



<b>People Committee</b>	<b>Tuesday, 15 March 2022</b>	<b>Matter for Information and Decision</b>
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**Report Title:** **People Update (Q3 2021/22)**

**Report Author(s):** **Tanya Burgess - HR Strategic Lead**

<b>Purpose of Report:</b>	To provide an overview of Q3 key HR statistics and to report on current projects and recruitment.
<b>Report Summary:</b>	The report sets out the latest management information and statistics for ill-health absence, employment relations and staff turnover.
<b>Recommendation(s)</b>	<b>That the content of the report be noted.</b>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	Anne Court (Chief Executive/ Head of Paid Service) (0116) 257 2602 <a href="mailto:anne.court1@oadby-wigston.gov.uk">anne.court1@oadby-wigston.gov.uk</a>  Tanya Burgess (HR Strategic Lead) (0116) 257 2721 <a href="mailto:tanya.burgess@oadby-wigston.gov.uk">tanya.burgess@oadby-wigston.gov.uk</a>
<b>Corporate Objectives:</b>	Providing Excellent Services (C03)
<b>Vision and Values:</b>	Accountability V1 Respect V2 Teamwork V3 Innovation V4 Customer Focus V5
<b>Report Implications:-</b>	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Réputation 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.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.

Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	None.
<b>Background Papers:</b>	None.
<b>Appendices:</b>	None.

## 1. Workforce Report

**1.1** This report looks at the workforce profile of Oadby and Wigston Borough Council during the third quarter of the financial year 2021/2022. HR professionals are essential in attracting and retaining staff, in embedding a compassionate and inclusive culture, in creating a good climate of employee relations and are increasingly required to work with line managers in transforming the workforce through change management and workforce development programmes. In addition, HR plays an essential role in designing and maintaining a suite of workforce policies and procedures to ensure compliance with employment legislation, and contractual requirements. The key findings were as follows:

### 1.2 Sickness Levels & Days Lost

The average sickness levels for the third quarter were 197 days lost per FTE, which has decreased from the second quarter (351 days lost per FTE). This includes both long term and short term sickness. There has been no particular pattern for short term sickness, for example 1-2 days for cough/colds, headaches etc. COVID is not included in this data due to government guidance.

## 2. Employee Profile

### 2.1 Headcount & FTE

Figures do not include agency staff or contractors.

#### Headcount

The headcount during the third quarter was 181 (FTE 158), up from 178 in the second quarter.

### 2.2 Leavers

During the third quarter 8 staff left the Council. No specific reasons were given as to why anyone left other than career progression. Exit interviews are always offered.

Service	Quarter 3 Leavers
Planning Policy Officer	1
Public Cleansing Driver/Operative	1
Community Engagement Officer	1
People Manager	1
Regulatory Services Manager	1
On-boarding & Training Coordinator	1
Technical Officer	1

Accountancy Assistant	1
<b>Total</b>	<b>8</b>

This shows a slight increase from the second quarter when there were 6 leavers.

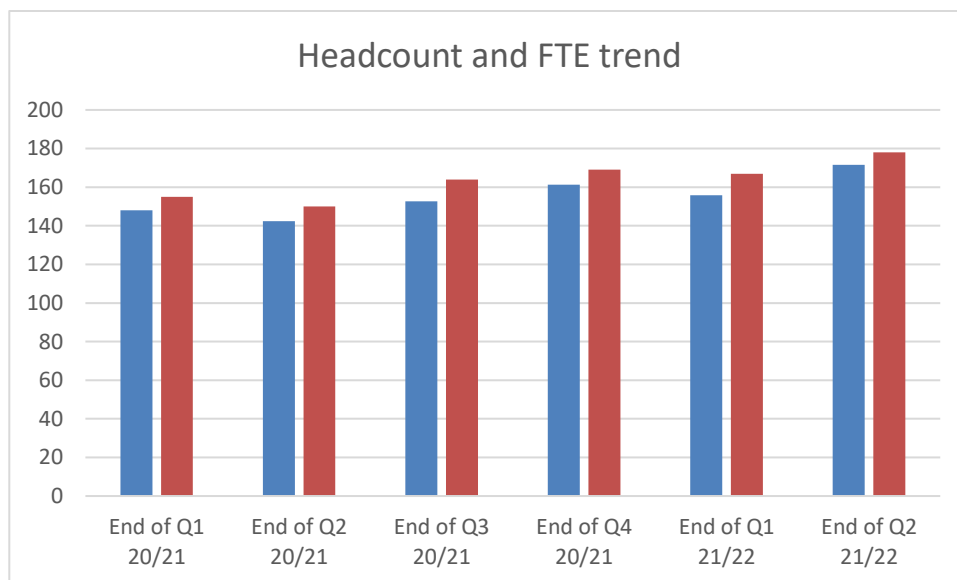
## 2.3 Turnover

Turnover measures the percentage of employees who leave an organisation over a period. The table below shows the employee turnover across the Council for the third quarter of this year and the third quarter of last year.

	Q3 21/22	Q3 20/21
Leavers	9	8
Headcount	181	164
Turnover	4.97%	4.87%

Usual turnover is between 12-15 %

The chart below shows the headcount trends from the first quarter of 2020 up to the third quarter of 2021.



## 3. Sickness Absence

### 3.1 Q1 sickness stats

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 and these are logged on the HR management system.

