City of Edinburgh Council

10.00am, Thursday, 31 August 2023

Response to Critical Risk Motion

Executive/routine
Wards

1. Recommendations

1.1 Council is asked to note the response to the motion on Critical Risks (16) raised at the meeting of Full Council on 1 June 2023.

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EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

Report

Response to Critical Risk Motion

2. Executive Summary

2.1 This report provides an overview of the City of Edinburgh Council's response to the critical risk categories (Workforce and Service Delivery) as reported to the [Governance Risk and Best value Committee on 2 May 2023](). This report has been produced in response to the motion 8.9 at Full Council on 1 June 2023.

3. Background

3.1 Following a motion at the meeting of the City of Edinburgh Council on 1 June 2023 it was agreed to compile a report detailing a plan to reduce the identified critical risks, and that a plan would be monitored by an appropriate Committee for the next six months. A further report detailing progress will be brought to Council in December 2023. These reports were also to include details about how the Council plans to analyse and benchmark spinal column pay against other local authorities and the private sector to consider what changes may be required to tackle problems of workforce retention and recruitment.

4. Main report

4.1 The Corporate Leadership Team not only recognise the risks facing the Council, but actively respond to the ever-changing risk context within which the Council operates. This was evident in the period before the pandemic where the Council were tackling the challenges of reducing grant settlement against rising demand for service, and it was also evident during the pandemic where the operating context shifted completely.

4.2 A range of factors are contributing to recruitment challenges, and the impact of the pandemic, an increase in early retirement and the end of free movement have all exacerbated recruitment issues, not only here but across the UK according to a report from the [Migration Observatory](). In some cases, the level of salary we are offering compared to other industries or organisations have made recruiting and retaining staff in this climate particularly challenging. Other Scottish local authorities are also experiencing recruitment and retention challenges, as indeed are other sectors.

4.3   The strategic approach to tackle the recruitment challenges faced by the Council to ensure that we have the right people, with the right skills and in the right place will be the focus of the next People Strategy and Strategic Workforce Plan for 2024-2027.

4.4   A report will be presented to Policy and Sustainability Committee on 22 August 2023 detailing the timeline and process for the development of the refreshed Strategy, including the communication and engagement plans. Alongside the development of the People Strategy, the Council's Workforce Plan will also be reviewed. This will be supported by the implementation of the new HR/Payroll system, which will provide effective data to inform this more effectively and set out areas for action and focus to ensure a resilient and competent future workforce. The current Workforce Plan is available to view on the Council Orb.

4.5   In response to the immediate recruitment challenges, the Council is adapting the way we engage with potential recruits. The approach of advertising through the national public sector recruitment portal myjobscotland has in the past provided suitable recruitment pools from which to make appointments. Recognising this alone is no longer providing the number and quality of applicants necessary we have extended this to include focused targeted recruitment campaigns using different forms of engagement, such as face to face open days, extensive social media and app communications as well as local promotion such as lamppost wraps and posters in community venues.

4.6   This approach has been captured in a campaign toolkit which will allow this to be used across the Council. This is now available to all recruiting managers. The outcome of this type of initiative within Facilities Management, for example, led to the filling of 64% of vacancies across all locations where this was previously around 10%. Other examples of recruitment approaches being adopted successfully are set out in the 'Workforce Deep Dive -Hard to Fill Roles report' presented to the Finance and Resource Committee on 20 June 2023.

4.7   As part of the Workforce Deep Dive report, the report acknowledges the need to revisit the planned review of terms and conditions of employment which was put on hold during the pandemic – 'Your Total Reward'. This piece of work, together with the Workforce Plan, will include analysis and benchmarking of pay against other local authorities and the private sector to consider what changes may be required to tackle problems of workforce retention and recruitment.

4.8   The Partnership has engaged Capital City Partnership to support more localised recruitment events for social care roles. Work has also been undertaken to look at processes to allow recruitment applications for roles to be completed on the day as part of recruitment events and making the application process as simple as possible. Work has started on looking at implementing rolling adverts for social work and social care and nursing roles. More flexible working patterns are now in place within the Homecare service to attract suitable candidates.

4.9   The Finance and Resources Committee currently receives quarterly Workforce Dashboard reports. It is therefore proposed that monitoring of vacancy levels and

ongoing actions to address this would be most appropriately monitored through this Committee, through the continued production of Workforce Dashboard reports. The critical risk relating to service delivery is inextricably linked to having appropriate staffing resource to be able to deliver the services the citizens of Edinburgh rely on the Council for.

