EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE - 20 NOVEMBER 2019

REPORT BY THE HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

HUMAN RESOURCES MANAGEMENT STATISTICS: QUARTER 2 (JULY TO SEPTEMBER 2019)

WARD(S) AFFECTED: *None*

Purpose/Summary of Report

Members are invited to consider the Human Resources (HR) Management Statistics for Quarter 2 (July – September 2019).

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE	
That:	
(A)	**the HR Management Statistics for Quarter 2 (July to September 2019) be noted.**

Background

This report outlines the current performance against the annual Human Resources (HR) HR targets as approved by the HR Committee.

The report is now being sent to the Leadership Team for review prior to it being submitted to HR Committee. HR and the Leadership Team have identified a number of ways of developing the report further which is evidenced in the report.

Report

1.   Vacancy Data and Recruitment

1.1   Table 1 below shows the vacancy position across the council as at 30 September 2019.

Table 1 – Progress with vacancies

|	**Number of posts**
Posts actively being recruited to	17
Posts on hold	11
Other	5
TOTAL	**33**

1.2   Posts being actively recruited to include those that are currently being advertised, at shortlisting or interview stages, pending pre-employment checks, or applicants have received an unconditional offer and have not yet started at the council.

1.3   Eleven posts were on hold. Five of these are difficult-to-recruit-to-posts: three are Principal Planning Officer posts and two are solicitor posts. The Principal Planning Officers posts are being temporarily covered by agency staff. For the Solicitor posts, one offer was made but it didn't follow through to completion and the council is exploring with other councils whether the service could be offered via them. The remaining six posts that were on hold were due to e.g. posts moving to the single customer services team or potentially for digital East Herts savings.

1.4   Five posts were vacant due to 'other' reasons (e.g. posts being offered up towards salary savings target).

1.5   Figure 1 shows that vacancies have fallen since Quarter 1 and are significantly lower compared to the same period last year.

Figure 1 – Number of overall vacancies

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2019/20	38	33		
2018/19	49	46	32	31
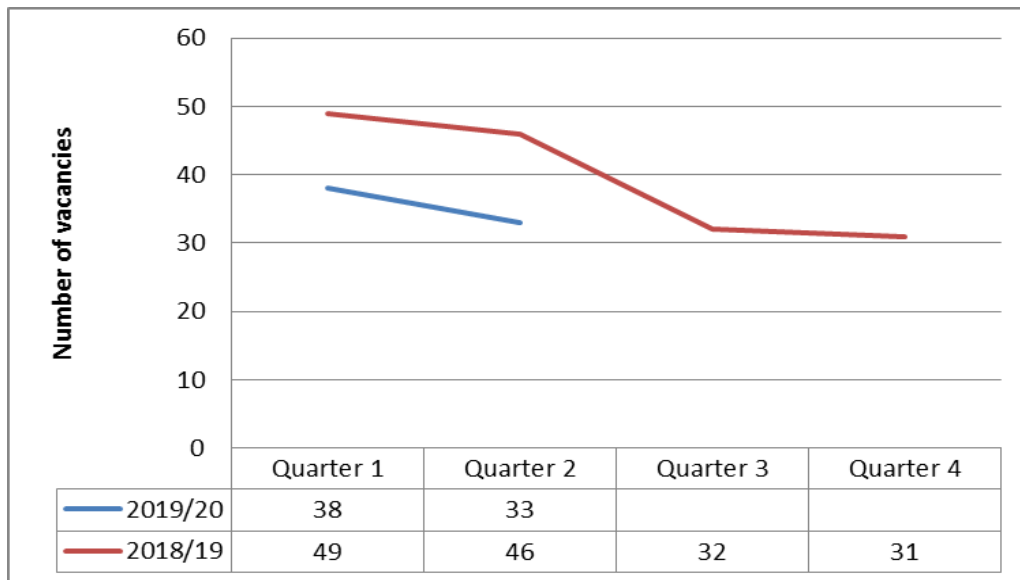
1.6   During Quarter 2 there were twenty-two recruitment campaigns. Thirteen posts (55%) were successfully filled (one on the second attempt), five (23%) were unsuccessful, and the remaining four posts are still live (three were out to advert at the time of writing the report and one was at the interview stage).   Of the five that were unsuccessful, two posts were difficult-to-fill solicitor posts (covered in paragraph 1.3 above), and for the remaining three the recruiting managers are considering the next steps.

