SUBJECT:	Human Resources Update
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WARD/S AFFECTED	All

1. Purpose of Report

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

RECOMMENDATIONS

1. The Joint Staffing Committee is asked to note the report.

2. Content of Report

2.1 Leavers and Joiners

2.1.1. The charts below show the number of leavers in 2017/2018 and 2018/19. These figures also include employees who have retired and those who have left because their fixed term contracts have ended. Please note that the 2018/2019 figures are reported on jointly.
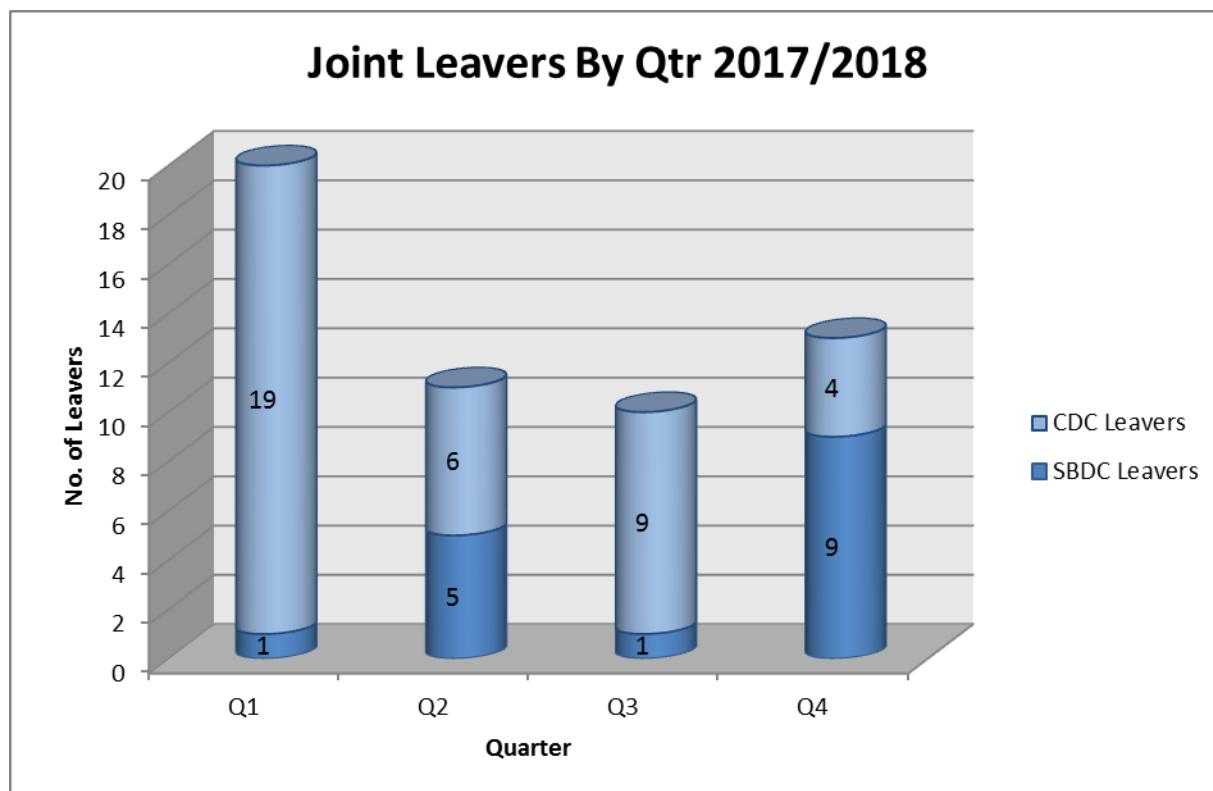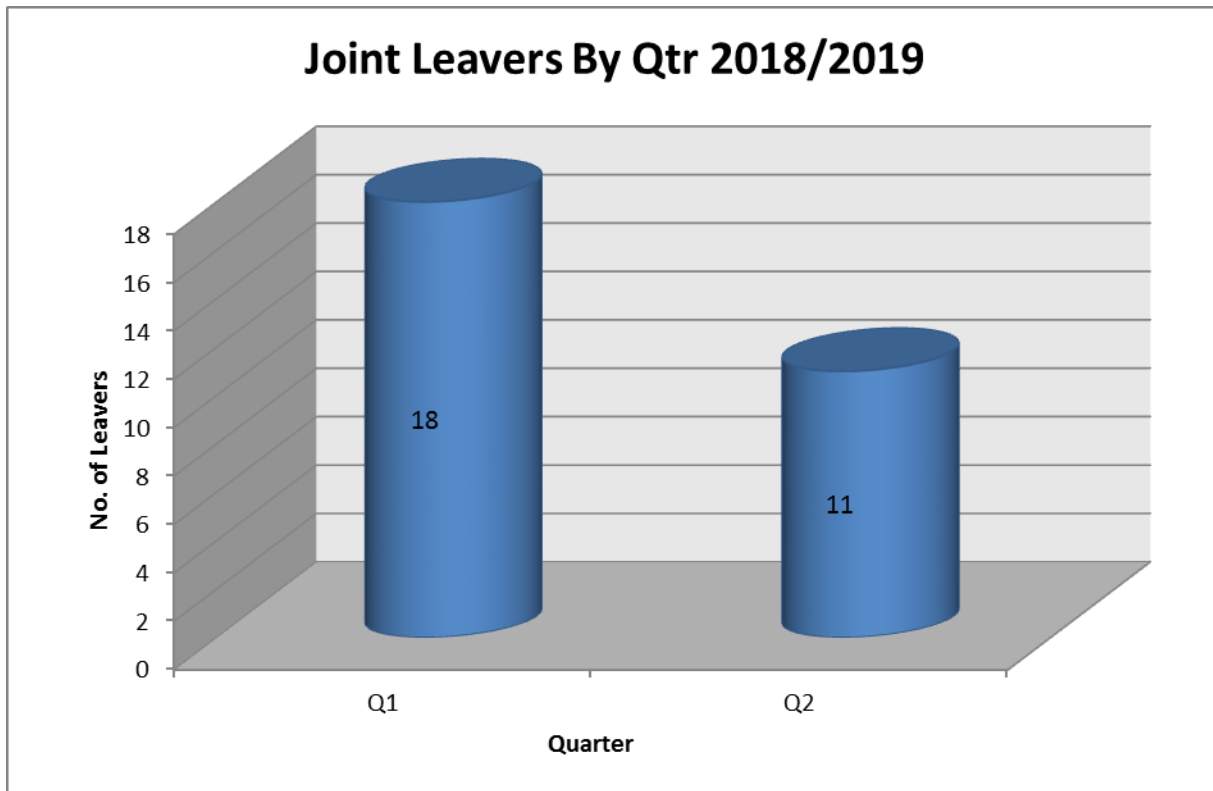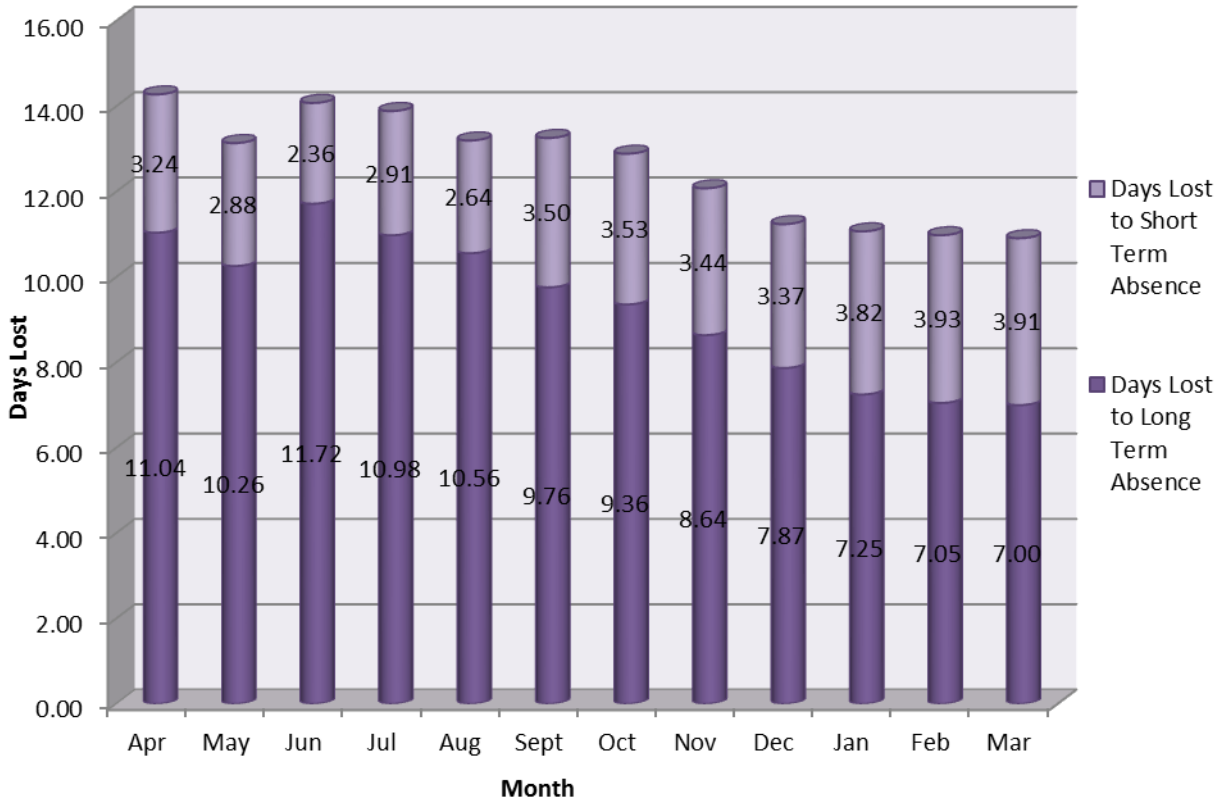
2.1.2   Please see data below on the roles advertised in 2017/2018 and 2018/19.

