

<b>SUBJECT:</b>	Human Resources Update
<b>REPORT OF:</b>	Isobel Darby, Leader CDC, Nick Naylor, Leader SBDC
<b>RESPONSIBLE OFFICER</b>	Jim Burness, Director of Resources and Acting Head of Paid Service
<b>REPORT AUTHOR</b>	Louise Cole, HR Manager, <a href="mailto:lc@chiltern.gov.uk">lc@chiltern.gov.uk</a> , <a href="mailto:louise.cole@southbucks.gov.uk">louise.cole@southbucks.gov.uk</a> , 01494 732015
<b>WARD/S AFFECTED</b>	All

### 1. Purpose of Report

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

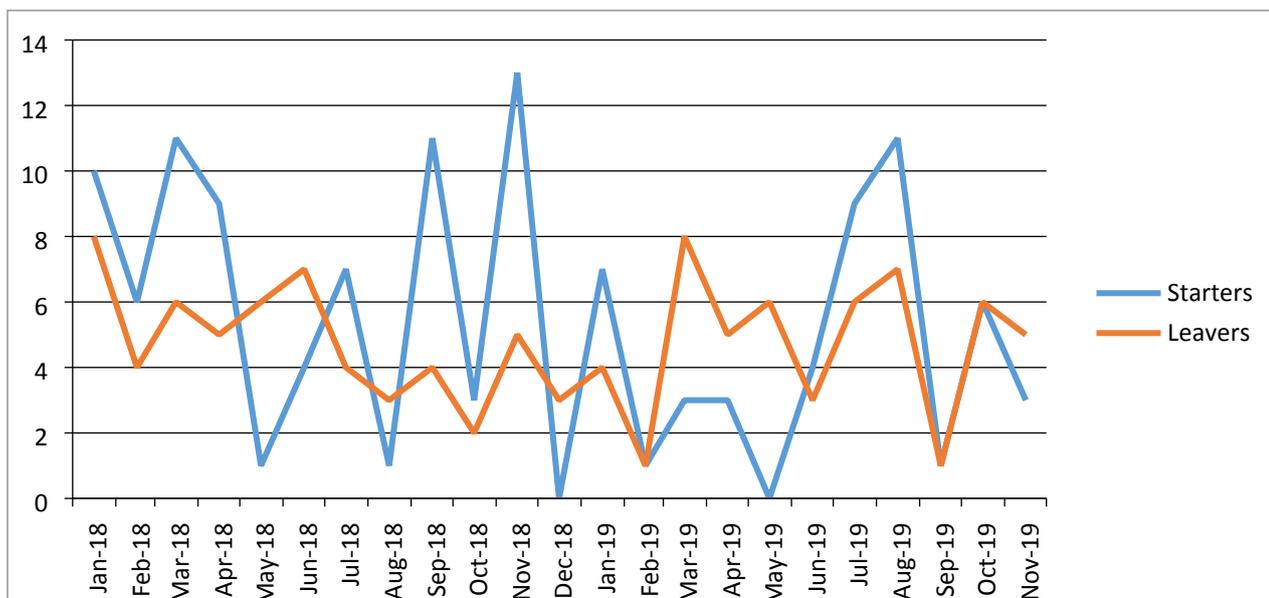
#### RECOMMENDATIONS

- 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. 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 to explain this.

2.1.2 All leavers are invited to complete an exit questionnaire and can undertake an exit interview upon request. More recently the unitary process is commonly cited as a reason for leaving.

2.1.3 With respect to recruitment up until the end of November 2019 we have seen an increase in recruitment activity, especially internal moves. However, a change freeze has been put in place from December 2019 which means there is now no permanent recruitment pre-transfer except for business critical roles. Consequently, there has been a rise in temporary contracts and agency workers.

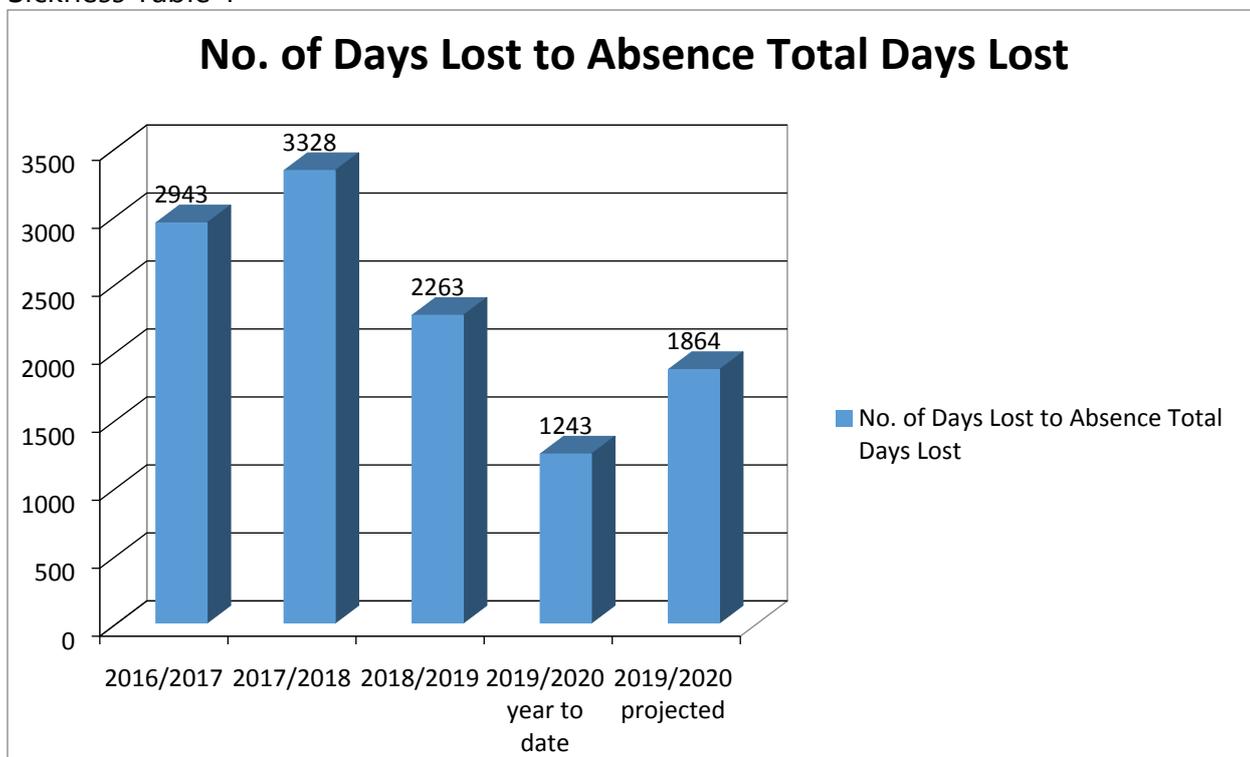
2.1.4 The average time to hire (from advert to offer) is currently 32 days. While we have been able to fill some roles very quickly, there continues to be difficulties in certain areas including Building Control, Infrastructure, Planning Policy and Development Management.