1.7   Particularly successful recruitment campaigns during Quarter 2 include the Service Manager (Community Wellbeing and Partnerships) in Housing and Health where thirty-five applications were received, eleven applicants were interviewed, three candidates were assessed as appointable and one appointment was made. The Communications Manager post received thirty-six applications, eleven applicants were interviewed and one appointment made. Pre-employment checks are currently being undertaken for the two successful candidates.

1.8   HR is currently working on refreshing the job advert template to ensure that the council is promoted as an employer of choice. Changes to the advert have included highlighting the council's
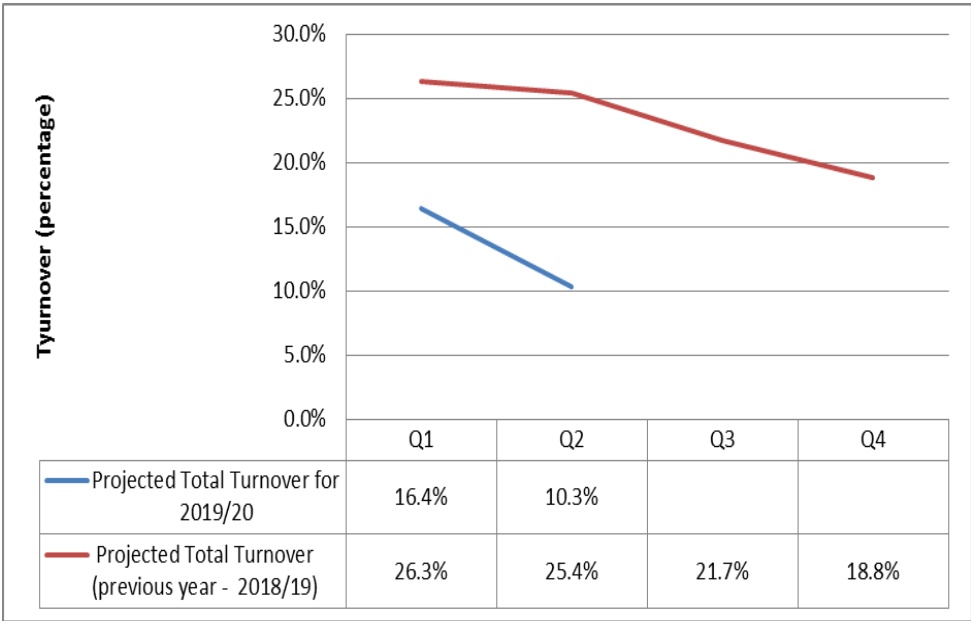
values and behaviours, promoting our wellbeing programme and other engagement initiatives (e.g. staff recognition scheme), highlighting the council's commitment to supporting development and promoting the council's friendly and supportive working culture.

2.   Employee Turnover

2.1   Figure 2 below shows that, based on the number of leavers in Quarter 1 (12 leavers) and Quarter 2 (5 leavers), projected annual turnover for 2019/20 is estimated to be 10.3% which is considerably lower than for the same period last year (25.4% in Quarter 2 in 2018/19) and lower than the local government average (12.9% for 2016/17 which is the latest data available)*.

Quarter	Number of leavers
Quarter 1	12
Quarter 2	5

Figure 2 – Projected Turnover for 2019/20

	Q1	Q2	Q3	Q4
Projected Total Turnover for 2019/20	16.4%	10.3%		
Projected Total Turnover (previous year - 2018/19)	26.3%	25.4%	21.7%	18.8%

2.2   The reduced turnover is pleasing to note. The improved grading structure implemented from 1 April 2019 and the ongoing work to retain employees appears to be having a

positive impact. Due to the size and structure of East Herts there will always be turnover as employees seek progression based on the development achieved at the council but clearly the current levels are positive.

2.3   A decision was made at HR Committee in July 2019 to abolish the council's target as a comparator and to use benchmarking data instead (local government average).

