

# Finance and Resources Committee

10am, Tuesday, 30 April 2024

## Workforce Dashboard

Executive/routine  
Wards

Routine  
All

### 1. Recommendations

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

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# Report

## Workforce Dashboard

### 2. Executive Summary

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- 2.1 This report provides the Council's Workforce Data for quarter 3, October to December 2023.
- 2.2 Key workforce trends during this period include:
- an increase in overtime and casual spend.
  - a reduction in agency spend.
  - an increase in sickness absence.
  - an increase in colleagues onboarded.
  - an increase in turnover.
- 2.3 At the most recent meeting of the Full Council the People Strategy for 2024-2027 was approved. Updates on progress of the implementation of the Strategy will be provided to the Finance and Resources Committee in the form of revised Key Performance Indicators as part of this report, as well as a detailed progress report of each Theme at each subsequent meeting. As such consideration will be given to the format of this report going forward to incorporate new and updates KPI's and trends. In addition, the report will continue to be developed following the implementation of Oracle Fusion in October 2024.

### 3. Background

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- 3.1 The Workforce Dashboard provides data and insight for the period October to December 2023 (Quarter 3) 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.

## 4. Main report

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4.1 **Workforce pay bill and Full Time Equivalents (FTE):** The average monthly pay bill (excluding flexible workforce) for this quarter is £45.3m. This is an increase of £1 million from last quarter. The employee FTE average for this quarter is 15,340 FTE (excluding agency) - an increase of 110 FTE from last quarter's average. This increase in FTE accounts for the increase in the pay bill.

4.2 **Flexible workforce:** Agency average monthly spend for this quarter is £2.4m. This is a reduction of £423k from last quarter. Overtime average monthly spend for this quarter is £987.7.2k. This is an increase of £158.5k from last quarter. Casual average monthly spend for this quarter is £691.7k. This is an increase of £66k from last quarter.

4.3 **Overpayments:** As of 31 December 2023, the Council had a salary overpayments balance of £1.72 million (1,303 employees affected). Of the new overpayments this quarter, the highest contributing factor was caused by 'sessional adjustments' The 1,303 affected employees include leavers and overpayments for previous financial years. During the quarter, 99.5% of salary costs were paid accurately.

4.4 **Recruitment and onboarding:** The number of vacancies advertised over the quarter was 2,271. Of the 1,229 colleagues onboarded within the quarter, 50.9% were internal and 49.1% were external candidates. The overall split of colleagues onboarded is outlined below:

- 57% - Children, Education, and Justice Services Directorate
- 29% - Place
- 6% - Corporate Services
- 8% - Edinburgh Health and Social Care Partnership.

Over the quarter we supported 146 apprentices. We will shortly be commencing recruitment for new apprentices who will start college in August 2024. These include all trades, roads and early years. All other apprentices are visited in their workplaces by assessors and will be recruited throughout the year depending upon the needs of individual service areas.

4.5 **Sickness absence:** During the quarter there were 59,878 days lost to sickness absence which represents an increase of 35% on the last quarter. Whilst this is a significant increase, sickness absence trends show an increase in the winter months. In the same quarter last year, there were 60,771 days lost to sickness absence. The top 5 absences for short term absence in the quarter were attributed to Infection, Stress, Musculo Skeletal, Gastrointestinal and Covid-19. The top 5 absences for long term absence in the quarter were attributed to Stress, Musculo Skeletal, Cancer, Gastrointestinal and Neurological.

4.6 **Turnover:** Over the quarter there were 299 leavers, which is a decrease of 136 leavers from last quarter. The breakdown is as follows:

Service	% Turnover	% Resignations
Children, Education and Justice Services Directorate	39%	73%

<b>Service</b>	<b>% Turnover</b>	<b>% Resignations</b>
Place Directorate	33%	57%
Edinburgh Health and Social Care Partnership	21%	52%
Corporate Services	7%	69%

- The top 5 reasons for colleagues leaving the employment of the Council is resignation, retiral, dismissal or end of fixed term contract.
- 30% of all leavers in the quarter completed an exit questionnaire - an increase of 9%. We continue to promote the importance of colleagues leaving the employment of the Council giving us their feedback.
- 74% of the leavers who completed an exit questionnaire stated that they would recommend the City of Edinburgh Council as an employer to family and friends - an increase of 9% on the previous quarter.

4.7 **Redeployment:** Since the previous quarter, six colleagues who were seeking redeployment left the employment of the Council and 4 new colleagues opted to seek redeployment within the Council following organisational reviews. 11 colleagues are currently seeking redeployment to permanent roles. The process is being actively implemented with these colleagues, with monthly progress monitoring to evidence and ensure that all support is being provided to help colleagues find alternative positions either within or outwith the organisation. Trade Union colleagues are involved in individual discussions.

