

Human Resources Committee – Dashboard Q2 23/24

	Target 22/3	Actual 22/3	Target 23/4	Predicted for 23/4 **	Q1 (22/23)	Q1 (23/24)	Q2	Q2	Q3	Q3	Q4	Q4
All sickness (Absence per Full Time Equivalent (FTE) for the year so far)	6	7.5	6	6.3	1.25	1.76	2.73	3.14				
Sickness (exc. long term > 3 months) (Absence per FTE)	4	4.7	4	2.6	1.08	0.83	1.99	1.31				
Turnover rate (%)	14%*	11.8%	14%*	15.7%	3.5%	1.9% (6 leavers)	2.5% (8 leavers)	5.9% (18 leavers)				
*** Vacancies (Average No. / %)	17%*	11.9%	17%*	13.9%	31 (9.8%)	44 (14.3%)	40 (12.7%)					
New Starters (No.)	n/a	30	n/a	26	8	5	4	8				
No of delegates on learning events					206	165	98	98				
No. of online courses accessed*								1500				
6H&S Employee Work Related Accidents (Not reportable to the HSE under RIDDOR 2013) (No.)	0	5	0	0	0	0	1	1				
7H&S Employee Work Related Accidents (Reportable to the HSE under RIDDOR 2013) (No.)	0	0	0	0	0	0	0	0				
8H&S Employee Work Related Incidents and Near Misses (No.)	0	2	0	1	0	1	0	1				

Notes

1. All figures in black are under target or within 5% tolerance over target. Anything over target we will monitor with no specific action needed at this point.
2. Figures followed by * are local government targets. Due to the transformation programme and other impacts on recruitment and retention targets had not been set at start of the year so we are using the local government targets this year.
3. ** predictions for year-end are based on previous quarter figures
4. *** Predicted vacancy rate for the year is based on the average vacancy for April, May and June.
5. Figures in red are outside of tolerance and will be looked at, comments on next page.
6. Learning and Development delivered in quarter 2 includes Menopause training for managers and staff, and evacuation chair user training.
7. Online courses are accessed through are e-learning platform Skillgate. The courses include Data Protection, Fire Safety, Office Etiquette and email management, Equality& Diversity and safeguarding. There is no comparable data due to launching a new LMS this year.
8. In addition, we also fund professional qualifications. Currently we sponsor 3 employees in MA Town & Country Planning.
9. Accidents that are not reportable e.g., minor cuts, falls, contact injuries not requiring medical treatment or intervention.
10. Accidents that are reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
11. Incidents and Near Misses - An unplanned event that did not result in injury, damage, or illness, but could have done so. An incident / near miss may often leave the employee shaken up, or shocked, but they were not actually injured.

Health and Safety Exception Reporting

We actively encourage employees to report workplace incidents, however significant or small, but this is dictated by how individuals interpret and manage incidents. For example, front-line colleagues in the Customer Services Team are most likely to report face to face incidents, intrusions etc. but are less likely to report an aggressive or hostile telephone call....whereas employees working in services directly affecting customers respond differently to aggressive phone calls and have different coping strategies and tolerance levels.

While every effort is made to help colleagues and support them if they have been affected by an incident there are some who are reluctant to make a report.

Work related workplace accidents. Colleagues are encouraged to complete an accident report if they have sustained an injury at the workplace, however, colleagues often report that they feel silly filling in an accident report for minor injuries such as minor cuts or contact injuries sustained by walking into a desk etc.

Achievements in Q2 23/24 (additional to Business-as-Usual activity)

- First Step, a development programme for aspiring leaders. phase 2 of programme – 2 half day workshops ran in August but projects being identified in Q3.
- We have developed a strategic partnership with LinkedIn that enables us to have our vacancies targeted at members who meet the requirements of the job. The partnership is proactive rather than passive with prospective staff receiving alerts. We are using this for Planning roles at the moment and have also developed a landing page on the EHC site to sell the positives of working for EHC Planning Services.
- Proposals for changes to HRC reporting were agreed with some additional elements.
- The Employee Awards scheme was reviewed, with positive feedback. We are therefore continuing with the scheme, with quarterly awards for the four categories and an additional annual awards ceremony in the summer. We are refreshing the nomination process and publicizing the scheme to increase staff engagement.
- Support the people workstream of the Transformation Programme
- A total review of Strategic Finance and Property Services led to changes in ways of working, the introduction of new processes and digital systems to provide more efficient and effective support to the council. Full 30 consultation was undertaken and new structure in place.
- Launch 'The Next Step' Leadership Programme for Service Managers. The majority of our service managers attended these 2-day workshops that was designed to support them moving from operational to strategic leadership. It was well received.
- Support the service review of Legal and Democratic Services proposals
- Support the development of the Customer Support Hub proposals

Planned for Q3 23/24 (Oct to Dec 2024)

- **Start** a root and branch review of policies that support Blended Working (involving key stakeholders). Target completion date end of year then through the correct governance route in the new year. This was delayed due to staff capacity. We are also **exploring** how we could procure key policies with twice yearly updates, there is so much transformation work to support with only 1.86 HR Officers.
- Begin the review of the payroll system and processes including changes to our IT systems, we are hopeful to 'borrow' an expert from Stevenage to support.
- Support the consultation on changes to terms and conditions at Hertford Theatre
- Continue to support consultations in Democratic Services and in support of the development of a Customer Support Hub. This will continue through to implementation.
- Working on the LMS, updating course content for mandatory training and releasing new eLearning courses and functionality for the new year.
- Identify and contract new Occupational Health and Employee Assistance Programme providers through approved frameworks - both are out of contract - we are working to identify new providers; we have agreed a pay as you go arrangement with the providers until this is done. - This was delayed due to capacity issues.
- Continuing the development of Team Leader / and review of Middle Manager training programmes
- Recruit to HR/OD Service Manager post – successful, new postholder starts in January.
- Continued roll out of the new lone working equipment, this is almost complete.
- Continue to support sites with regard to H&S and inspections.
- Updated version of Visio with relevant training secured and delivered to enable appropriate structure charts to be developed.
- Head of HR and OD to take over the Be Agile workstream to get traction on people and culture initiatives. This will include determining projects for the First Step cohort.
- Two new videos added to the recruitment landing page to help promote EHC. One on Gilston and the other is the leader, Ben Crystal.

- We are looking at the regional benchmarking tool and getting a quote to join, this is the most effective and efficient way to access benchmark data. We will be arranging for a demonstration and getting costings.
- We have approached the Shaw Trust to discuss how we might work together with regard to encourage people with disabilities to apply for roles with us. Unfortunately, they have not come back to us. However, looking at their offer, we do not feel that it would fit with EHC, we have small numbers of vacancies and the majority of those are for qualified professionals. We do encourage people from all backgrounds including those who have a registered disability to apply to us but they need to meet the essential requirements of the role.

Elly Starling
Head of HR and OD
November 2023