

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 20 APRIL 2016

REPORT BY THE HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

HR MANAGEMENT STATISTICS: JANUARY - MARCH 2016

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for the period 1 January 2016 – 14 March 2016

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE

That:

(A)	the HR Management Statistics for January to March 2016 be approved
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1.0 Background

1.1 This report outlines the current performance against the annual HR targets as approved by the HR Committee.

2.0 Report

2.1 Establishment

2.1.1 The number of funded posts as at 14 March 2016 is 401. The total headcount is 372. The number of vacant posts is therefore 29 posts.

2.1.2 The established FTE as at 14 March is 344.38. The current FTE is 321.68. The number of vacant funded hours (expressed as FTE posts) is therefore 22.70.

2.2 Turnover

2.2.1 The turnover rates for the period 1 January – 14 March 2016 are based on the average headcount for this period (369).

- 2.2.2 The current turnover rate for the Council is 11.66%; this equates to 43 leavers in 2015/16. Although this report concerns data as at the end of 2015/16, the projected turnover rate differs slightly from the current turnover rate due to the latter figure not including 3 employees who transferred to DWP under TUPE in April 2015. The projected turnover for 2015/16 is 10.84% which is slightly above the target of 10%.
- 2.2.3 The current voluntary leaver's rate is 9.49%; this equates to 35 voluntary leavers in 2015/16. This is above the target of 7%. During the period 1 April 2015 – 14 March 2016, 15 voluntary leavers left due to retirement, 5 due to a change in career, 2 to achieve promotion, 4 for personal reasons, 2 to relocate and 7 due to 'other'.
- 2.2.4 Voluntary leavers (excluding those that retired) came from various services: 7 were from Revenues and Benefits, 4 from Planning and Building Control, 2 from Environmental Services, 3 from Communications, Engagement and Cultural Services, 1 from Strategic Finance, 1 from Governance and Risk Management and 2 from Community Safety and Health Services. For those leavers in Revenues and Benefits, HR are currently working with managers on reasons for leaving, currently no pattern has been established.
- 2.2.5 Of the 5 involuntary leavers, 4 left due to the end of their temporary contract, and 1 due to dismissal. 3 leavers not included in the involuntary leavers total were also transferred under TUPE to DWP.
- 2.2.6 A more detailed analysis of turnover data will be undertaken in the Annual Turnover Report 2015/16 which will be presented to HR Committee in July or October.
- 2.2.7 The Council continues to encourage internal movement within the organisation to fill vacancies. To date sixty nine (69) vacancies have been advertised. Twenty seven (27) posts were advertised internally only, 1 post externally only and forty one (41) posts were advertised internally and externally. The posts advertised include permanent and temporary roles.
- 2.2.8 Of the 69 advertised roles, sixteen (16) internal appointments and thirty two (32) external appointments have been made. Recruitment is still on going for twenty one (21) of the vacancies. Please note that these figures include roles that have been advertised more than once during the year. Some of the 21 vacancies may be on hold by the manager and not currently being

actively recruited to.

2.3 Sickness Absence

- 2.3.1 Sickness Absence is divided into short and long-term sickness. Long term sickness absence is consecutive sickness absence for 28 days plus.
- 2.3.2 The following outturns are for the period 1 January – 29 February 2016. Data for the month of March was not available at the time of writing this report.
- 2.3.3 The average short-term sickness absence per FTE is currently 0.47 days overall. At the current rate the projected short-term sickness for the year is 3.83 days which is below the target of 4.5 days.
- 2.3.4 The average long-term sickness absence per FTE is currently 0.09 days overall. There have been three employees on long term sick absence between 1 January – 29 February 2016. Two have returned to work and the remaining one is being supported by managers and HR. At the current rate the projected long-term sickness for the year is 1.68 days which is below the target of 2 days.
- 2.3.5 The total sickness absence per FTE is currently 5.06 days. At the current rate, the projected total sickness absence for the year is 5.52 days which is below the target of 6.5 days.