**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 November) yellow bar) and the projected figures (dark blue bar) should the current levels of absence continue for the whole financial year.

## Sickness Table 2

<b>No. of Days Lost per employee</b>	
<b>Year</b>	<b>Days Lost</b>
2016/2017	9.3
2017/2018	10.88
2018/2019	7.51
2019/2020 - year to date	4.13
2019/2020 - projected	6.20

- 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.

## 2.3 Projects

- 2.3.1 TUPE: The TUPE consultation ended on 17<sup>th</sup> January. A letter will now go 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. It is expected that any union feedback will be around the new terms and conditions and which are for new staff to BC or existing staff who move in to significantly different roles.
- 2.3.2 Pay Date Change: The consultation to change the pay date ended on 17<sup>th</sup> January. Informal feedback gained from conversations with staff in 1:1 sessions and through the FAQ mailbox suggests that the majority of staff understand the rationale for the change and will consent to the change. A small number have expressed concerns and may withhold their consent which will be problematic and costly to run a manual payroll for a very few employees.

A letter will go to all staff on 27<sup>th</sup> January requesting consent to the change. A range of support has been put in place for staff to manage this transition and this will include bridging loans, financial advice from the Citizens Advice Bureau and time off for appointments with banks and rental companies etc.

- 2.3.3 Corporate Director and Service Director Appointments: The new Corporate Directors were recruited in October and have now commenced their roles. The newly appointed Corporate Director for Resources left for personal reasons shortly after taking up his appointment and this is currently being advertised again.

The Service Directors have also now been appointed and will officially take up their posts in April. However, they have clearly started some work now in order to plan for April and this is in parallel to undertaking their existing roles.

In January formal 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. The current position is that these employees will transfer to the new council and suitable alternative employment sought either in a Tier 4 role or project work. There is an option to request voluntary redundancy (VR). Any VR agreement would need to consider the impact on the new council both in relation to skills, capacity and cost and would be subject to a business case approval process which would include the agreement of the sovereign council as appropriate to the council. In Chiltern and South Bucks case this would require the approval of this committee.

- 2.3.4 Senior Managers in Chiltern and South Bucks: There are 5 senior managers (1 director/Acting Head of Paid Service and 4 Heads of Services) who will be covered by the arrangements described above. A report will be submitted to the JSC in February should there be any VR requests.
- 2.3.5 Formal appointments to Tier 4 posts and below will take place after 1<sup>st</sup> April as part of the on-going transformation programme. However, some alignment of staff who sit below Heads of Services level will be necessary prior to the 1<sup>st</sup> April to ensure everyone has a line manager and knows where they sit in the structure.
- 2.3.6 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, and Democratic Services.
- 2.3.7 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 has taken place and gone very well. There will be training and user guides available from January through to March for all staff and managers to learn how to use the employee and the manager self-service facility.

There is a huge amount of admin work for the HR teams to undertake in the lead up to vesting day on this project e.g.: -

- Parallel runs in January, February and March;
- Both iTrent and SAP need to be kept up to date to ensure all day to day changes are made;
- April annual increments and annual pay award need to be processed;
- The pay date move to the end of the month will require planning;
- Move to Pertemps as a supplier of agency workers;
- Recruit to the new council from 1<sup>st</sup> April begins in January and requires a new website, recruitment process, etc.

To create capacity and minimise the risk of errors in this move to SAP a change freeze has been introduced and will be phased in over December, January and February. This introduces limits on recruitment, changes to terms and conditions and contracts, etc.

- 2.3.8 Organisational Development: Work has been 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.
- 2.3.9 Health and Well-Being: In December a Health and well-being survey took place asking 12 questions around resilience, engagement and well-being with a view to assessing current staff thinking and motivation. The results will be published in January/February with a view to repeating the survey quarterly.
- 2.3.10 Values and Behaviours: Work has been undertaken to identify the values for the new council. These are Proud, Ambitious, Collaborative and Trustworthy (PACT). These values will underpin our workplace culture and the HR workstream will build these in to our recruitment strategy, HR policies, performance management scheme, management development programme etc.

**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.

<b>Background</b>	None
<b>Papers:</b>	