

<b>SUBJECT:</b>	Human Resources Update
<b>REPORT OF:</b>	Isobel Darby, Leader CDC, Nick Naylor, Leader SBDC
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<b>WARD/S AFFECTED</b>	All

### 1. Purpose of Report

To update the committee on key employment data and HR projects.

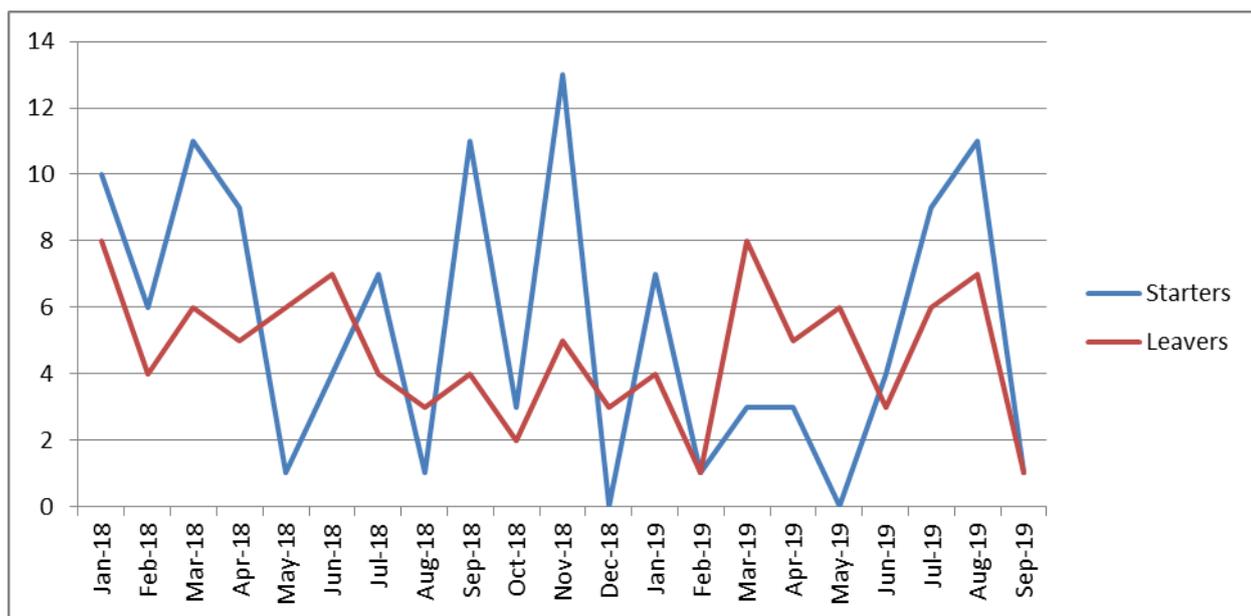
### RECOMMENDATIONS

- The Joint Staffing Committee is asked to note the report.**

### 2. Content of Report

Below is a summary of data on joiners and leavers, recruitment, sickness absence and key projects.

#### 2.1 Joiners and Leavers



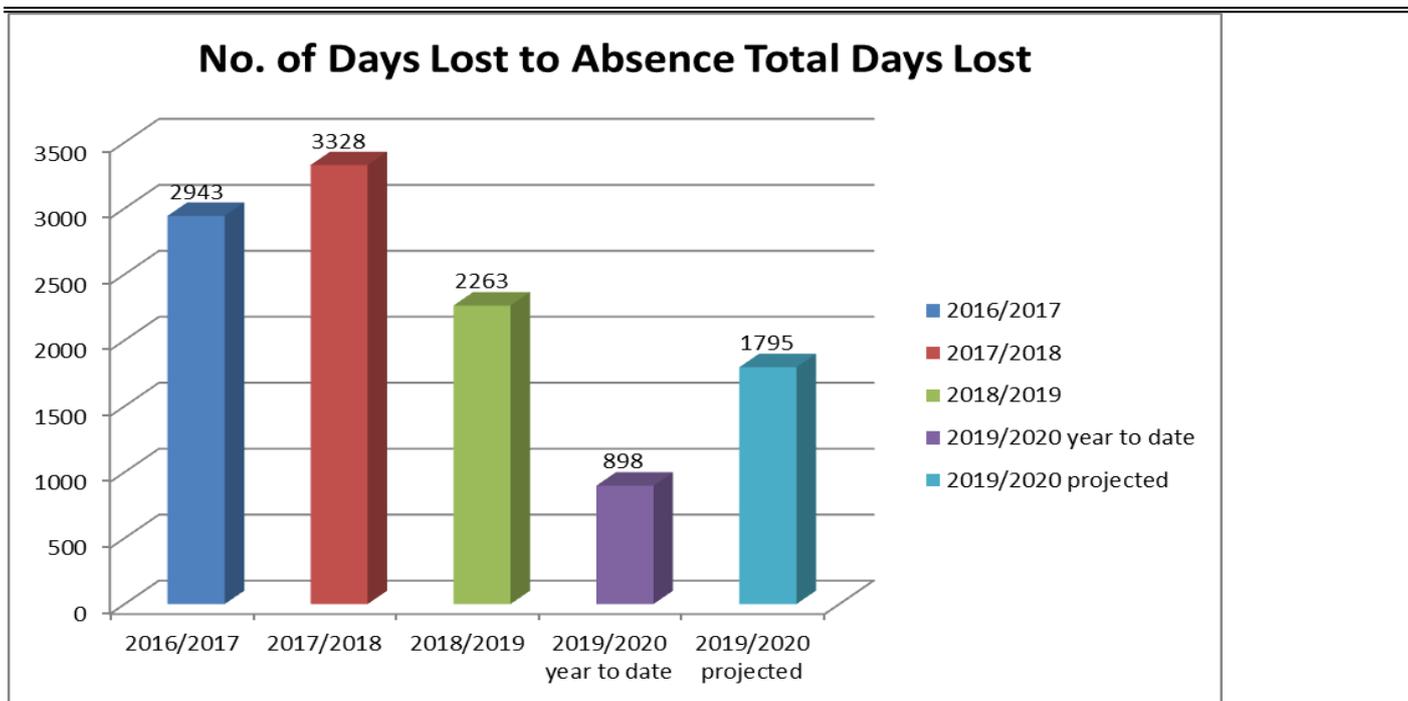
2.1.1 The graph above shows the number of joiners and leavers each month. Up to March 2019 turnover was dispersed across the councils, with no area giving particular cause for concern. The spike of joiners in November 2018 was attributable to the transfer in of Northgate staff to SBDC.

