



REPORT of DIRECTOR OF RESOURCES

to
FINANCE AND CORPORATE SERVICES COMMITTEE
27 NOVEMBER 2018

HUMAN RESOURCES STATISTICS - QUARTER TWO 2018 / 19

1. PURPOSE OF THE REPORT

- 1.1 To present the Council's Human Resource statistics for the period 1 July 2018 to 30 September 2018. The main purpose of the report is to provide an update on the levels of vacancies, staff turnover, sickness absence, staff numbers and staff data to meet equality standards.

2. RECOMMENDATION

That the contents of this report are reviewed and commented on.

3. SUMMARY OF KEY ISSUES

- 3.1 This report is for Members' information only.

3.2 Labour Turnover

- 3.2.1 **Quarter 2 (Q2):** The staff turnover was based on an average of 227.33 staff employed in post between 1 July 2018 and 30 September 2018. There were ten leavers and two starters in Q2.

- 3.2.2 Service level turnover for Q2 2018 / 19 is as follows:

Directorate	Leavers	Reasons for Leaving	Q2 Average¹ Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Corporate Core	2	1 resignation 1 redundancy	6.33	5.96	31.60%
Resources	0	Not applicable	51.33	40.32	0%
Customers and Community	7	6 resignations 1 redundancy	97.67	85.89	7.17%

¹ Headcount figure averaged from month ends within each quarter. Please also note the above data does not include information on staff employed on zero hours contracts / seasonal staff contracts.

Directorate	Leavers	Reasons for Leaving	Q2 <i>Average</i> ¹ Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Planning and Regulatory	1	1 resignation	72	62.43	1.39%
Total	10		227.33	194.60	4.40%

4. RECRUITMENT

4.1.1 As a consequence of the implementation of the Future Model, a recruitment freeze has been placed on all non-essential recruitment. As a result, a total of nine external fixed term vacancies have been advertised; four posts have been within the Customers and Community Directorate and five posts in the Resources Directorate, with no posts advertised in the Planning and Regulatory directorate. A number of fixed term posts have been recruited to on an agency basis.

4.1.2 There have been two fixed term internal vacancies advertised in the Resources Directorate.

4.1.3 All external posts continue to be advertised on the Council website as well as via social media including Facebook and Twitter, Indeed (one of the largest and free of charge job search engines), and the Government website 'Find a Job' - and any other relevant professional journals / media where appropriate, ensuring as wide reach as possible to potential candidates.

4.1.4 Please see below the external and internal vacancies for Q2 2018 / 19.

Q2 External Vacancies:

Directorate	Posts Advertised	Positions	Post advertised on Maldon District Council (MDC) website, Indeed, Twitter and Facebook
Customers and Community	Customers Officer Various x3 Fixed Term Contract (FTC) up to 12M	3	Yes
	TIC Assistant (Burnham-on-Crouch) FTC	1	Yes

Directorate	Posts Advertised	Positions	Post advertised on Maldon District Council (MDC) website, Indeed, Twitter and Facebook
Resources	Assistant Electoral Management Officer FTC	1	Yes
	Electoral Administration Officer FTC	1	Yes
	PA to the Director of Resources FTC	1	Yes
	Network Solutions Architects FTC	1	Yes
	Programme Manager FTC	1	Yes
Planning and Regulatory Services		0	
	Total Posts	9	

Q2 Internal Vacancies:

Directorate	Posts Advertised	Positions	Post advertised on intranet
Customers and Community		0	
Resources		0	
Planning & Regulatory Services	Land Charges Officer (3-6m Secondment / FTC)	1	Yes
	Housing Options Support Officer FTC	1	Yes
	Total Posts	2	

5. AGENCY WORKERS

- 5.1 Attention is drawn to **APPENDIX 1**, which sets out agency expenditure for Q2.

