

Finance and Resources Committee

10am, Thursday, 25 January 2024

Workforce Dashboard

Executive/routine
Wards

Routine
All

Recommendations

- 1.1 To review and note the information contained in the Workforce Dashboard for the period July to September 2023.

Dr Deborah Smart

Executive Director of Corporate Services

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Report

Workforce Dashboard

Executive Summary

- 1.2 This report provides the Council's Workforce Data for Quarter 2, July to September 2023.
- 1.3 Key workforce trends during this period include:
- a reduction in overtime and casual spend.
 - an increase in agency spend.
 - a reduction in sickness absence.
 - an increase in colleagues onboarded.
 - an increase in turnover.

Background

- 1.4 The Workforce Dashboard provides data and insight for the period July to September 2023 (Quarter 2) including:
- the number of Full Time Equivalent (FTE) colleagues employed and breakdown of role grading by directorate.
 - the cost of the quarterly pay costs, including our flexible workforce (agency, overtime and casual).
 - recruitment information.
 - trends on absence rates.
 - organisational leaver information.
 - insight from Directorates on the last quarter and workforce context for the next quarter.

Main report

- 1.5 **Workforce pay bill and FTE:** The average monthly pay bill (excluding flexible workforce) for this quarter is £44.3M. This is an increase of £339K from last quarter. The employee FTE average for this quarter is 15,230 FTE (excluding agency) - an increase of 95 FTE from last quarter's average.
- 1.6 **Flexible workforce:** Agency average monthly spend for this quarter is £2.9M. This is an increase of £225K from last quarter. Overtime average monthly spend for this quarter is £829.2K. This is a decrease of £62.6K from last quarter. Casual average monthly spend for this quarter is £493.6K. This is a decrease of £331.5K from last quarter.

1.7 **Overpayments:** As of 30 September 2023, the Council had a salary overpayments balance of £1.61M (1,244 employees affected). Of the new overpayments this quarter, the highest contributing factor was caused by 'seasonal adjustments'. The 1,244 affected employees include leavers and overpayments for previous financial years. During the quarter, 99.3%% of salary costs were paid accurately.

Recruitment and onboarding: The number of vacancies advertised over the quarter was 2,384 which is a decrease from last quarter of 489. Of the 1,621 colleagues we onboarded within the quarter, 57% were internal and 43% were external candidates, as outlined below:

- 71% - Children, Education, and Justice Services Directorate
- 18% - Place
- 4% - Corporate Services
- 7% - Edinburgh Health and Social Care Partnership.

Over the quarter we supported 168 apprentices.

1.8 **Sickness absence:** During the quarter there were 44,212 days lost to sickness absence which represents a decrease of 879 days lost. The top 5 absences for short term absence in the quarter were attributed to Stress, Musculo Skeletal, Gastrointestinal, Infection and Covid-19. The top 5 absences for long term absence in the quarter were attributed to Stress, Musculo Skeletal, Cancer, Gastrointestinal and Neurological.

1.9 **Turnover:** Over the quarter there were 435 leavers, which is an increase of 125 leavers from last quarter. 56% of all leavers came from the CEJS directorate and the majority are teacher leavers. 21% of leavers in the quarter completed an exit questionnaire, of this 65% would recommend the City of Edinburgh Council as an employer to family and friends.

1.10 **Redeployment:** During the quarter following an organisational review, 3 colleagues didn't secure permanent roles within the Council and opted to seek redeployment with 1 colleague securing an alternative funded role. Following the update at Policy and Sustainability Committee in August 2023, discussions took place with colleagues who had been seeking redeployment. As a result, 5 colleagues left the Council via Voluntary Redundancy at the end of December 2023 and a further colleague is leaving at the end of January 2024, leaving a total of 10 colleagues continuing to seek redeployment. We are engaging with these colleagues and their managers around clarity of roles and responsibilities and monitoring progress on a monthly basis, ensuring policy is fully applied and all support is being provided to find alternative positions.