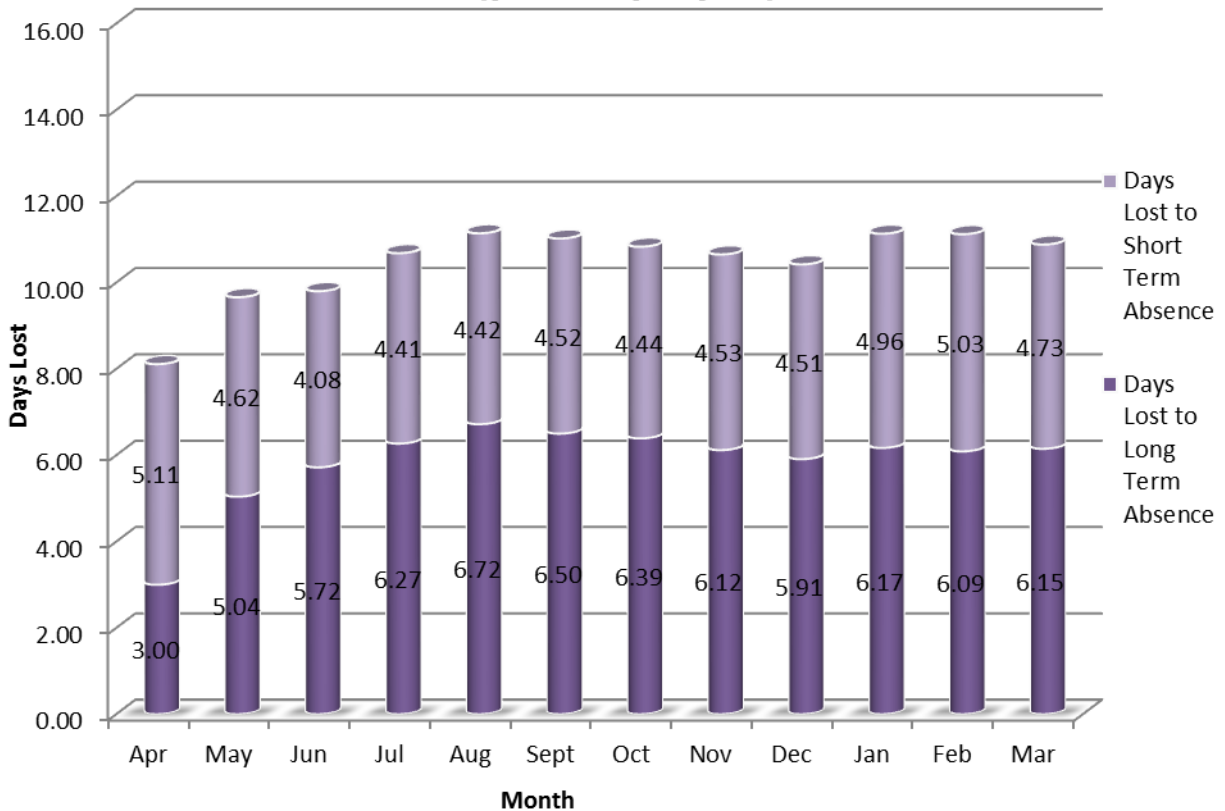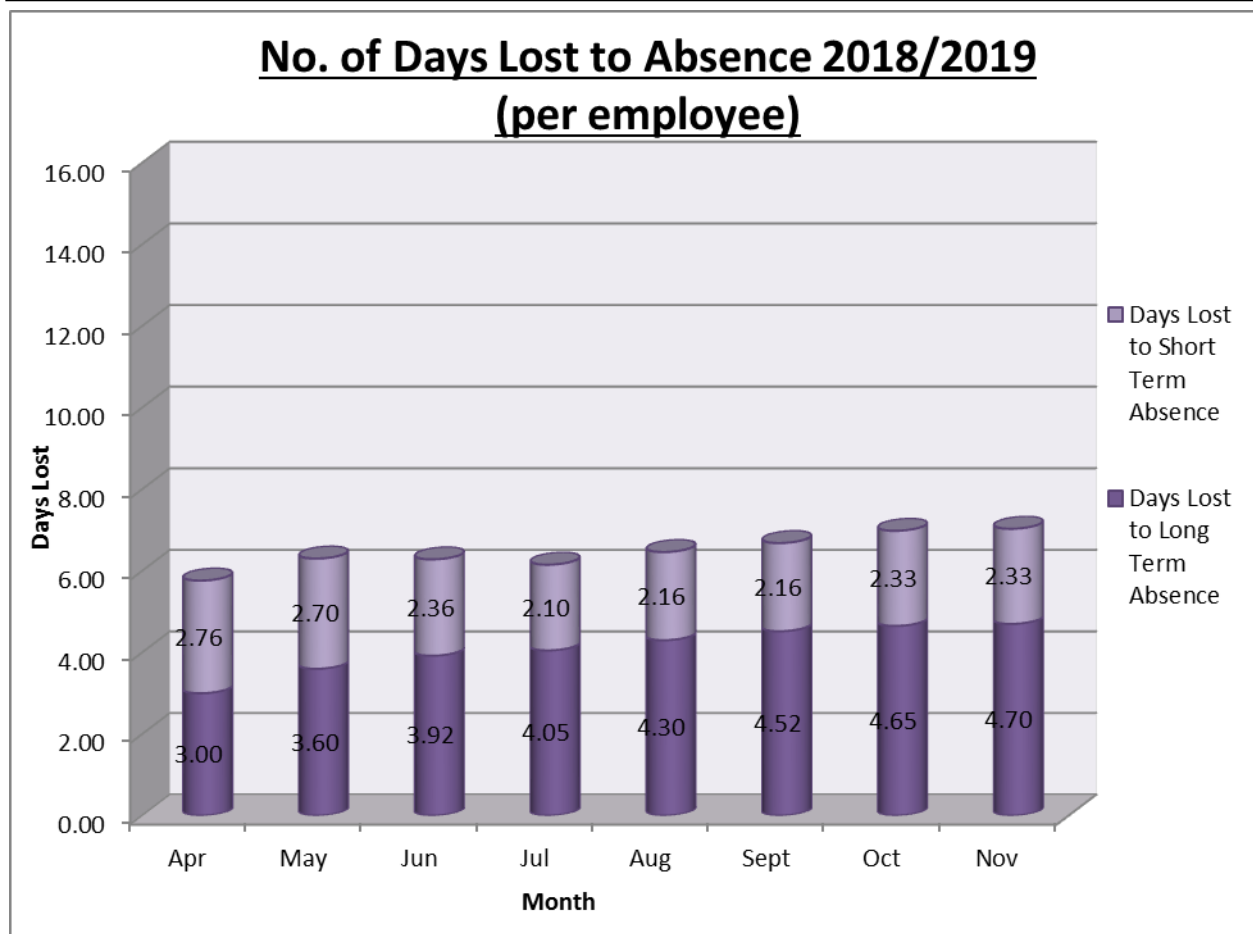|	No. of Positions	No. Filled	Average Time to Hire
Qtr 1 17/18	13	13	31 days
Qtr 2 17/18	16	15	40 days
Qtr 3 17/18	19	17	30 days
Qtr 4 17/18	20	20	32 days
Qtr 1 18/19	11	11	35 days
Qtr 2 18/19	10	10	36 days
Qtr 3 18/19	17	16	30 days