6. STAFF SICKNESS LEVELS

- 6.1 The overall attendance figures (short and long term absence combined) for Q2 2018 / 19 have decreased from 434.72 total FTE days lost in Q1 2018 / 19 (2.13 total days lost per FTE) to 293.81 total FTE days lost in Q2 (1.51 total days lost per FTE). **This is a significant reduction from Q1 of 32.42%.**
- 6.2 It should be noted that the Q2 total days lost per FTE figure of **2.13** is the **lowest since Q1 2014 / 15.**
- 6.3 Reasons for this decrease could be the impact of the continued implementation of sickness absence related interventions and related communication to staff and managers. In addition, where there are organisational changes involving staff cuts in the public sector, this can potentially deter some employees from taking 'illegitimate absence', as described in the Chartered Institute of Personnel and Development (CIPD) 2016 Absence Survey Report². Conversely however, the Survey also showed that public sector organisations are more likely than those from other sectors to report that heavy workloads and considerable organisational change / restructuring are among the main causes of stress at work, which in turn can lead to higher levels of stress related absence.
- 6.4 As a consequence, sickness absence levels may increase as the Future Model programme implementation progresses.
- 6.5 With regard to Q3, levels are potentially expected to increase due to seasonal variances. In order to mitigate this, a free flu vaccination will be offered to staff and Members once again this year.
- 6.6 The figures for Q2 2018 / 19 with regard to short term sickness have decreased from 218.80 total FTE days lost in Q1 (1.07 total days lost per FTE) to 129.51 total FTE days lost in Q2 (0.67 total days lost per FTE). **This is a significant reduction of 40.80% compared to Q1.**
- 6.7 The figures for Q2 2018 / 19 with regard to long term absence have decreased from 215.92 total FTE days lost in Q1 (1.06 total days lost per FTE) to 164.30 total FTE days lost in Q2 (0.84 total days lost per FTE). **This is a reduction of 23.91% compared to Q1.**
- 6.8 At the time of writing out of the four long term absence cases for Q4, one has left the organisation, and two are no longer off sick.

Please see Figure 1 below for the sickness for each quarter for 2016 / 17, 2017 / 18 and 2018 / 19.

² Reference: CIPD, 2016. Annual Survey Report: Absence Management 2016.

Figure 1

Please find below the sickness for each quarter for 2016 / 17, 2017 / 18 and 2018 / 19.

2018 / 19	Quarter One		Quarter Two		Quarter Three		Quarter Four		Cumulative Figures	
	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE
Short Term Absence	218.80	1.07	129.51	0.67						
Long Term Absence	215.92	1.06	164.30	0.84						
Total	434.72	2.13	293.81	1.51						

2017 / 18	Quarter One		Quarter Two		Quarter Three		Quarter Four		Cumulative Figures	
	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE
Short Term Absence	163.65	0.85	230.32	1.25	322.64	1.64	300.62	1.49	1017.23	5.23
Long Term Absence	393.05	2.04	198.64	1.08	300.12	1.53	198.24	0.98	1090.05	5.63
Total	556.70	2.89	428.96	2.33	622.76	3.17	498.86	2.47	2107.28	10.86

2016 / 17	Quarter One		Quarter Two		Quarter Three		Quarter Four		Cumulative Figures	
	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE
Short Term Absence	237.94	1.25	241.39	1.21	259.46	1.31	306.53	1.55	1045.32	5.32
Long Term Absence	290.83	1.52	372.46	1.89	393.37	1.99	331.78	1.68	1388.44	7.08
Total	528.77	2.77	613.85	3.1	652.83	3.3	638.31	3.23	2433.76	12.4