There are plans for the Local Government Association (LGA) to provide more up to date quarterly data and we hope to be able to use this as benchmarking data for this report going forward once it becomes available.
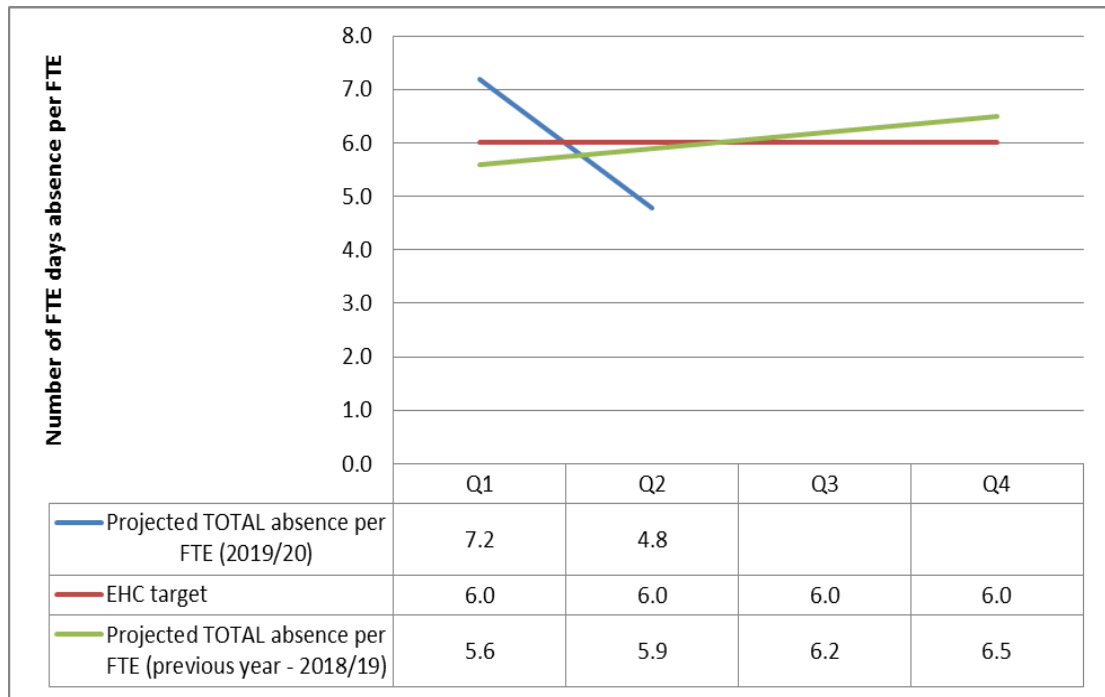
3.   Sickness Absence

Overall absence

Quarter 2 overall absence data

3.1   In Quarter 2, the total number of sickness days taken was 279.66 full time equivalent (FTE) days. Of these, 148.74 FTE days (53%) were due to short term sickness and 130.92 FTE days (47%) were due to long term sickness. The percentage of time lost due to short term sickness is 0.8% and the percentage of time lost due to long term sickness is 0.7% which equates to an overall percentage lost time rate of 1.5%.

Projected overall absence for 2019/20

3.2   Figure 3 below shows that based on absence data in Quarters 1 and 2, projected overall absence for the annual period of 2019/20 is estimated to be 4.8 days per FTE) which is below the council's overall annual target of 6 days and lower than the same period last year (5.9 days).

Figure 3 – Projected OVERALL absence for 2019/20

	Q1	Q2	Q3	Q4
Projected TOTAL absence per FTE (2019/20)	7.2	4.8		
EHC target	6.0	6.0	6.0	6.0
Projected TOTAL absence per FTE (previous year - 2018/19)	5.6	5.9	6.2	6.5