#### 4.8 **Specific Directorate Updates and Actions – October to December 2023**

##### **Corporate Services**

- Recruitment and retention remains a high risk across the Directorate and is recorded as such within our risk registers. This continues to be a particular concern for professional and highly skilled roles and where necessary Service Directors and other Senior Officers are exploring mechanisms to deliver additional support across these areas. To mitigate risks within the Division, Customer & Digital Services have organised their own recruitment days. Legal Services have created a recruitment landing page which is now live, showcasing a promotional video of the Service. Positive feedback has already been received and uptake in applications noted. [Legal jobs – The City of Edinburgh Council](#). Our Finance and Procurement Teams also continue to experience significant staff recruitment and retention issues. Within Procurement, some specialist roles remain vacant due, in part, to a lack of candidates with relevant skills. Agency staffing is being used in accordance with relevant Council policies to address some of the resulting gaps. Within Finance, while several recent appointments have been made, challenges remain in respect of more specialist roles.
- The annual Pay Award was implemented prior to the Christmas break for all relevant colleagues and colleague salary overpayments and manual payments across the Directorate are minimal. Where overpayments do occur, they are managed closely. Monthly reports are circulated to the Directorate Management Team and any new cases are highlighted as required.

- We celebrated and recognised the International Day of People with Disabilities and organised the first annual Islamophobia Awareness month. This included webinars, visits to the Edinburgh Central Mosque and wellbeing roadshows. We also extended our commitment to inclusive recruitment by guaranteeing interviews for applicants who are or have been care experienced and who meet the essential criteria for the post. We also rolled out 2 new workshops on mental health awareness and building resilience and mental health first response. We also provided a new online learning resources on anti-racism in practice and rolled out further Active Bystander sessions. Our new Suicide Prevention Toolkit and workshop series was also launched.
- We commenced discussions with the Edinburgh Business School to review leadership programmes and consideration of shaping this for the future. This will feed into wider Leadership and Succession Frameworks.

## Looking Forward

- Following approval of an extension with our current HR and Payroll provider the Council has revised the implementation timescales for the new Oracle Fusion HR System system, mitigating significant risks surrounding payroll. The revised timescale for implementing the core HR and Payroll system is 1 October 2024 with a new recruitment module and HR helpdesk also being implemented before the end of the 2024/25 financial year. The Council's new partners (CGI and Oracle) are currently reviewing the commercial arrangements based on the revised implementation plan and a detailed report including an updated financial position for the project will be brought to Committee in June 2024 for consideration. The governance arrangements for the project remain in place with the Project Board meeting fortnightly, in addition status updates are provided to the Strategic Programme Board led by the Executive Director, Corporate Service and to Elected Members of this Committee and Governance Risk and Best Value on a regular basis.
- The HR Team will be rolling out a new approach to recruitment this coming quarter with new guidance to support the organisation in moving to a behavioural and technical interview approach and away from our current competency-based approach.
- Workforce Planning Manager Sessions will commence to provide an initial overview of methodology, toolkits and process leading into more detailed service conversations. Detailed Divisional workforce planning is now underway.
- The new blended working guidance will be effective from 1 April and support is in place to see colleagues back in the office 2 days per week as a recommended minimum. As part of our organisational approach, we will also see the release of the revised Reasonable Adjustments policy and managers toolkit this coming quarter. Manager training will be designed and rolled out to support this as the year progresses.
- Colleagues across the Directorate will be continuing to support organisational activities around diversity and inclusion, ranging from individual days such as Holocaust Memorial Day through to dedicated weeks with Neurodiversity Celebration Week, and with February as the LGBT+ History Month, as well as Ramadan. There will be a further wellbeing roadshow at Waverley Court on 14 March. The HR Team are facilitating an International Women's Day Panel event on 8 March 2024. The Panel will be made up of leaders from across the organisation including 2 Executive Directors.
- The refreshed People Strategy for 2024-27 will be presented to Committee, with the aim to launch immediately, promoting Executive Director sponsors for each of the themes.

- Our revised and updated Whistleblowing Policy and Toolkit has been approved and communications are being shared with all colleagues to ensure there is an organisational wide awareness of this and the options available to colleagues. Our organisational Speak up Champions have now all been appointed and are available to support colleagues.
- Successful completion of a number of transformation projects being led by our colleagues in Customer and Digital Services covering Finance, Debt Management, Customer Digital Enablement and Smart Cities will see further programmes being started this Quarter encompassing a wide range of both corporate and organisational wide improvements; from school placements and social care direct through to further work on customer digital enablement and automation within our benefits work.
- The Health and Safety and HR Teams are supporting a Short Life Working Group on Violence at Work to consolidate all concerns and actions across the organisation.