7. ATTENDANCE MANAGEMENT COMPLIANCE

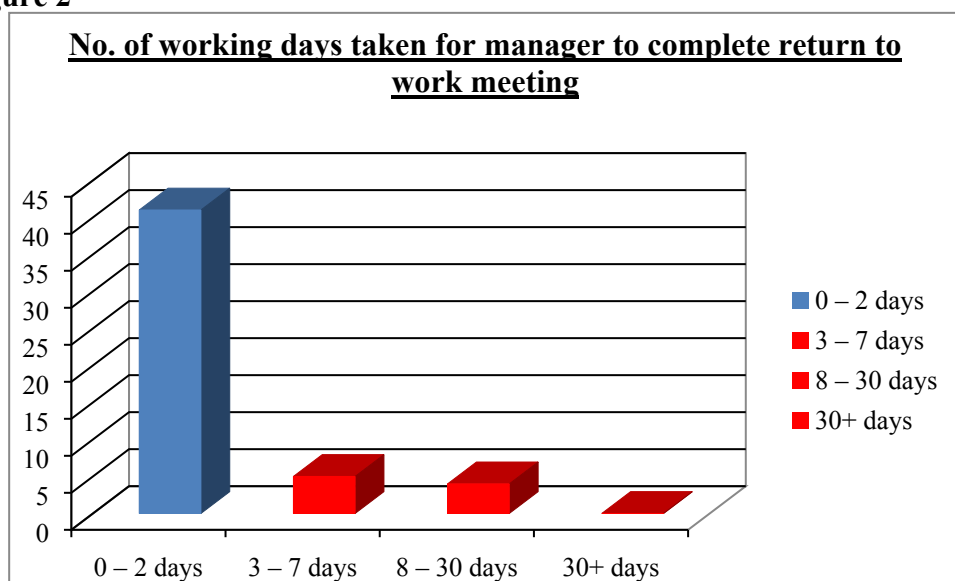
7.1 A) Manager Compliance

7.1.1 The March 2018 Attendance Management Audit recommended that regular compliance monitoring of controls within the Managing Attendance Policy should take place. Compliance against the completion of return to work meetings by managers following employee sickness absence is now measured.

7.1.2 In Quarter 2, 82% of return to work meetings were held within two days (compared to 70% in Q1). The target for completion is two days.

No. of days taken by manager to complete return to work meeting	No. of managers	% Completion
0 – 2 days	41	82%
3 – 7 days	5	10%
8 – 30 days	4	8%
30+ days	0	0%

Figure 2



7.1.3 Reasons for non-completion within the target period were managers being on annual leave or the employee failing to complete the return to work form within given timescales, which subsequently triggers a reminder for the manager return to complete the return to work meeting. Where non-compliance is for no reason and continues, this is reported initially to the Group Manager, People, Performance and Policy and a meeting is arranged to discuss the matter with the respective manager. If non-compliance continues, this is reported to the relevant Director for appropriate action. Managers were recently reminded that return to work meetings should ideally take place on the employee's first day back following a period of sickness absence but in any case within the two days following the employee's return.

7.2 B) Employee Compliance

- 7.2.1 The completion of self-certification by employees is also monitored to ensure compliance with Policy. The Policy currently states that these should be completed 'as soon as possible and prior to the return to work meeting'. In Q2, 84% of staff completed this within two days, and 6% completed this between 3 - 7 days.
- 7.2.2 Staff have been reminded that self-certification forms should be completed on the first day back in the office, to enable these to be referred to by the line manager at the return to work meeting.

No. of days taken by employee to complete self-certificate	No. of employees	% Completion
0 – 2 days	42	84%
3 – 7 days	3	6%
8 – 30 days	5	10%
30+ days	0	0%

Figure 3



8. WORKFORCE STATISTICS

- 8.1 Please see **APPENDIX 2** attached to this report for the key statistics relating to staff including headcount, age profile, gender, sex and ethnic origin across the workforce.