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- 2.1.2 Since March 2019 the number of leavers has risen slightly but continues to fluctuate. There was a spike of leavers in March and August but we can find no trend or theme to explain this.
- 2.1.3 All leavers are invited to complete an exit questionnaire and can undertake an exit interview upon request. To date in 2019, the declared reasons for leaving include retirement, expiry of a fixed term contract, several geographical relocations and a change of career. Several of our leavers have also cited uncertainty around the unitary process as one of the reasons for leaving or the primary reason for leaving.
- 2.1.4 With respect to recruitment we have seen an increase in recruitment activity, especially internal moves. In addition, we are coordinating the recruitment of the MLG Programme Office roles.
- 2.1.5 As we get closer to Vesting day the Vacancy Management Protocol has been tweaked so now roles will be advertised internally and externally at the same time but priority will still be given to internal applicants.
- 2.1.6 The average time to hire (from advert to offer) is currently 32 days. While we have been able to fill some roles very quickly, there continues to be difficulties in certain areas including Building Control, Infrastructure, Planning Policy and Development Management.

## **2.2 Sickness Absence**

- 2.2.1 The councils have a key performance indicator for absence which is a maximum of 10 days per employee per year.
- 2.2.2 Short term absence is defined as "up to and including 20 working days absence" and long term absence is "over 20 working days absence".

Sickness Table 1



2.2.3 The above chart shows the total number of days lost year on year. The year 2019/2020 has been broken down into the current actual figures for the first half ((April to September) purple bar) and the projected figures (turquoise bar) should the current levels of absence continue for the whole financial year.

Sickness Table 2

No. of Days Lost per employee	
Year	Days Lost
2016/2017	9.3
2017/2018	10.88
2018/2019	7.51
2019/2020 - year to date	2.99
2019/2020 - projected	5.98

2.2.4 The above table shows the same absence data as table 1 but this time the data shows an average of how many working days have been lost per employee (Full time equivalent figures are used).

2.2.5 Sickness absence figures in 2018/19 fell. Short term absence levels rose again in April of this year but it reduced in May and has continued to do so. The HR team and line managers continue to make a concerted effort to manage sickness absence to ensure a robust and consistent approach is taken and alongside this to promote Health and Well-Being initiatives.

**2.4 Current Projects**

- 2.4.1 Health and Well-Being: The Health and Wellbeing programme continues. We ran a week long campaign to promote Mental Health awareness in October to coincide with a national campaign. We continue to roll out workshops run by our OH provider. Our Health and Well Being champions have been involved in working with the champions from other councils to develop a strategy and programme for the new council.
- 2.4.2 Values and Behaviours: Staff have been asked to give feedback on their thoughts on the values for the new council. In addition our UGR champions attended a focus group to provide their input in to the culture unitary workstream.
- 2.4.3 Apprenticeships: We are currently in discussion with our colleagues in the other councils to develop an Apprenticeship Programme for the new council which ensures we have an apprenticeship scheme which covers all service areas and all levels of apprenticeships.
- 2.4.4 Development: The 3<sup>rd</sup> cohort of team leaders and supervisors have now completed the Managing Development Programme and will be receiving there ILM Level 4 certificates in November.