### **Edinburgh Health and Social Care Partnership (EHSCP)**

- The Partnership continue to deliver a range of recruitment events and a city-wide advert for all Social Work vacancies (including roles within the Partnership) is now in place. The Partnership continue to work to fill its vacancy gaps, with success in filling several existing social work and social care vacancies which has reduced our social work waiting lists. The vacancy rate within locality assessment and care management teams has reduced from 42.2 WTE (Whole Time Equivalence) in August 2023 to 37.25 in December 2023 with 22 agency staff covering vacant posts. 30.
- Between October to December 2023, the following staff were recruited: 1, Senior Social Worker, 7 Social Workers, 1 Senior Occupational Therapist, 1 Occupational Therapist, 2 Community Care Assistants and 1 Mental Health Officers. Work continues to progress the streamlining of the process for recruiting graduate Social Work and Occupational Therapists. 31. The Student Hub continue to provide practice placements for Social Work students with 16 placements offered in August 2023 and a further 6 placements offered in October 2023. Work is underway to identify and provide suitable placements for 34 students throughout 2024. 32. However, there are still challenges in recruiting to Occupational Therapists and Community Care Assistants and this is having an impact on both those waiting lists.

### **Children, Education, and Justice Services**

#### **Children Services**

- Our residential service has moved from an annual approach to recruitment, to targeted recruitment undertaken by each Children's House. This has resulted in more dynamic recruitment and steady staff teams in each house, a core component of providing consistent care to our children. A significant number of posts within social work localities, children affected by disability and Young People's Service have been successfully filled. Several practitioners recruited were newly qualified, whilst this brings an exciting new workforce it does create challenges with the need for protected post qualifying year and a limited workforce to allocate child protection work to. Whilst some vacancies remain, recruitment is underway.

## **Justice Services**

- Justice Services have had several new colleagues joining the service permanently during this period.

### **Education**

- Primary - Primary Supply Teachers advert was live in February and the interviews are underway. Onboarding will begin early April. Supply PSA advert will go out in summer term once current recruitment drive completed.
- Secondary - Secondary Supply Teachers advert was live in February. There were 43 applicants. Supply PSA to be advertised in June. Ongoing work with BMs and HTs to monitor absences and conduct absence management meetings. Targeting schools with long term absences. Working with HTs and BMs to provide reasonable adjustments to support staff in returning to work.

### **Additional Support Needs (ASN) -**

- Vacancies continue to be a challenge due to the high turnover of pupil support staff. We have a current PSA advert out and had 69 applicants. So far, we have appointed 10. Supply also continues to be a challenge due to the nature of the children's needs and therefore longer-term supply proves to be more effective than day to day. Supply support staff have limited availability. They are the same candidates as applying for perm/FTC posts so difficult to recruit to supply PSA advert. We are using Pertemps as a provider. As a last resort in special schools, some teachers have been used for supply when numbers are low, and classes are facing closure. The absence levels are higher than mainstream – potentially down to a few factors including the proximity with staff/child – including personal care responsibilities. We are working with schools on absence management and have seen an improvement in areas over time. Sessions have been offered online to managers with HR to refresh the focus on accurate recording and support. The numbers of special schools closing classes has reduced drastically over the last 6 months.

## **Looking Forward**

### **Children's Services**

- Corporate Parenting are working across services to utilise shared resources and an Edge of Care Service is being piloted following the closure of Secure Services. All colleagues have been given an opportunity to develop new skills and support young people who are in crisis. Following recent analysis of additional spend across the service, further scrutiny work is being undertaken to establish correlation with absence levels and vacancies. The service continues to support secondments where possible, appreciating the positive impact this can have on colleague development and retention however backfilling has been a challenge due to the temporary nature. Decisions are made based on the needs of the service to ensure delivery of safe practice. Challenges remain with recruitment of occupational therapists for children affected by disability.

## **Justice Services**

- Vacancies have reduced considerably in recent months, but as with all services, colleagues in Justice Services do seek other opportunities within other Local Authorities. We therefore have two Senior Social Worker permanent vacancies which

we are recruiting to because of colleagues securing promoted post opportunities, elsewhere. In addition, we have one further Senior Social Worker vacancy, because of the preferred candidate for the post within one of our 'specialist' teams, withdrawing as they accepted a post with another organisation. We are keen to explore all opportunities to engage with potential candidates and we recently participated in a careers event for final year Social Work students at the University of Edinburgh.

