	People Committee	**Thursday, 01 July 2021**	**Matter for Information and Decision**

Report Title: Report Title (Q4 2021 and People Team update)

Report Author(s):   Vicki Hewitt (People Manager)

Purpose of Report:	To provide an overview of Q4 key HR statistics. To report on current projects and recruitment.
Report Summary:	The report sets out latest management information and statistics for ill-health absence, employment relations and staff turnover.
Recommendation(s)	**That the content of the report be noted**
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	Anne Court (Chief Executive/ Head of paid service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk Vicki Hewitt (People Manager) (0116) 257 2721 vicki.hewitt@oadby-wigston.gov.uk
Corporate Objectives:	Providing Excellent Services (C03)
Vision and Values:	Accountability V1 Respect V2 Teamwork V3 Innovation V4 Customer Focus V5
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational / Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.

Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	Appendix 1- Agile Working Policy

1. Workforce Report

1.1 This report looks at the workforce profile of Oadby and Wigston Borough Council during the 4th quarter of the financial year 2020/2021 1st January 2021- 31st March 2021. The key findings were as follows:

1.2 **Headcount**

Q4's headcount was 169 (FTE 161.31), up by 5 from Q3. This has been due to recruitment for Planning, Revenues and Benefits, customer services, COVID support and any replacements.

1.3 **Sickness Levels**

Average sickness levels in Q4 (.91 days lost per FTE) which had decreased from Q3 (1.87 days lost per FTE).

1.4 **Days Lost**

The total number of days lost in Q4 (156) compared to Q3 where it was (271.5).

Total days of long term sickness lost in Q4 (23 days) which has significantly reduced from Q3 (83).

Total number of employees absent due to long-term sickness in Q4 is 1. COVID is not included in this data due to government guidance. We have 2 members of staff absent with Long COVID in Q4.

2. Employee Profile
2.1 **Headcount & FTE**

Figures do not include agency staff or contractors.

2.2 **Leavers**

During Q4 10, staff left the Council. No specific reason to why anyone left other than career progression mainly. Exit interviews are always offered.

Service	Q4 Leavers
Built Environment	1
Community & Wellbeing	2
Law & Democracy	1
Customer Services	3
People Team	2
Finance and Resources	1
SLT	0
Totals	10

This shows an increase from Q3 where there were 8 leavers.

2.3 **Turnover**

Turnover measures the percentage of employees who leave an organisation over a period of time. The table below shows the employee turnover across the council for Q4 and Q3.

	Q4	Q3
Leavers	10	8
Headcount	169	164
Turnover	6.5%	4.9%

Usual turnover is between 12-15 %

From Q4 we introduced a new corporate induction for all new starters, which has been received well from all new starters so far. This is to help retain and develop talented employees and reduce turnover.
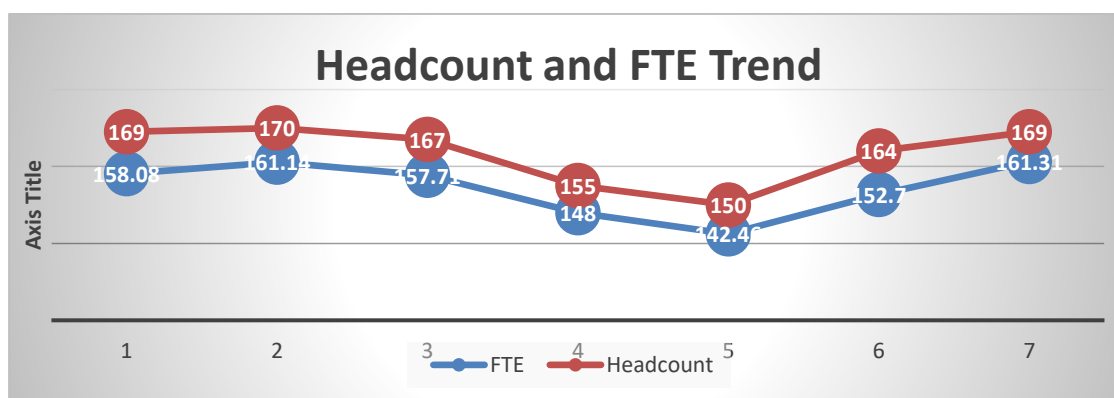
3. **Sickness Absence**

3.1 **Q4 sickness stats**

January 2021 Sickness Stats

Service Area	Total FTE	Long term	Short term	Total days	Average days per FTE
Customer Services	22.00	0.00	0.00	0.00	0.00
Finance and Resources	27.63	0.00	9.00	9.00	0.29
Community and Wellbeing	53.54	0.00	41.00	41.00	0.70
Built Environment	35.51	0.00	0.00	0.00	0.00
Law and Democracy	19.70	0.00	24.00	24.00	1.22
SLT	4.00	0.00	0.00	0.00	0.00
People team	2.61	0.00	1.00	0.00	1.00
Grand total	**164.99**	**0.00**	**75.00**	**75.00**	**0.44**