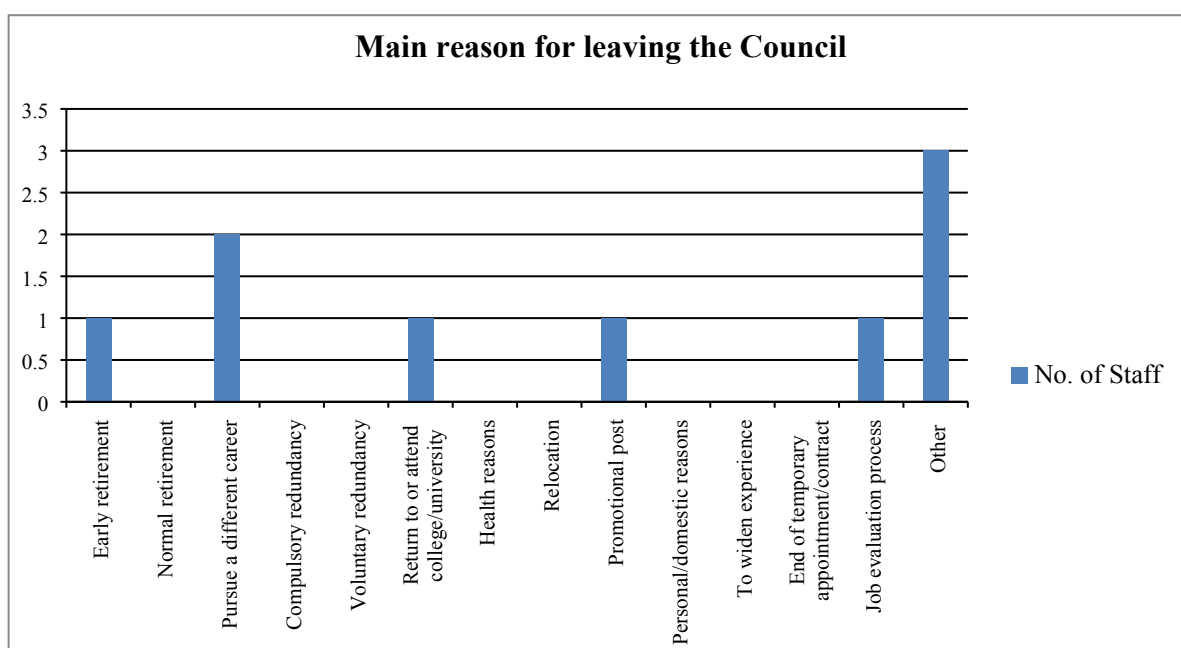
9. EXIT QUESTIONNAIRE ANALYSIS

- 9.1 Employee turnover can have negative impact on an organisation's performance. By understanding the reasons behind staff turnover, employers can devise recruitment

and retention initiatives that reduce turnover and increase employee retention. Employers are able to use information gathered in exit questionnaires to identify reasons for labour turnover and to assist in identifying what improvements the organisation can make for the future.

- 9.2 Gathering information about employees' reasons for leaving can provide an employer with invaluable data about its employment practices, management style and any treatment perceived by employees as being unsatisfactory or unfair. Many employees will reveal the truth about their reasons for leaving in an exit questionnaire. The Council currently obtains feedback via an exit questionnaire which is either discussed via an exit interview or completed individually by the leaver.
- 9.3 Of the 20 leavers MDC had in Q1 and Q2, between April 2018 and September 2018: HR issued 15 exit questionnaires (not always appropriate to issue these depending on the reason for leaving) and eight were received back. Information from these is fed back to directors / line managers, where appropriate, for attention, information or for remedial action to be taken.
- 9.4 Employees resign for many different reasons. Sometimes it is the attraction of a new job or the prospect of a period outside the workforce that 'pulls' them. On other occasions they are 'pushed' as a result of dissatisfaction in their present jobs to seek alternative employment. These 'push' factors range from a lack career opportunities to organisational changes. The move might also be prompted by a combination of both 'pull' and 'push' factors. One key factor behind an individual's decision to leave the organisation may be a poor relationship with a line manager, leading to disengagement³.