## October – December 2021

Service Area	Total FTE	Long term	Short term	Total days	Average days per FTE
Customer Services and Trans	72.00	1.00	3.00	36.00	0.50
Built Environment	32.00	0.00	1.00	2.00	0.06
Law and Democracy	25.00	1.00	1.00	22.00	0.88
Finance	24.00	0.00	2.00	5.00	0.21
People	4.00	0.00	0.00	0.00	0.00
SLT	3.00	0.00	0.00	0.00	0.00
<b>Grand total</b>	<b>160.00</b>	<b>2.00</b>	<b>7.00</b>	<b>65.00</b>	<b>1.65</b>

Service Area	Total FTE	Long term	Short term	Total days	Average days per FTE
Customer Services and Trans	74.00	2.00	6.00	31.00	0.42
Built Environment	31.00	1.00	2.00	31.00	1.00
Law and Democracy	25.20	1.00	1.00	20.00	0.79
Finance	27.00	0.00	1.00	2.00	0.07
People	4.00	0.00	1.00	2.00	0.50
SLT	3.00	0.00	0.00	0.00	0.00
<b>Grand total</b>	<b>164.20</b>	<b>4.00</b>	<b>11.00</b>	<b>86.00</b>	<b>2.79</b>

Service Area	Total FTE	Long term	Short term	Total days	Average days per FTE
Customer Services and Trans	73.00	1.00	3.00	32.00	0.44
Built Environment	30.00	0.00	3.00	3.00	0.10
Law and Democracy	26.00	0.00	1.00	1.00	0.04
Finance	27.40	0.00	2.00	6.00	0.22
People	4.00	0.00	1.00	4.00	1.00
SLT	3.00	0.00	0.00	0.00	0.00
<b>Grand total</b>	<b>171.50</b>	<b>44.00</b>	<b>10.00</b>	<b>46.00</b>	<b>1.80</b>

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

Sickness meetings are carried out regularly for employees on long term sickness. Currently, one employee is on long term sick. All employees on long term sick are referred to occupational health and where an employee cannot return to their current role we will look to redeploy them following set criteria to try to get them back in the workplace.

#### 4. Employee Relations

There were no employment tribunals during the third quarter.

#### 5. Agile Working Policy

All managers joined in one of two workshops that were delivered in the Council Chamber during October for Agile Working. All managers have now met with their team members to look at future ways of working to ensure improved work/life balance and service delivery.

Team charters have been discussed and worked on. This is ongoing work to keep in line with the business needs.

## **6. Recruitment**

In December 2021, the Council's HR Manager resigned to take up a new role, and a new interim HR Strategic Lead was recruited to review the existing service and implement new policies/procedures for the department to lead in supporting managers with workforce development. The team are now working to consolidate HR into one efficient service.

The team are currently working on a new recruitment policy to provide greater support to candidates. Managers now have greater reporting capabilities allowing HR to monitor recruitment practices more closely. The Council continues to recruit in-house rather than using agencies. As part of succession planning and development an in-house talent pool will be developed so the Council can have a wider remit of candidates and eventually be less dependent on agencies.

### **Recently Filled Roles**

Strategic Director
Collector/Loader x4
Democratic Services Officer x2
Economic Regeneration Manager
Finance Manager
Graduate Planner
HGV Driver/Loader
Housing Options Officer
Lettings Officer
Planning Validation Officer
Technical Officer/EHO

## **7. Capacity**

The recent Peer Review highlighted a need to build capacity at pace including succession planning and apprentice/graduate opportunities. This is already underway as can be seen above for example with the Graduate Planner appointment and the recruitment for the second Strategic Director is underway.

## **8. Learning and Development**

The next round of employee appraisals will be taking place in May which includes reviewing training and development needs and opportunities.

The Council's e-learning system has had a full audit and staff are now completing mandatory training and taking part in this learning platform more actively.

## **9. Employee Wellbeing**

HR professionals are essential in attracting and retaining staff, in embedding a compassionate and inclusive culture, in creating a good climate of employee relations and are increasingly required to work with line managers in transforming the workforce through change management and workforce development programmes. In addition, HR plays an essential role in designing and maintaining a suite of workforce policies

and procedures to ensure compliance with employment legislation, and contractual requirements.

- **Health & Wellbeing - looking after our people** – ensure quality health and wellbeing interventions and support programmes are in place for everyone employed at OWBC. Lots of work has gone into employee wellbeing and this gets communicated in the weekly newsletter. November saw 'Self Care' week as one example, where we promoted hints and tips to look after ourselves. A Well-being employee Survey was carried out from which a comprehensive health and well-being programme to support employee's mental and physical health has been developed.
- **Equality, Diversity & Inclusion - belonging in the OWBC** – develop programmes and schemes to tackle discrimination, bullying and harassment and deliver OWBC EDI requirements
- **Transforming the Workforce - new ways of working and delivering**– work with and develop line managers so they can ensure they are making effective use of the full range of skills and experience of their teams
- **Recruitment & Retention - growing for the future** – ensure effective recruitment, on-boarding, induction, and support/development programmes are in place to recruit and retain staff especially in hard to fill areas.
- **Employee Relations** - maintain effective ties with trade unions for a good climate of employment relations
- **Organisational culture** - support and deliver positive staff survey outcomes and cultural change programmes. There is now a clear ambition to ensure the HR and Organisational Development function is functioning as a strong strategic business partner that can provide the HR expertise and support required to truly transform the OWBC over the next 3 to 5 years which will be outlined in the new Workforce Strategy.

The HR service has a key strategic role in helping to support the development of the values and the culture within the OWBC to continually improve staff experience, and outcomes. The function also has a key role to play in enhancing management capabilities, maintaining good employee relations and reducing workforce costs.