Short term absence

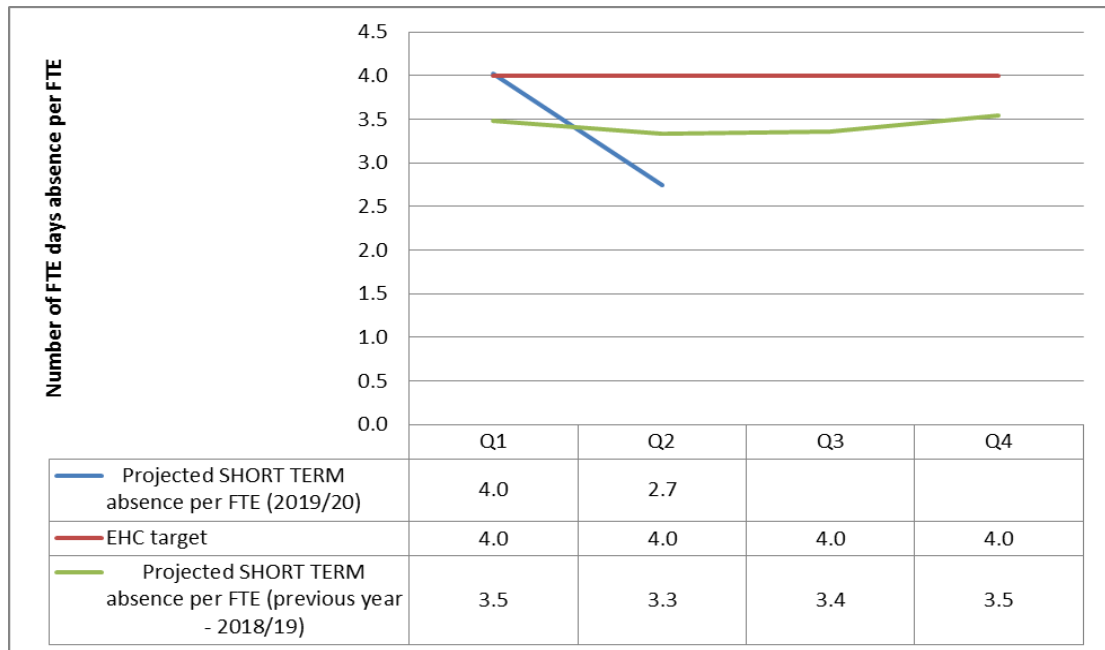3.3 Absences of less than four weeks are considered to be short term sickness absence.

Quarter 2 short term absence data

3.4 52 employees (18% of the total headcount) had short term sickness absence during Quarter 2 totalling 148.74 FTE days. This represents a percentage lost time rate of 0.8% due to short term absence in Quarter 2.

Projected short term absence for 2019/20

3.5 Figure 4 below shows that, based on absence data in Quarters 1 and 2, projected short term absence for the annual period of 2019/20 is estimated to be 2.7 days per FTE which is below the council's short term target of 4 days and lower than the same period last year (3.3 days).

Figure 4 – Projected SHORT TERM absence for 2019/20

	Q1	Q2	Q3	Q4
Projected SHORT TERM absence per FTE (2019/20)	4.0	2.7		
EHC target	4.0	4.0	4.0	4.0
Projected SHORT TERM absence per FTE (previous year - 2018/19)	3.5	3.3	3.4	3.5