1.11 **Directorate Updates and Actions – July to September 2023** **Corporate Services**

- We continue to see slight increases in colleague numbers with this quarter across a wider range of grades; small numbers were recruited for Grades 9 and above but the majority being for Grades 6 and below.
- Throughout the quarter we have continued to manage Overpayments and Manual Payments with no overpayments being made within this Directorate.

- There has been a reduction overall in overtime spend across the organisation and for the Directorate which has seen around a 40% drop year on year.
- Our Human Resources Team have continued to support the recruitment and onboarding activity across the organisation, particularly the peak seen in August for Education colleagues.
- Across the Directorate we continue to trend lower than the organisation target for sickness absences although this is higher than this quarter last year and work is ongoing to support colleagues where required to continue to reduce this.
- Work is underway on the new People Strategy and colleagues in Human Resources are coordinating consultation with colleagues from across the organisation.
- Recruitment activity is continuing to take place for our 'hard to fill' roles and there is cross Directorate coordination to ensure best practice is identified and applied.
- Campaigns to encourage colleagues to consider and support matters such as 16 Days of Activism, Health and Wellbeing over the winter months, International Day of Disabilities as well as delivery sessions in support of Islamophobia Awareness Month have taken place across the last quarter and planned for the next quarter.

Edinburgh Health and Social Care Partnership (EHSCP)

- The EHSCP Executive Management Team has introduced new governance arrangements to support oversight and delivery of the workforce development that is required, by establishing a monthly Workforce Board. This started in August 2023, chaired by Chief Officer with a clear purpose of overseeing the effective implementation and delivery of the EIJB's Workforce Strategy: "Working Together".
- A senior responsible officer has been appointed to engage colleagues from across the Partnership to develop the implementation of the workforce strategy. The immediate work plan for the Workforce Board includes capacity building and workforce planning; access to data and data cleansing; learning and development needs and our approach to supplementary staffing. The service is collaborating with Children's Services to host and attend Recruitment Events. A city-wide advert for all partnership Social Work vacancies in progress.
- Between June and August vacancies in locality assessment and care management teams reduced from 47.5 WTE to 42.2 WTE. 19.5 agency staff were recruited to fill some of these vacancies. Altogether 7 Social Workers, 1 Senior Occupational Therapist, 1 Occupational Therapists and 2 Community Care Assistants started employment in September. We also onboarded the following staff in October: 6 Social Workers, 1.5 Senior Occupational Therapist, 1 Occupational Therapist and 1 Community Care Assistant, 2 Senior Social Workers and 4 Mental Health Officers.
- Work has started to enhance the data quality for workforce development, demand and capacity estimates and the development of staffing establishments.

Children, Education, and Justice Services Children Services

- Children's Services have been actively recruiting social workers to join our new Child Protection Team which will be in operation from early January 2024.

- Recruitment for social work posts across Children's Services continues to be challenging and we are looking at innovative options to increase and strengthen our workforce. This includes 'grow your own' and linking with universities to encourage and promote the benefits of working within Edinburgh.

Justice Services

- Criminal Justice have successfully recruited to all permanent posts, except for one Senior Social Worker vacancy, which will be readvertised for a third time shortly. This post is within a 'specialist' team and therefore the successful postholder requires knowledge and experience.
- We have had an overwhelming response to our other vacancies (Social Worker, Justice Worker, and Support Worker) and preferred candidates have been identified. The number of eligible people applying for posts has significantly increased, so we are more confident of being able to fill posts as people move on.