4.10   The Service Delivery risk has a further dimension, which resulted in it being rated as critical at the time of the assessment in March relating to the outcome of a Joint inspection of adult support and protection in the city of Edinburgh partnership.

4.11   In response to this element of the assessment, the Edinburgh Integration Joint Board has developed and approved Adult Support and Protection and Social Work & Social Care Inspection Improvement plans.

4.12   Key strands of Adult Support and Protection and Social Work & Social Care Inspection Improvement plans are set out in appendix 1.

4.13   The delivery of the Adult Support and Protection and Adult Social Work and Social Care improvement plan and the implementation of actions noted in para 4.12 will be monitored by Policy and Sustainability Committee and Edinburgh Integration Joint Board (EIJB) Performance and Delivery Committee on a six monthly basis.

4.14   The risk profile for the City of Edinburgh Council, and in particular these critical risks, will continue to be managed by Directorates with oversight and direction from the Corporate Leadership Team Risk Committee and member oversight through the Governance Risk and Best Value Committee.

5.   Next Steps

5.1   The Policy and Sustainability Committee will be presented with a report detailing the timeline and process for the development of the refreshed People Strategy and outline development of a new Workforce Plan as well as recruitment, retention and succession frameworks. The Finance and Resources Committee will continue to receive quarterly Workforce Dashboard reports.

5.2   The Adult Support and Protection and Adult Social Work and Social Care improvement plan and the implementation of actions noted in para 4.12 will be monitored by Policy and Sustainability Committee and Edinburgh Integration Joint Board (EIJB) Performance and Delivery Committee on a six monthly basis.

6.   Financial impact

6.1   There are no direct costs associated with this report. Costs associated with the People Strategy, Workforce Plan or Adult Support and Protection and Adult Social Work and Social Care improvement plan and the implementation will be reported as reports on these items are brought forward.

7.   Equality and Poverty Impact

7.1   This report does not directly impact Equality or Poverty. However strands of work referred to within this report will outline their impact on equalities and poverty as they are brought forward.

8.   Climate and Nature Emergency Implications

8.1   This report does not contain direct implications for the Climate and Nature Emergency. However, strands of work referred to within this report will outline their impact on equalities and poverty as they are brought forward.

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

9.1   This report outlines the Council's response to two critical risks reported to GRBV on 2 May 2023. These risks continue to be reported and mitigating actions against each risk tracked by CLT, with oversight from GRBV on a quarterly basis.

10.   Background reading/external references

10.1   The following background papers should be referred to in support of this report:

   10.1.1 Workforce Deep Dive -Hard to Fill Roles report

   10.1.2 Joint inspection of adult support and protection in the city of Edinburgh partnership

   10.1.3 Inspection of adult social work and social care services

   10.1.4 Adult Support and Protection and Social Work & Social Care Inspection Improvement plans

   10.1.5 Corporate Leadership Team Risk Report at 20 March 2023

   10.1.6 Strategic Workforce plan 2021-2024

   10.1.7 People Strategy 2021-2024

11.   Appendices

11.1   Appendix 1 – Key strands of Adult Support and Protection and Social Work & Social Care Inspection Improvement plans.

Appendix 1

Key strands of Adult Support and Protection and Social Work & Social Care Inspection Improvement plans.

Workforce

- Delivery of a new management structure within the Operations and Strategic Planning functions, which will strengthen professional governance and social work management.

- Reviewing the workforce skills, mix and size to ensure that the Partnership have the workforce capable of meeting the demand, now and in the future.

- Streamlining recruitment processes, so vacancies are filled as quickly as possible .

- Establishing open days to promote key posts, including nursing, social work, social care, occupational therapy.

- Undertaking a review and benchmarking exercise for recruitment including terms and conditions which will support improved attractiveness, pay and rewards.

- Strengthening links with universities and colleges and supporting promotion of career paths in social work, social care, occupational therapy and nursing.

Service Delivery

- Developing strategic commissioning workstreams to ensure the Partnership has the bed base to meet current and future demands across the whole system.

- Developing of a caseload, work analysis tool to distribute service demand fairly.

- Reviewing a range of performance data, comparing demand and capacity, ensuring the best use of resources available.

- Improving the process for matching into packages of care.

- Review of front door functions, strengthening and enhancing these to ensure people are being signposting (e.g., social care direct, discharge without delay, social work capacity in hospital) to applicable services at an earlier stage before crisis intervention is required.

- Implementation of three conversations model.