February 2021 Sickness Stats

Service Area	Total FTE	Long term	Short term	Total days	Average days per FTE
Customer Services	25.54	0.00	0.00	0.00	0.00
Finance and Resources	28.60	0.00	1.00	1.00	0.03
Community and Wellbeing	52.54	0.00	44.00	44.00	0.84
Built Environment	35.31	0.00	0.00	0.00	0.00
Law and Democracy	19.71	0.00	10.00	10.00	0.51
SLT	4.00	0.00	0.00	0.00	0.00

	Total FTE	Long term	Short term		Average days per FTE
People team	3.00	0.00	0.00	0.00	0.00
Grand total	**168.90**	**0.00**	**55.00**	**55.00**	**0.32**

March 2021 Sickness Stats

Service Area	Total FTE	Long term	Short term	Total days	Average days per FTE
Customer Services	25.54	0.00	0.00	0.00	0.00
Finance and Resources	28.02	0.00	2.00	2.00	0.07
Community and Wellbeing	52.54	23.00	18.00	41.00	0.78
Built Environment	35.51	0.00	0.00	0.00	0.00
Law and Democracy	20.70	0.00	0.00	0.00	0.00
SLT	4.00	0.00	0.00	0.00	0.00
People team	3.00	0.00	0.00	0.00	0.00
Grand total	**169.31**	**23.00**	**20.00**	**26.00**	**0.85**

Long-term sickness absence is defined as a continuous period of absence exceeding 20 working days or more. Short-term sickness is any period less than 20 working days. Trigger points are used to manage absence and highlight levels and patterns of sickness absence. All employees who have been absent have a return to work interview within 24 hours of them returning.

3.2 Sickness Stats Q4 v Q3

	Month	Total FTE	Long Term	Short Term	Total Days	Ave. days Per FTE/ mth	Cum. Figure (YTD)	Cum. Figure (Qtr)
Q1	Apr-20	158.39	30.0	45.0	75.0	0.47	0.47	0.47
	May-20	155.97	0	48.0	48.0	0.31	0.78	0.78
	June-20	153.87	20.0	55.0	75.0	0.49	1.27	1.27
Q2	July-20	155.53	54.0	52.5	106.5	0.68	1.95	0.68
	Aug-20	156.59	43.0	37.0	80.0	0.51	2.46	1.19
	Sep-20	158.08	52.0	85.0	137.0	0.87	3.33	2.06
Q3	Oct-20	161.20	115.0	80.0	195.0	1.21	4.54	1.21
	Nov-20	163.20	100.0	48.5	148.5	0.91	5.45	2.12
	Dec-20	161.14	48.0	50.0	98.0	0.61	6.06	2.73
Q4	Jan -21	164.99	0	75	75	0.45	6.51	0.45
	Feb- 21	168.90	0	55	55	0.33	6.84	0.78
	Mar- 21	169.31	23	20	26	0.85	7.69	1.63

3.3 Coronavirus

In the above reporting, no employees who had contracted COVID have been included in the data. The 2 members of staff that were absent during quarter 3 have still been absent during quarter 4 due to Long COVID.

Any staff who are absent from work are always offered the occupational health service and Employee Assistance Programme (EAP), which is confidential.

During COVID health and wellbeing has been something at the forefront of the Council's employee relations. We have continued to communicate with all staff and help ensure staff have felt supported and engaged.

4.   Employee Relations

During quarter 4, we had 2 employees engaging in a capability programme and there were no disciplinary, grievances, Sickness meetings or tribunals during this quarter, which remained the same as quarter 3.

5.   HR Policy review

A number of polices have recently been reviewed as listed below. The changes have been mainly to the Maternity, Paternity and Shared Parental Leave Policy, which are now separate policies, and we have introduced a frequently asked questions page.
The Health and Wellbeing Policy we were going to introduce is now going to form part of the People Strategy. As a Council, we remain committed to employee health and wellbeing and will be running a wellbeing group during this month. We will be providing a range of opportunities, interventions, support to staff, to drive the development of a happy and motivated workforce. We aim to promote positive health and wellbeing to our employees. More details of this will be available in the coming weeks.

Another policy we will be introducing is a Menopause Policy. We recognise that many members of staff will experience the menopause and that for some the Menopause will have an adverse impact on their working lives. The purpose of the policy is to raise awareness of the menopause and the impact of the menopause in the workplace, and to encourage open conversations between managers and staff. We are committed to supporting staff who are affected by the menopause and to signpost relevant advice and assistance to anyone who needs it.

Policies Q1 2021 in review/New
1.   Employee Wellbeing Policy
2.   Equality and Dignity Policy
3.   Maternity, Paternity and Adoption Policy
4.   Disciplinary Policy
5.   Grievance Policy
6. Organisational Change Policy
7. Agile Working Policy
8. Sickness Absence Policy
9. Performance Management Policy
10. Recruitment Policy
11. People Strategy

6.   Agile Working Policy

We expect to see a home-working setting as the default workspace for many of our staff, only coming into offices where collaboration with others face-to-face for example, is a preference in order to deliver a better outcome.

The focus for working flexibly is work being something you do and not somewhere you go. It is about delivering agreed outcomes, as opposed to the number of hours worked. However, staff still have a total contracted number of hours and how these are worked will vary from person to person. The hours may differ from core business hours, be completed remotely or working in one of the Council or partner's buildings or vehicles and will require the use of both virtual and digital working.