Education

- Recruitment of Pupil Support Assistants (PSA) across mainstream and Special sectors is ongoing. To increase the number of quality candidates, we have invested time in more promotion and support for those considering applying. We have promoted via posters, social media banners and created a page within the City of Edinburgh website. Three online sessions were offered to candidates who wanted to find out more about the role and the feedback has been positive. As a result, the number of candidates for this round of recruitment is higher and we continue to invest time in promotion prior to next round of recruitment. Discussions are taking place about appropriate training requirements which will contribute to the retention of support staff in schools.
- Over 350 PSA jobs have been offered to candidates since April 2023 with another round of recruitment taking place in December.
- The central recruitment approach for permanent early years assistant posts has continued to be successful. 27 posts have been filled since August with a further 37 posts filled by December 2023. Following a review of delivery models in full year settings and the demand for places, 41 colleagues moved from full year to term time contracts in October 2023.
- This year Education has been collaborating closely with colleagues in the Learning Estate to ensure we have improved capacity to meet the increasing number of pupil enrolments. Secondary schools are experiencing rising rolls. P1 enrolment for August 2024 has begun, with Headteachers drafting their class organisations for next session. It is important to note that the primary school roll is dropping. By February, we will understand the number of surplus staff requiring redeployment to another school for August 2024. However, we already know that there will be more than thirty colleagues to be placed. This will have a knock-on effect on the number of vacancies available for August.
- The Annual Staffing exercise has begun with Head Teachers currently auditing their current staffing availability and requirements for session 2024-2025 based on this information. By early January we will have a clear idea of what our staffing requirements are. This will enable us to make an informed offer to the Scottish Government for newly qualified teachers and will allow us to move to recruitment of secondary teachers early January. Moving early will give access to a greater number of applicants particularly for the subject areas where there

is a national shortage of teachers – Maths, Computing, Design & Technology, Business and Health& Food Technology.

- In terms of teacher retention, the QIEO for Probationer teachers has been supporting our current probationer teachers with application forms and interview practice and representatives from the Roman Catholic Church are supporting them with applications for our Roman Catholic schools.

Place

- Recruitment in this quarter focused once again on frontline services, primarily in Facilities Management. The flexible approach to recruitment in Facilities Management contributed to the increased recruitment of cooks, catering assistants, cleaning operatives and supervisors. In addition, recruitment in Neighbourhood Environmental Services once again focused on Cleansing Operatives and Waste and Recycling Collection Operatives.
- In preparation for the schools returning in August, 22 new School Crossing Patrol Guides were recruited in the period.
- The reasons for absence in Place are broadly consistent with the Council reasons. While short term absence remains consistently around 2%, long term absence levels remain higher than the Council target and work is underway to address this,
- For the remainder of the year, the directorate remains focused on absence management, recruitment and agency and overtime costs.

Next Steps

- 1.12 To continue to monitor workforce costs, associated business plans and organisational priorities and identify and drive areas for improvement. To further consider data to include benchmarking and trend information going forwards.

Financial impact

- 1.13 To note the budgetary implications of workforce costs (both direct and indirect) and to note the direct and indirect costs related to absence (salary, overtime, and agency).

Equality and Poverty Impact

- 1.14 The impacts of this report have been considered in relation to equality, human rights (including children's rights) and socio-economic disadvantage implications and there are no identified environmental impacts relevant to this report.

Climate and Nature Emergency Implications

- 1.15 The City of Edinburgh Council declared a Climate Emergency in 2019 and committed to work towards a target of net zero emissions by 2030 for both city and corporate emissions and embedded this as a core priority of the Council Business Plan 2023-27. The Council also declared a Nature Emergency in 2023.
- 1.16 The impacts of this report have been considered in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties and there are no identified environmental impacts relevant to this report.

Risk, policy, compliance, governance and community impact

- 1.17 Stakeholder consultation and engagement, including colleagues, Corporate Leadership Team, Senior Management Teams, Trade Unions and Elected Members is ongoing.

Background reading/external references

- 1.18 [Workforce Dashboard](#) for period April to June 2023 (Finance and Resources Committee date, Tuesday 21 September 2024).