After the successful workshops on "Promoting a Positive Attendance" the HR Advisers are holding a series of workshops for managers called "Manage to Motivate", aimed to help managers motivate and engage staff in times of change and uncertainty. These have been very well received.

We continue to run workshops on the "customer focus" which encourages individuals and teams to think about what they can do to improve the customer experience in their areas. Over 100 employees have attended the workshops so far and many new ideas have come out of these sessions.

- 2.4.5 Pay Awards 2020/21. We are waiting for a claim from Unison for the 2020/21 pay award for all staff below Heads of Service level. A paper will go to the JSC on 20<sup>th</sup> January which will make recommendations for pay awards for all Chiltern and South Bucks employees. This will include Directors and Heads of Service.

Although this is a matter for sovereign councils to negotiate and agree in accordance with local pay mechanisms and although under TUPE the new council is required to honour the pay award agreed, any agreement must balance:-

- Affordability: We will be committing Buckinghamshire Council to expenditure in 2020/21;
- Consistency: As far as possible we would recommend consistency across staff across the 5 councils to manage the differences in pay and terms and conditions during transformation.

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2.4.6 Unitary: We are heavily involved in the work of the unitary HR and OD Workstream. The scale of the transformation programme and the pressure of the timescales cannot be underestimated. The key projects we are currently working on are as follows:-

TUPE: The TUPE consultation with recognised trade unions and staff commences on 2<sup>nd</sup> December and ends on 17<sup>th</sup> January. This will be followed in February by a letter to all staff confirming Buckinghamshire Council as the new employer from 1<sup>st</sup> April 2020. There are no significant 'measures' or changes for Chiltern and South Bucks staff apart from the pay date change detailed below. All terms and conditions of employment will be transferred across unchanged.

For district staff the TUPE consultation is combined with a consultation on a change to pay date from April which has been necessitated by a move to a single employer and a move to SAP as the single IT system for HR, finance and payroll across the 5 authorities. A change to pay date constitutes a contract variation as it is a change in the terms and conditions of employment. For Chiltern and South Bucks staff this means a move to a pay date from the 15<sup>th</sup> of the month to the last working day of the month. A range of support will be put in place for staff to manage this transition and this will include bridging loans, one to one meetings with HR and payroll to get help in managing the change, the offer of financial advice from the Citizens Advice Bureau and plenty of notice to make the changes.

Resourcing: The new Corporate Directors were recruited in October and will commence their roles immediately subject to notice arrangements for external appointees. The Tier 3 posts in the new council i.e. service directors, will be advertised at the end of October with a view to making decisions mid-December. In January individual meetings will take place with the existing Tier 2 and Tier 3 employees in the existing councils who have not secured a post in the new council and we will discuss their options post vesting day.

Appointments to Tier 4 posts and below will take place after 1<sup>st</sup> April as part of the on-going transformation programme.

Transformation Programme Post 1<sup>st</sup> April: The HR workstream has begun work to develop a transformation plan and agree principles. It has become clear that some services and teams will need to be re-structured first such as HR, Finance, PA support teams, Democratic Services.

Organisational Structure: We have undertaken some work to align individuals and teams to the new organisational structure. We have identified the anomalies. Anomalies include where an individual or teams duties are split across directorates or where individuals need to be assigned a temporary line manager. The new Corporate Directors will be agreeing the structure by the end of October. This will ensure that prior to the 1<sup>st</sup> April every employee will know where they sit in the new councils' structure and who their line manager is.

HR, payroll and finance systems: The move to SAP will take place from 1<sup>st</sup> April. All terms and conditions and workflows have now been built in to SAP. Testing is taking place in

November and December and then training will take place from January through to March for all staff and managers to learn how to use the employee and the manager self-service facility.

Organisational Development: Work is being undertaken to develop a new OD strategy for BC. We are currently developing a management development programme, early careers and apprenticeship scheme, staff engagement strategy and a new staff induction plan and also a learning and development plan which includes ensuring all staff undertake mandatory training for day 1.

Reward, Benefits, Policy: We are currently consulting with the unions and staff reps on the new terms and conditions for new employees of the council. Details of these will be made known to staff at the end of the year although it will not affect them directly as they will remain on their current t's and c's.

As the unitary work is developing at a pace the HR Manager will update verbally at the meeting on any further developments that arise since the writing of this report.

**3. Consultation**

N/A

**4. Options**

N/A

**5 Corporate Implications**

Good management of resources including employees leads to efficient and effective use of Council finances and improved delivery of Council services.

**6 Links to Council Policy Objectives**

Monitoring employee turnover, recruitment and sickness absences and ensuring all Council policies, procedures and practices are current, underpin the delivery of the Council's aims and management principles and ensure legislative compliance and best practice.

**7 Next Steps**

Continue to monitor and update Committee Members on a quarterly basis.

<b>Background</b>	
<b>Papers:</b>	