Figure 1: Main reasons given for leaving the Council



³ CIPD Turnover and Retention Factsheet, CIPD 2018

Figure 2: Factors that were part of the decision to leave the Council

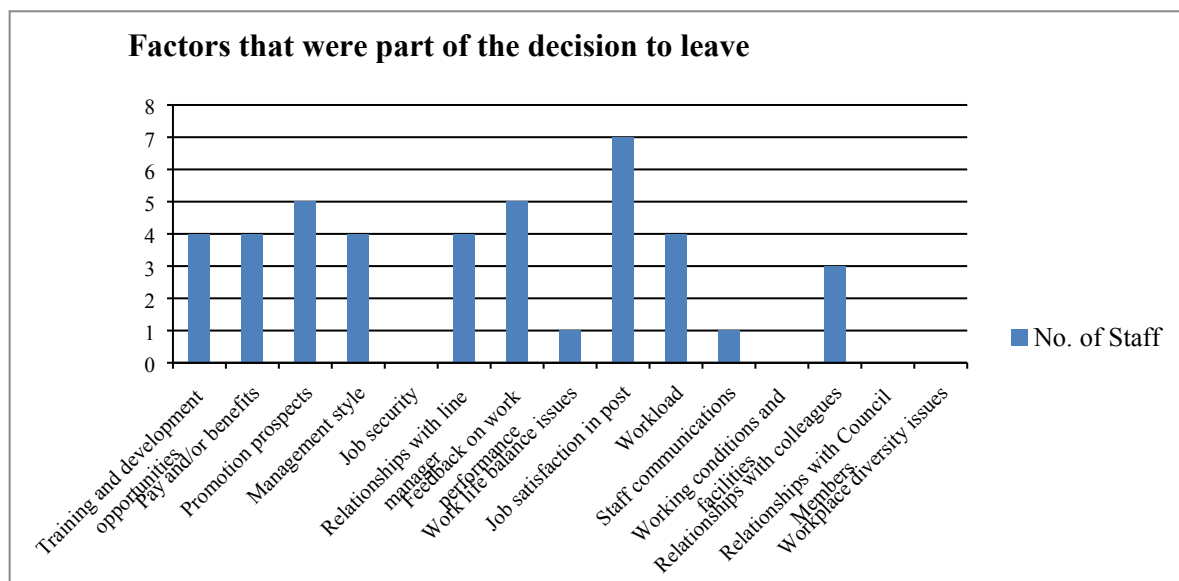
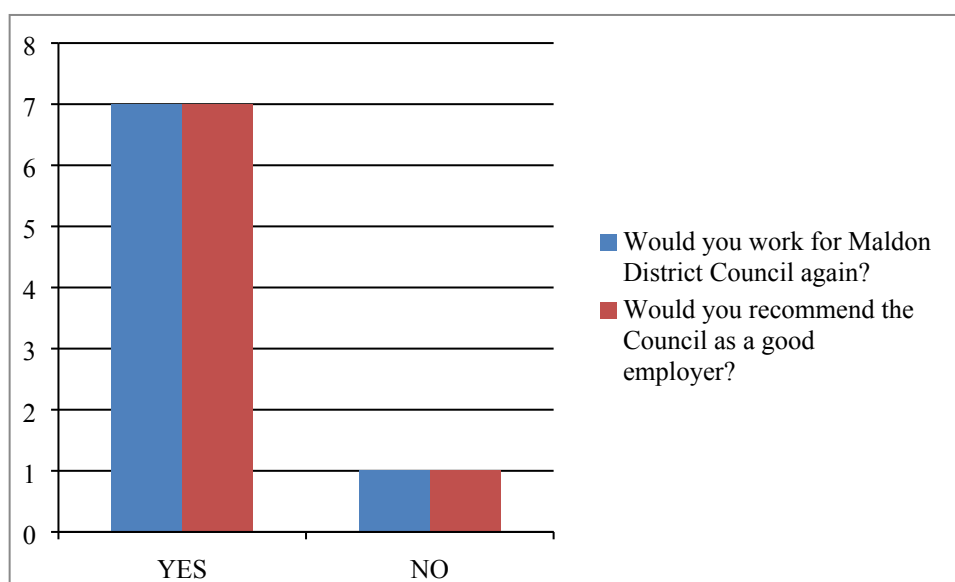