## **Education**

- Primary - Projected 31 fewer primary classes from August 2024. 46 permanent class teachers need to be redeployed for August. This includes the additional 31 permanent teachers we took on last August, and 15 class teachers who are surplus due to a dropping roll or managed moves. They will be invited to a meeting on Monday 25th March where we will share the next steps for matching for August with them. Matching will take place April – June. Currently 180 posts declared for August. Between the surplus teachers above and next year's probationers, we currently have very few vacancies. Primary HTs were reminded at EPHTA to get posts declared asap. We have also flagged up the change to the SPPA notification period – that teachers now need to give them 4 months' notice of retirement, and asked HTs to remind their staff that if they wish to retire at the end of the summer holidays, they need to be speaking to the SPPA now, or they may need to continue working into September.

## **Secondary**

- We will know our probationer allocation by the end of March. These will be communicated to Head Teachers (HTs) after the Easter Holidays. There are approximately 20 surplus teachers to place. Any unfilled vacancies will then be released to schools to advertise. Recruitment for the secondary workforce began late December. Approx 232 vacancies were declared by HTs. 144 Full time permanent, 17 part-time permanent, 52 full time FTC, 19 part-time FTC. Single adverts for each of the 5 shortage subjects were released. Candidates indicated preferred schools and were allocated to HTs for interview. This has reduced the number of adverts HR had to process. Tranche 1 – release of full-time permanent positions in the shortage subjects and some in other subjects PE, History, Drama that have not been retained for probationers. Around 80% success rate. Tranche 2 – is ongoing.
- Following a drop in the number of probationers requesting Edinburgh we released more fixed term part-time and full-time vacancies than we did in 2023. These will be advertised on MyJobScotland. Centralised PSA adverts are currently live and close on 21st March.

## **Additional Support Needs (ASN)**

- Some special schools are reducing class size due to the suitability of the current building and the profile of needs of the young people. Additional classes are being allocated to St Crispin's. There is work ongoing with Pilrig Park to establish numbers for next session. More special schools are moving to base class models which is more in line with primary structures, and this has resulted in some subject specific colleagues needing to be relocated. We are working with these colleagues to ensure a smooth transition to their new workplace. This is a result of the profile of secondary schools changing over the last five years that they no longer require a range of



subject specialists and research shows that base class teaching can provide a more suitable learning approach. Small number of primary teacher vacancies declared which will initially be included in the central recruitment in line with city wide process. If these posts are not filled, they will be released back to schools for advert. There are usually some that can be filled but others require a specific skill set and experience and therefore the central list of relocated colleagues, does not always provide a possible match.

## **Place**

- Recruitment continues to be focused on front-line services, with on-going recruitment in Facilities Management, Cleansing and Homelessness. The data shows that recruitment and onboarding of Cleansing Operatives to be among the highest in the Council this quarter however there are on-going activities to recruit and onboard Cooks, Cleaners and Housing Officers.
- Sickness absence remained broadly similar through this period, with short term absence averaging 2.5%. Long term absence also remained broadly consistent throughout the period however at over 7%, this remains higher than the Council target. The main reasons for absence were the same as the overall Council, although the balance is slightly different with Place recording broadly similar levels of stress and muscular skeletal absences.
- The overtime data for December 2023 shows it to be significantly higher than the previous two months, which is reflective of the pay award being processed in December and backdated to 1 April 2023.
- Looking forward, the Place Senior Leadership Team have requested additional support to support managers in dealing with long term sickness absence.

## **5. Next Steps**

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- 5.1 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.

## **6. Financial impact**

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- 6.1 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).

## **7. Equality and Poverty Impact**

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- 7.1 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.

## **8. Climate and Nature Emergency Implications**

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- 8.1 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.
- 8.2 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.

## **9. Risk, policy, compliance, governance and community impact**

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

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

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- 10.1 [Workforce Dashboard](#) for period July to October 2023 (Finance and Resources Committee date, Thursday 25 January 2024).

## **11. Appendices**

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- 11.1 Summary of Workforce Data (Quarter 3: October to December 2023)

Summary of Workforce Data (Quarter 3: October to December 2023)

Quarterly workforce dashboard (October - December 2023)

**15,340 FTE**  
Council employees average

Increase of 110 FTE from last quarter's average

\*excludes agency staff

Average **monthly pay bill** for quarter **£45.3 million**

Increase of **£1 million** from last quarter's average

\*excluding flexible workforce

Average **monthly flexible workforce spend**

Agency	£2.4M
Overtime	£987.7K
Casual	£691.7K

Agency £2.4M. Agency ave has **decreased by £423K** on last quarter.

Overtime £987.7K. Overtime ave has **increased by £158.5K** on last quarter

Casual £691.7K. Casual has **increased by £198K** on last quarter.

Total ave spend **decreased by £66k** on the quarter