Agile working is at the forefront of organisations now especially since the COVID pandemic and it has worked very well over the last year. Communication is key to all

staff to ensure that tasks and projects are completed. Managers will and have worked closely with all team members on a daily basis to ensure service delivery.

As a Council, we need to ensure we move with the times and we don't lose staff to being unable to work flexibly. It is about work life balance.

Attached in Appendix 1 is the drafted Agile Working Policy.

7.   PeopleHR- New system

People HR is our new HRMS (Human Resources Management System). It is available to all employees Council wide and staff will have access to their HR profiles via an app on their mobile phones. They will be able to book annual leave, read the latest news internally, record sickness and update their training and development and so much more. Key information will be updated on here and staff will receive notifications so nothing has gone unmissed.

This is key to ensuring the People team have a robust system to use to collate data on all of our employees from headcount, turnover, sickness and all types of workforce reports. It is a very user friendly system and it goes live on the 28th June to all staff.

8.   Recruitment

Agency workers
Across the Council we currently have 10 agency workers with the exception of the depot, where we have to use agency staff frequently due to seasonal work and sickness to ensure service delivery. The 10 agency workers are working within our planning and housing teams due to staff leaving and short notice periods making it difficult to recruit t quickly. Due to an increase in regeneration work within all planning departments, permanent roles are harder to fill as candidates will use agencies, as they will pay higher for the skillset requirements. We are recruiting for permanent posts within the team and once appointed we will no longer use the agencies.

Due to the COVID work and business grants we have had to use some agency staff within the Revenue and Benefits team to keep on top of the high workload. We are recruiting for permanent staff currently. This has been a lot more difficult than anticipated due to skill shortages and lack of candidates.

Hard to fill roles
Development Control roles are in demand at the moment and many councils are recruiting for these roles. Agencies are beginning to charge higher fees to recruit and it is very much a candidate led market. Many development control officers have turned to contract only roles as they can get paid a substantial amount.

Adrian Thorpe, Head of Built Environment reported on the difficulties in recruiting staff in the members bulletin of 18 June when he informed members about the difficulties in recruitment of a permanent Development Control Manager and two permanent Development Control Officers to his team despite offering competitive salaries and career graded roles.

We are talking to various agencies to gain support with recruiting for these roles and have terms agreed with many of them now. We have the roles advertised on our own website, Indeed, they have been on CV library, employment hub but still we are struggling to gain a selection of CV'S. We will continue to persevere and keep looking at options we can utilise to recruit in for these roles

From Q1, we had a large amount of vacancies arise due to a mini restructure and normal levels of attrition.

We have spent £0 on agency fees for FTC and Permanent placements – below you will see the roles filled by using internal direct recruitment

Roles filled Since April 2021	What agency fee would have been (15-20%)
Finance Manager	£8,250 - £11,000
Cleaning Team Leader	£3,898 - £5,198
IT Security Manager	£6,131 - £8,175
IT Support Engineer	£3,601 - £4,802
Marketing & Communications Manager	£6.282 - £8,376
Revenue & Benefits Manager	£6,131 - £8,175
HR Admin FTC	£696 - £928 Per qtr (pro-rata)
Customer Service Improvement Officer	£3,013 - £4,018
TOTAL	£38,002 - £50,672 saved in agency fees

Internal Moves – New roles
We have been able to advertise roles internally where staff may have been on fixed term contracts, secondments & where staff have left. The roles below are where we have recruited within. This is an essential part of workforce planning and to develop staff within.

Benefit Assessor
Inclusion Officer
Community & Wellbeing Manager
Customer Service Improvement Manager
Senior Housing Options Officer
Customer Service Technical Officer
Cemetery Admin Assistant
Recovery Assistant
Planning Policy Assistant
Corporate Project Lead

Apprenticeships

At present, the apprenticeship levy is funding 4 apprenticeships.
2 New Apprentices and 2 existing employees upskilling.

Apprenticeship standard	Level
Business Admin	3
Business Admin	3
Housing/Property Management	3
Snr Housing/property management	4

Meetings are booked with all training providers to establish where everything is with apprenticeships. We will be working on getting a stronger process in place in relation to apprenticeships with more involvement from the People Team in making sure the programmes are running effectively and both apprentice and manager are supported throughout their journey.

On average, we pay £643 in to the levy per month and pay out for the 4 above apprentices £1232. There is a buffer amount in the levy account that is covering the difference for now; this will be from unspent levy from previous months.

One of our current apprentices has been successful in securing a permanent role with us as Customer Service Technical Officer.

9. Other business

The People team will be working on training and development for existing and new managers joining the Council within quarter 2. We will be creating a managers manual to support them in their roles as managers to enable them to manage their teams more effectively. This will include sickness absence, return to work, on call rotas, 121's, appraisals, probation periods, recruitment process and much more.

All staff have just undergone their 6 monthly appraisals and work will be done to ensure all training and development requests are looked at and work will be done around learning and development in each department to help upskill, develop and help retain our employees.