Long Term absence

3.6   Absences in excess of 4 weeks/28 consecutive calendar days are considered to be long term sickness absence.

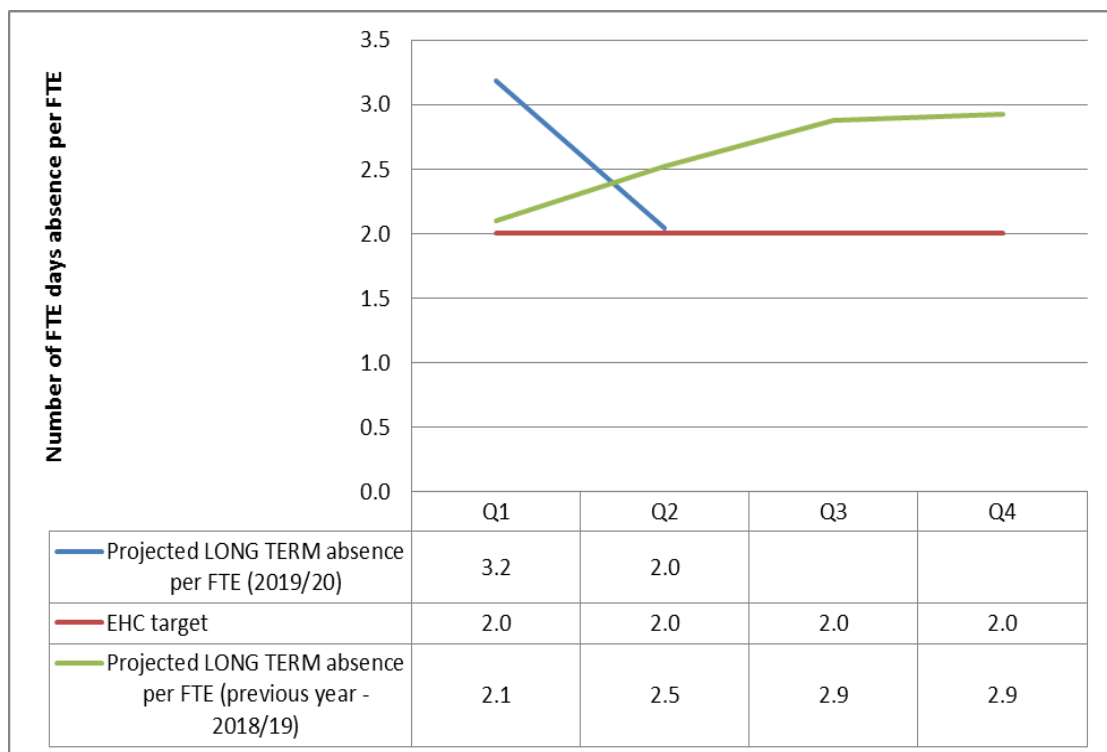### Quarter 2 long term absence data

3.7   Six employees (2.1% of the total headcount) had long term sickness absence during Quarter 2 totalling 130.92 FTE days. This represents a percentage lost time rate of 0.7% due to long term absence.

3.8   All six employees who had long term absence in Quarter 2 have been offered support through the employee assistance programme and through referrals to Occupational Health. The reasons for long term absence were for mental health issues and stress (both personal and work related). Absences have now ended for all 6 employees.

Projected LONG TERM absence for 2019/20

3.9   Figure 5 below shows that, based on absence data in Quarters 1 and 2, projected long term absence for the annual period of 2019/20 is estimated to be 2 days per FTE which is the same as the council's long term target of 2 days and lower than the same period last year (2.5 days).

Figure 5 – Projected LONG TERM absence for 2019/20

	Q1	Q2	Q3	Q4
Projected LONG TERM absence per FTE (2019/20)	3.2	2.0		
EHC target	2.0	2.0	2.0	2.0
Projected LONG TERM absence per FTE (previous year - 2018/19)	2.1	2.5	2.9	2.9

4.   Work-related accidents

4.1   Work related accident data will no longer be included in the HR Management Statistics report. It will be detailed separately in the Health and Safety report which is also considered by HR Committee.

5.   Learning and Development

5.1   During Quarters 1 and 2, 28 learning and development events were held and there were 252 participants.

Event/Course	No of participants	Type/number of sessions held
Procurement	10	1
First Aid at work refresher	4	1
Safeguarding	84	5
Corporate Induction	12	3
E Car Training	27	4
Attending meetings and networking	5	1
My View Sickness	6	1
Dementia Friend	7	1
Difficult conversations	4	1
Recruitment	7	1
HR Court Training	17	1
First Aid at Work	9	1
Hertfordshire County Council (Introduction to Personal Financial Planning)	10	2
Hertfordshire County Council (Retirement - Half Day)	8	1
Dealing with violence and aggression	42	4
Total	**252**	**28**

6.   Performance Management

6.1   Data for the completion of Performance Development Reviews (PDRs) in 2019/20 will be reported on at the end of the PDR year – i.e. at HRC in August 2020.

7. Equalities Monitoring Indicators

7.1 The table below shows a summary of equalities data for employees as at 30 September 2019.

	Target	EHC Percentage
Disability		
Leadership Team with a disability	5%	0.0%
Employees with a disability	5%	3.0%
Ethnicity		
Leadership Team members from BAME groups	4.5%	20.0%
Employees from BAME groups	4.5%	8.2%
Gender		
Leadership Team members who are female	51%	60.0%
Employees who are female	51%	72.9%
Full Time/Part Time		
Employees who are part time	27%	37.2%
Employees who are part time and female	21%	32.9%
Employees who are part time and male	6%	4.3%

The Leadership Team = Chief Executive, Deputy Chief Executive and Heads of Service.

8.0 <u>Implications/Consultations</u>

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

<u>Background Papers</u>
None

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