Appendices

- 1.19 Summary of Workforce Data (Quarter 2: July to September 2023)

Summary of Workforce Data (Quarter 2: July to September 2023)

15,230 FTE
Council employees average

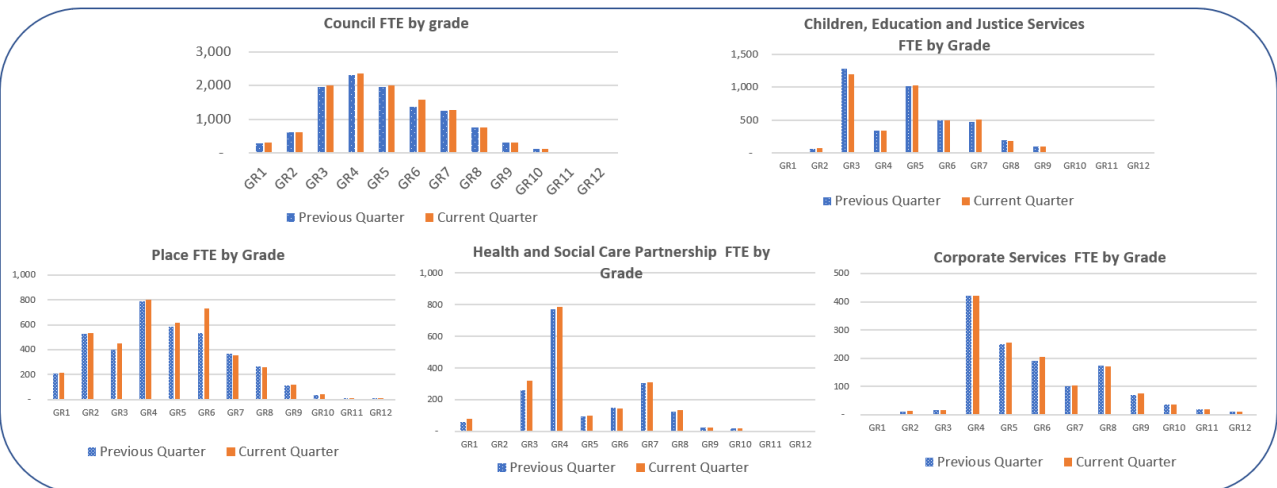
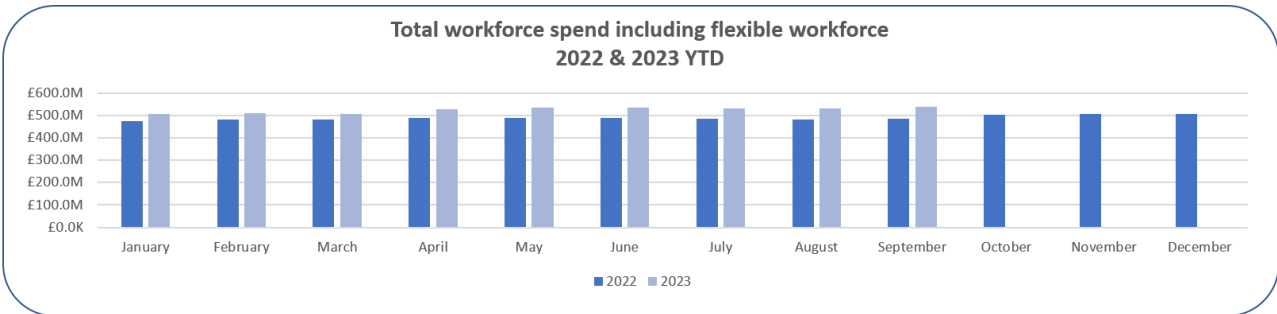
Increase of 95 FTE from last quarter's average
*excludes agency staff

Average monthly pay bill for quarter £44.3 million

Increase of £339K from last quarter's average
*excluding flexible workforce

Average monthly flexible workforce spend

Agency	£2.9M	↑ Agency £2.9M. Agency ave has increased by £225K on last quarter.
Overtime	£829.2K	↓ Overtime £829.2K. Overtime ave has decreased by £62.6K on last quarter
Casual	£493.6K	↓ Casual £493.6K. Casual has decreased by £331.5K on last quarter (School Holidays in August)