2.4 Work-related accidents

- 2.4.1 Work related accidents are reported at the Safety Committee and include inputs from the Council's trade and domestic refuse and grounds maintenance contractors if accidents occur at Buntingford Service Centre only.
- 2.4.2 The report now includes statistics from the swimming pools from the leisure services contractor, Sport and Leisure Management.
- 2.4.3 Reportable accidents are those where the Council has a statutory duty under Reporting of Injuries, Diseases and Dangerous Occurrence Regulation's 2013 (RIDDOR) to inform the Health and Safety Executive (HSE).
- 2.4.4 During the period 1 January 2016 – 29 February 2016 there were no reportable accidents.
- 2.4.5 Non reportable accidents are those that do not fall under the

category above and are used to identify trends to prevent more serious accidents / incidents e.g. slips, trips, minor cuts etc.

2.4.6 During the period 1 January 2016 – 29 February 2016, there were 2 non reportable accidents involving employees.

2.5 Learning and Development

2.5.1 From 1 January to 14 March 2016 there were 6 new starters to the council (this figure does not include internal changes and transfers). Two corporate inductions were held on 14 January and 23 March 2016 and there were a total of 15 attendees. The target for attendance at Corporate Induction is 100%. 50% of new starters joining the council between 1 January and 14 March 2016 attended a corporate induction during the same period.

Depending on how late in the reporting period the new starter joins and the date of the corporate induction, some new starters will attend a session in the next reporting period.

2.5.3 The Learning and Development programme for 2015/16 was approved by the HR Committee in April 2015. Events/courses held between 1 January – 14 March 2016 are:

Event/Course	No of participants	Type/number of sessions held
Vulnerability and Mental Health	76	4 sessions
Report Writing	9	1 session
WRAP	24	2 sessions
Corporate Induction	15	2 sessions
Negotiation skills	6	1 session
Child Sexual Exploitation	13	1 session
Safeguarding Adults	15	1 session
TOTAL	158	12 sessions

2.6 Performance Management

2.6.1 The table in ERP C shows mid-year and full-year PDR completion for 2015/16 for each Directorate and each service area.

2.6.2 The table shows that 99% of mid-year reviews were completed, 74% of full year reviews have been completed and 71% of objectives have been set.

2.6.3 The leadership team restructure has affected the completion rate for full year reviews and objectives in some service areas.

2.7 Equalities Monitoring Indicators

- 2.7.1 The equalities monitoring data reported is based on a snapshot of employees (excluding casuals) as at 14 March 2016.
- 2.7.2 The Senior Management Group (SMG) statistics quoted refer to the Chief Executive, Directors, Heads of Service, Manager of Housing Services, and the Corporate Planning and Performance Manager.
- 2.7.3 The current percentage of employees with a disability is 3.2%, which is a slight decrease on the December 2016 outturn of 3.3% and it is lower than the target indicator of 5%. For SMG the outturn is 0% against an indicator of 5%.
- 2.7.4 The percentage of Black and Minority Ethnic (BME) employees is 3.8% which is an increase on the December 2015 outturn of 3.3% but slightly lower than the Council's indicator of 4.5%. The outturn for SMG is 0% against an indicator of 4.5%.
- 2.7.5 Females make up 68.8% of the workforce. Within SMG, 37.5% are females, which is lower than the target indicator of 51%.
- 2.7.6 From 1 April 2016, the Senior Management Group (SMG) will be replaced by the new Leadership Team (LT) which will comprise of the Chief Executive, Directors and Heads of Service. Future reports will therefore report on the equalities data for the Leadership Team.

2.8 Comments on the recommendations from the Equality and Diversity Annual Report 2014/15

- 2.8.1 The Equalities and Diversity Annual Report 2014/15, which was presented to HR Committee in October 2015, recommended several actions with regard to the council's recruitment processes. Members of the HR Committee requested that an update be included in a subsequent HR Management Statistics Quarterly report and presented at the next HR Committee.
- 2.8.2 One of the findings in the Equalities and Diversity Annual Report 2014/15 was that a disproportionate percentage of BME applicants were unsuccessful at interview compared to the total percentage of applicants from these groups.
- 2.8.3 Interview paperwork between December 2014 and November

2015 has been reviewed (paperwork prior to December 2014 could not be reviewed as it has been destroyed in line with the retention schedule).