2.2   Sickness Absence

2.2.1   The table below shows a breakdown of the number of days lost due to absence on average per employee by month for the years 16/17, 17/18, 18/19.

No. of Days Lost to Absence 2016/2017 (per employee)

Legend:
- Days Lost to Short Term Absence
- Days Lost to Long Term Absence

Month	Long Term	Short Term
Apr	11.04	3.24
May	10.26	2.88
Jun	11.72	2.36
Jul	10.98	2.91
Aug	10.56	2.64
Sept	9.76	3.50
Oct	9.36	3.53
Nov	8.64	3.44
Dec	7.87	3.37
Jan	7.25	3.82
Feb	7.05	3.93
Mar	7.00	3.91

No. of Days Lost to Absence 2017/2018 (per employee)

Legend:
- Days Lost to Short Term Absence
- Days Lost to Long Term Absence

Month	Long Term	Short Term
Apr	3.00	5.11
May	5.04	4.62
Jun	5.72	4.08
Jul	6.27	4.41
Aug	6.72	4.42
Sept	6.50	4.52
Oct	6.39	4.44
Nov	6.12	4.53
Dec	5.91	4.51
Jan	6.17	4.96
Feb	6.09	5.03
Mar	6.15	4.73

No. of Days Lost to Absence 2018/2019 (per employee)

Chart: No. of Days Lost to Absence 2018/2019 (per employee). Y-axis "Days Lost" (0.00 to 16.00), X-axis "Month". Legend: Days Lost to Short Term Absence; Days Lost to Long Term Absence.

Month	Days Lost to Long Term Absence	Days Lost to Short Term Absence
Apr	3.00	2.76
May	3.60	2.70
Jun	3.92	2.36
Jul	4.05	2.10
Aug	4.30	2.16
Sept	4.52	2.16
Oct	4.65	2.33
Nov	4.70	2.33

2.2.2 The Councils have a key performance indicator for absence which is a maximum of 10 days per employee per year.

2.2.3 Short term absence is defined as "up to and including 20 working days absence" and long term absence is "over 20 working days absence".

2.2.4 Sickness absence figures for 2018/19 have fallen and continue to remain below the maximum target.

2.2.5 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. Sickness absence monitoring has become a regular part of day to day management practice. The following takes place:-

- The HR Advisers hold regular meetings with line managers and Heads of Service to support them in monitoring absence and taking the appropriate action;
- HR Advisers held training for team leaders, supervisors and managers on "Promoting a Positive Attendance Culture";
- Management Team receive reports on sickness absence cases and monitor figures;
- Absence management has become a regular item on managers/team leaders meetings;

- All managers and over 200 employees have invited attended a workshop on mental wellness run by MIND which includes an introduction to the use of Wellness Action Plans.

2.2.6 The Councils continue to put support in place to help employees maintain good health and well-being. This includes:-

- the use of occupational health services;
- providing an Employee Assistance Programme.
- a range of health and well-being initiatives;
- flexible working to help with work life balance.

2.3 CURRENT PROJECTS

2.3.1 Health and Well-Being Statement and Action Plan

The Health and Wellbeing forum continues to meet regularly and instigate new initiatives, and the second edition of the quarterly staff wellbeing newsletter has been published.

Our Occupational Health Providers have been commissioned to deliver a series of one-hour workshops throughout the year on a range of topics addressing both physical and mental health issues.

In collaboration with the other District Councils we are offering all staff the opportunity to attend half-day workshops on 'Remaining Resilient Through Change' and recognise that additional support may be necessary as the MLG agenda is progressed.