2,384 roles advertised within the quarter

Decrease of 489 on last quarter

Roles advised in quarter

Month	Roles
Jul	312
Aug	1062
Sep	1010

Top 5 roles advertised in quarter

Pupil Support Assistants	Cleaning Operative	Social Care Assistants	Teacher	Social Care Worker
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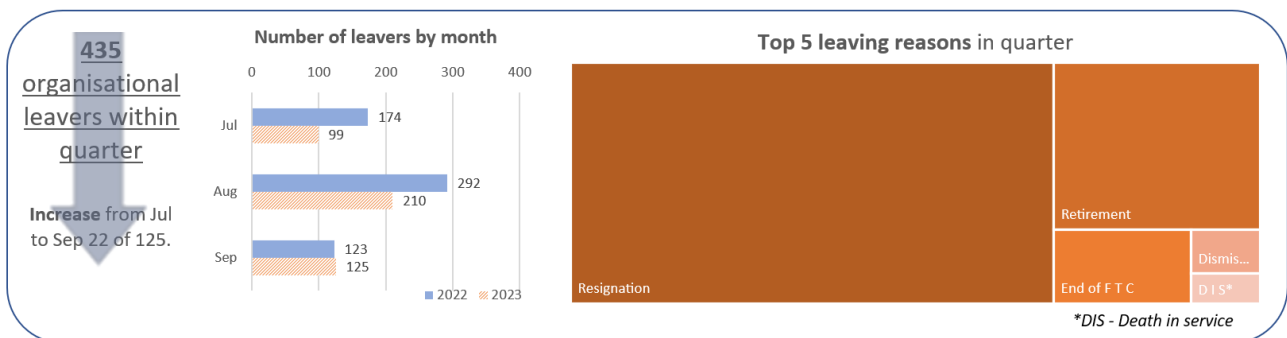
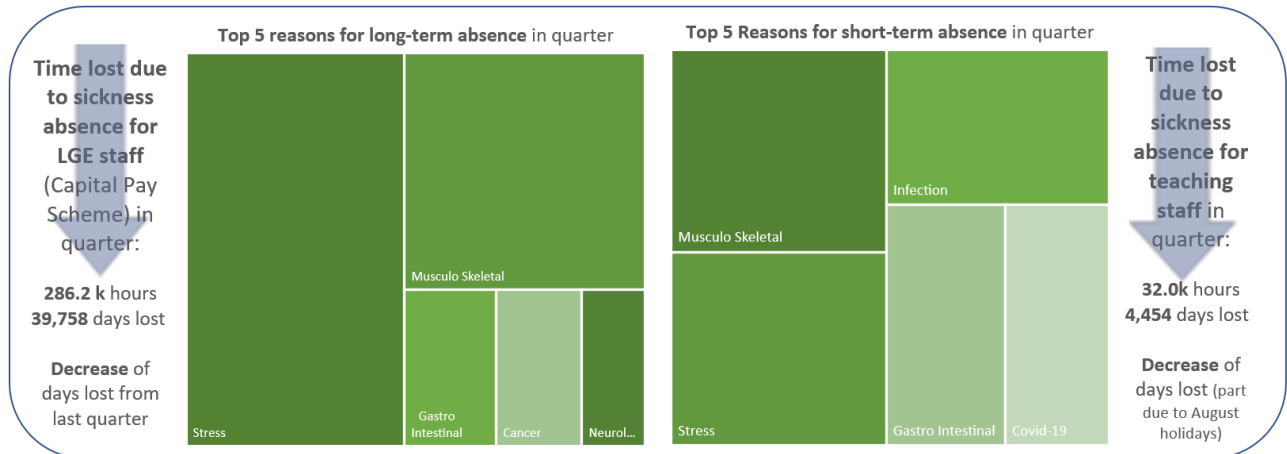
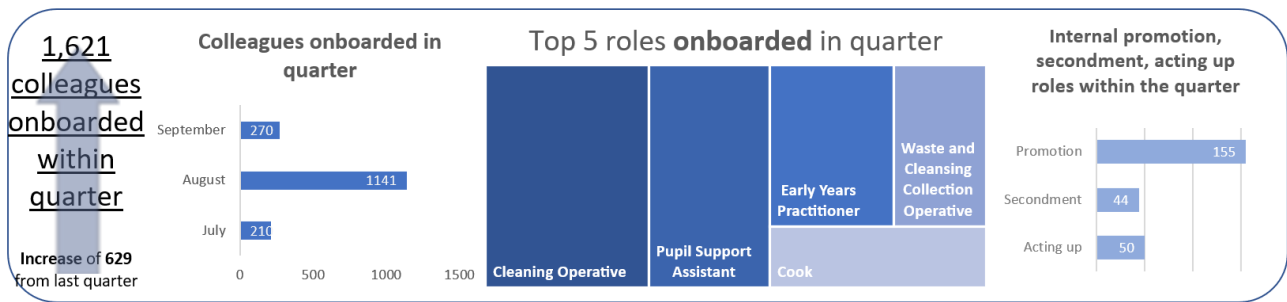


