days Lost

	Working Days Lost	
	20/21	21/22
Apr	8,570	10,101
May	7,237	12,891
Jun	7,222	12,491
Jul	7,005	9,801
Aug	9,470	10,241
Sept	11,986	14,239
Oct	12,020	
Nov	13,329	
Dec	13,823	
Jan	11,165	
Feb	10,284	
Mar	12,789	

Fig 14. Monthly Absence Rate 20/21 - Directorates

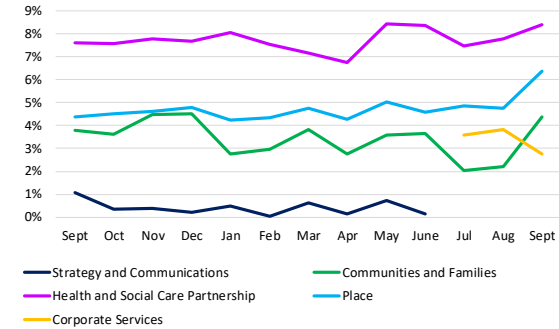
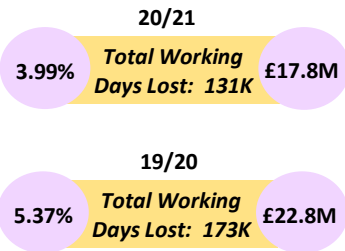


Fig 15. Rolling Absence Rate



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

Note: Figures pre date the New Directorates

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