2.3.2 Values and Behaviour Framework

The UGR Champions continue to undertake work in their teams to bring the values and behaviours to life. A number of teams have attended a workshop on the "customer focus" value which encourages individuals and teams to think about what they can do to improve the customer experience in their areas.

Values are an important part of the induction process for new employees. This includes a session with Management Team and the HR Manager where they about our culture and the importance of our values and behaviours.

2.3.3 Recruitment Strategy

We recognise that over the next 15 months we will need to ensure we continue to retain and recruit the right staff. We are developing plans to re-focus our recruitment activities on using social media particularly Linked In to attract candidates. We are also developing new recruitment materials which really focus on us as a good, local employer.

In addition through the Unitary programme we have introduced a Vacancy Management Protocol which is an agreement to seek to recruit to vacant posts internally first across all the five Councils before an external recruitment process is followed.

2.3.4   Apprenticeships

The launch of the new degree-level apprenticeships in Town Planning is still being delayed so we are still unable to recruit new staff into this apprenticeship programme.

However the Level 4 Revenues and Welfare Benefits apprenticeship has been launched and the Revenues & Benefits team are currently actively recruiting an apprentice.

2.3.5   Staff Survey

The 2018 Staff Survey closed on 7th January 2019.   The survey seeks an understanding of staff opinion in six key areas:-

- Leadership
- Change
- Engagement
- Empowerment
- Management
- Work

At the time of writing this report the results are being analysed and a full report will be available shortly. However, I can confirm that 243 responses were received, representing 66% of the workforce. By comparison we achieved a 65% response rate in 2017, 55% response rate in 2016 and 50% response rate in 2015.

Overall the results were very positive. It is worthy of note that:-

- 100% of respondents were aware of the Councils' Values and Behaviours and 97% understood how those Values and Behaviours relate to the work that they do.
- 98% of respondents said that they felt a sense of personal responsibility for the work they do for the Council.
- 97% of respondents said that they were encouraged to consider the impact of their actions on our customers

As a result of feedback from staff following the 2017 survey we are introducing a Recognition Award which will be given out at service level in recognition of individuals or teams who have gone the extra mile or received excellent customer feedback etc.

2.3.6   Management Development Programme

The 2nd cohort of team leaders and supervisors has now completed this course and when we have received their certificates we will be arranging a celebratory event to distribute them.

To continue to build on the skills and knowledge of all who have completed the first two development programmes we are planning a further workshop focused around diversity and inclusion.

Having reviewed the nominations for the 3rd cohort of the development programme many do not have direct reports so we will be revising the course material in order to make it more appropriate for aspiring managers and will increase the focus on contract management and influencing skills.

2.3.7 Payroll Database

Last year we were in discussion with our payroll provider, AVDC, about their plans to move from our current iTrent payroll system to a cloud based system called XCD. In October, before the go live date, AVDC made the decision to postpone the introduction of XCD due to problems with the new system which became evident in the parallel runs. Subsequently we have been informed that the XCD project will not continue and we will remain on the iTrent system.

2.3.8 Customer Experience Strategy

We are currently consulting with staff about revised job descriptions and team restructuring required in order to implement Phase 1 of the Customer Experience Programme. It is not anticipated that this will result in any redundancies.

2.3.9 Unitary

The HR Leads for the Districts and County Council have been meeting regularly since the minister made his announcement. The following are the key pieces of work the group have been working on:-

- o A Vacancy Management Protocol;
- o Agreeing an HR Workstream Implementation Plan for Phase 1 (up to the first meeting of the Shadow Authority), Phase 2 (up to Vesting Day), Phase 3 (after Vesting Day);
- o Phase 1 work includes:-
    - planning for the appointment of the shadow interim roles e.g. Head of Paid Service, Monitoring Officer, Section 151 role;
    - the appointment of a Programme Director;
    - recommendations for the first meeting of the Shadow Authority about the new CEO recruitment process;
    - Gathering workforce data to inform the work required for Phase 1 and 2.

- o Agreeing a strategy to engage collectively with the unions and employee representatives on matters relating to the new Council. At the same time each Council will continue to meet with their recognised unions locally as provided for by local Recognition and Procedural Agreements.

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.

Background Papers:	None.