Table 1 - Pay and workforce

Pay and Workforce	2022-2023		2023-2024			Difference Q1 to Q2
	Annual Outturn	Quarter 4	Quarter 1	Quarter 2	Year to Date	
Average Monthly Workforce FTE	14,980	15,017	15,095	15,229	15,162	134
Average Monthly Pay Bill	£41.0M	£41.9M	£43.9M	£44.3M	£44.1M	£0.4M
Average Monthly Flexible Spend	£ 4.2M	£4.5M	£4.3M	£4.17M	£4.24M	-£0.13M
Agency Average Monthly	£2.3M	£2.9M	£2.6M	£ 2.9M	£ 2.75M	£0.3M
Overtime Average Monthly	£1.1M	£0.9M	£0.9M	£0.83M	£0.87M	-£0.07M
Casual Average Monthly	£760.9K	£660.6K	£825.1K	£493.6K	£659.3 K	-£331.5k

Table 2a - Sickness absence

Directorate	Working Days Lost								
	2022-23		2023-2024						
	Annual Outturn	Quarter 4	Quarter 1	July	August	Sept	Quarter 2	Financial Year to Date	Difference Q1 to Q2
Corporate Services	9,864	2,348	2,296	784	1095	911	2,789	5,085	493
Children, Education, and Justice Services	81,989	23,177	17,581	2,751	4,566	7,114	14,431	32,012	-3,150
Edinburgh Health and Social Care Partnership	40,886	10,584	9,455	2,849	3,541	3,152	9,542	18,997	87
Place	61,810	16,670	15,759	5,611	6,119	5,756	17,486	33,245	1,727
Total	194,549	52,777	45,091	11,995	15,321	16,933	44,248	89,339	-843

Table 2b – Sickness absence reason summary

Absence reason	January	February	March	April	May	June	July	August	September	Average	Top 6% of Total
Stress	1.10%	1.00%	1.20%	1.00%	1.10%	1.00%	0.90%	0.90%	0.87%	1.01%	29%
Musculo Skeletal	0.90%	0.90%	0.90%	0.90%	1.00%	1.00%	1.00%	1.10%	1.07%	0.97%	21%
Infection	1.10%	0.60%	0.80%	0.40%	0.50%	0.20%	0.20%	0.40%	0.56%	0.53%	9%
Gastro-Intestinal	0.40%	0.50%	0.70%	0.50%	0.60%	0.50%	0.50%	0.60%	0.58%	0.54%	9%
Covid	0.30%	0.30%	0.40%	0.30%	0.20%	0.10%	0.10%	0.30%	0.44%	0.27%	5%
Cancer	0.20%	0.30%	0.30%	0.20%	0.30%	0.20%	0.20%	0.20%	0.25%	0.24%	4%