- 2.8.4 The review focussed on those recruitment exercises where BME applicants were interviewed but were not appointed (4 exercises in total). In 3 of the exercises, the BME applicant in each exercise was ranked somewhere in between the other applicants; scoring higher than some but not as high as others depending on the quality and fullness of their responses at interview.
- 2.8.5 In only 1 of the exercises, the BME applicant scored less than the other 3 white applicants as the former did not give as full responses as the latter applicants.
- 2.8.6 There is no evidence therefore that BME applicants have been treated any less favourably than white applicants during the interview process. The figures are skewed due to the small number of BME applicants who were interviewed.
- 2.8.7 The Equalities and Diversity Annual Report 2014/15 also found that younger applicants (those under 20, aged 20-29 and 30-39) were less successful in being invited to interview and being appointed than older age groups.
- 2.8.8 Application and interview paperwork between December 2014 and November 2015 has been reviewed for these groups. The review found that there was no evidence that applicants in the younger age groups were treated less favourably than older applicants.
- 2.8.9 To verify this the data has been analysed and presented in a different way to how it was reported in the Equalities and Diversity Report. The table below shows the percentage of applicants in each age group who were successful at each stage of the recruitment process – i.e. at shortlist and at appointment stage.

Table to show the percentage of applicants in each age group who were successful at shortlist and at appointment stage.

Age	Under 20*	20-29	30-39	40-49	50-59	60-64	65-75
Percentage shortlisted	20%	21%	25%	35%	54%	63%	100%
Percentage appointed	0%	39%	41%	35%	45%	40%	100%

* 5 applicants in total in this age group, 1 of whom was interviewed

2.8.10 The figures for the under 20 age group are skewed due to the small number of applicants overall in this age group (5 in total).

2.8.11 The same conclusion as was originally drawn can be seen in that the chances of success in being shortlisted increase with age. However the data above demonstrates that a good proportion of applicants in the younger age groups are still being shortlisted (21% for the 20-29 age group and 25% for the 30-39 age group).

2.8.12 Similarly, the table shows that at the interview stage, a good proportion of applicants in the younger age groups who were interviewed were then appointed (39% for the 20-29 group and 41% for the 30-39 age group)

2.8.13 The Council has already identified that it would like to attract more younger people into its workforce and has identified a number of initiatives to achieve this. These initiatives were outlined in the HR Management Statistics Quarterly report in January 2016.

2.8.14 The final recommendation in the Equalities and Diversity Annual Report 2014/15 was to explore through looking at exit questionnaires why there were a disproportionate percentage of leavers in the under 20 and 20-29 age groups.

2.8.15 Exit questionnaires were analysed for all age groups as part of the Annual Turnover Report which was presented to HR Committee in July 2015. No trends were identified and questionnaire responses were generally positive.

2.8.16 To explore this further, Human Resources agreed to interview any further leavers in these age groups to be able to acquire

further information to understand if there are any patterns in their reasons for leaving.

2.8.17 Since January 2016, there has only been 1 leaver in the age groups concerned and they did not wish to be interviewed.

2.9 Policy Development

2.9.1 The following policies are currently under review:

- Alcohol, Drug and Substance Misuse Policy (HR Committee 20 April 2016)
- Secondment Policy (HR Committee 20 April 2016)
- Probation Policy
- Employee Volunteering Policy
- Violence in the Workplace Policy (will move to Health and Safety)
- Absence Management Policy
- Managing Performance Policy
- Stress Management Policy (to be included as an appendix to the Sickness Absence Policy)
- Uniform Policy

2.10 Quarterly Outturns Overview

See **Essential Reference Paper B** for outturn table

3.0 Implications/Consultations

Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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