Figure 3: Individuals stating whether they would work for the Council again



- 9.5 It is interesting to note from Figure 3, that out of the eight individuals who answered this question, seven out of the eight respondents (87.5%) would work for the Council again.
- 9.6 As the sample size increases over the coming months, further data and better trend analysis and benchmarking will be performed. This in turn will shape what strategies and interventions are put in place to ensure better staff retention. Exit trend analysis will continue to be reported at future Finance and Corporate Services Committee meetings.

10. FUTURE MODEL

- 10.1 HR continues to work closely with the Corporate Leadership Team (CLT) and Ignite regarding the implementation of the People work stream under the Future Model. In Q2 the final People implementation project plan which outlines the key milestones and deliverables during mobilisation and Phases 1 and 2 was completed.
- 10.2 In summary, at the time of writing, staff consultation commenced on 17 September and ended on 17 October 2018, all feedback was collated and individual and generic questions were responded to. The recruitment of Tier 2 managers will be completed by the end of December 2018 and the interview process staff in Phase 1 commenced on 23 October will continue until the end of November. The external recruited process will commence where staff are not recruited to posts internally.
- 10.3 The People, Performance and Policy (PPP) team will continue to play an active role in the staff wellness and support agenda during the transformation, and will continue to work closely managers, staff and various staff working groups.
- 10.4 Further details on the implementation of the People work streams under Ignite will be reported in the Future Model Programme Board meetings.

11. CONCLUSION

- 11.1 As a consequence of the implementation of the Future Model, a hold has been placed on all non-essential recruitment. There has therefore been a moderate amount of recruitment during Q2 but all internal and external posts recruited to have been on a fixed term or agency basis.
- 11.2 The overall attendance figures (short and long term absence combined) for Q2 2018 / 19 have decreased from 434.72 total FTE days lost in Q1 2018 / 19 (2.13 total days lost per FTE) to 293.81 total FTE days lost in Q2 (1.51 total days lost per FTE). **This is a significant reduction from Q1 of 32.42%.**
- 11.3 It should be noted that the Q2 total days lost per FTE figure of **2.13** is the **lowest since Q1 2014 / 15.**
- 11.4 HR continues to work closely with the CLT and Ignite regarding the implementation of the People work stream under the Future Model.

12. IMPACT ON CORPORATE GOALS

- 12.1 The effective implementation of the Attendance Management policy, including high levels of compliance with the policy, is critical to ensure that staff attendance levels are kept at the highest possible level to ensure resourcing is adequate in order to deliver an effective and efficient service for our customers.

13. IMPLICATIONS

- (i) **Impact on Customers** – No direct impact on customers from this report, although the wider staff context concerning the impact of organisational change, recruitment, vacancies and sickness has an impact on the ability to deliver services to customers.
- (ii) **Impact on Equalities** – More detailed information on the protected characteristics of the Council's workforce, is now available on the new Human Resources system. This will allow the team to consider the needs of those groups when writing new Policies and Procedures and when carrying out its functions.
- (iii) **Impact on Risk** – Effective and proactive management of staff sickness and recruitment helps mitigate risk.
- (iv) **Impact on Resources (financial)** – The cost of advertisements and other necessary costs related to recruitment are included within current approved budgets.
- (v) **Impact on Resources (human)** – HR continues to regularly provide advice and guidance to both employees and managers on how best to manage attendance using the good practice steps outlined within the Managing Attendance Policy and Procedure. Staff absences do affect direct colleagues and this is addressed by the use of the Managing Attendance Policy with individuals.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

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