



## REPORT of DIRECTOR OF RESOURCES

to  
FINANCE AND CORPORATE SERVICES COMMITTEE  
12 MARCH 2019

### HUMAN RESOURCES STATISTICS - QUARTER THREE 2018 / 19

#### 1. PURPOSE OF THE REPORT

- 1.1 To present the Council's human resource statistics for the period 1 October 2018 to 31 December 2018. The main purpose of the report is to provide an update on the levels over the past quarter 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 Staff Turnover

- 3.2.1 **Quarter 3 (Q3):** The staff turnover was based on an average of 223.33 staff employed in post between 1 October 2018 and 31 December 2018. There were 15 leavers and four starters in Q3.

- 3.2.2 Service level turnover for Q3 2018 / 19 is as follows:

Directorate	Leavers	Reasons for Leaving	Q2 Average* <sup>1</sup> Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Corporate Core	1	1 redundancy	6	5.58	16.66%
Resources	7	1 resignation 6 redundancies	48.67	38.88	14.38%
Customers and Community	4	2 resignations 1 end of Fixed Term Contract (FTC) 1 Other	97	85.05	4.12%

Directorate	Leavers	Reasons for Leaving	Q2 <i>Average</i> <sup>*1</sup> Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Planning and Regulatory	3	1 end of FTC 1 redundancy 1 Other	71.67	62.10	4.18%
<b>Total</b>	<b>15</b>		<b>223.33</b>	<b>191.61</b>	<b>6.72%</b>

#### 4. RECRUITMENT

- 4.1 As part of the implementation of the Future Model, a recruitment freeze has been placed on all non-essential recruitment. There has been a high level of recruitment during Q3 to fill Phase 1 positions. These positions have been broken down into Directorates both in the existing structure and in what has been referred to as the New Future Model Directorates.
- 4.2 Within the existing Customers and Community Directorate 13 fixed term vacancies have been advertised and one within the Planning and Regulatory Services Directorate. The majority of this recruitment is for Splash Park staff to ensure they are on-board before April and will be contracted through Zero Hours contracts.
- 4.3 Within the New Future Model, Resources Directorate 9.76 permanent roles have been advertised, to appoint roles that have not been appointed through the consultation period for Phase 1 of the Future Model process.
- 4.4 Within the Strategy, Performance and Governance (New Future Model) five permanent vacancies have been advertised; two permanent vacancies within the Services Delivery (New Future Model). It is important to note that these vacancies have arisen as a result of no appointments during the Phase 1 consultation process.
- 4.5 There have been two positions advertised internally during this same phase.
- 4.6 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'. All other relevant professional journals / media vehicles will be used where appropriate, ensuring as wide a reach as possible to potential candidates.
- 4.7 Please see below the external and internal vacancies for Q3 2018 / 19.

#### 4.8 Q3 External Vacancies:

Directorate	Posts Advertised	Positions	Post advertised on Maldon District Council (MDC) website, Indeed, Twitter and Facebook
<b>Customers and Community</b>	Community Protection Officer (FTC)	1 FTE	Yes
	Splash Park Attendants Zero Hours (FTC)	10 FTE	Yes
	Splash Park Duty Manager & Relief Duty Manager Zero Hours (FTC)	2 FTE	Yes
<b>Resources (New Future Module)</b>	Resources Specialist Services Manager Permanent	1 FTE	Yes
	Resources Caseworker Level 1 Permanent	2.45 FTE	Yes
	Resources Caseworker Level 2 Permanent	4.31 FTE	Yes
	Senior Finance Specialist Permanent	1 FTE	Yes
	Senior Procurement Specialist Permanent	1 FTE	Yes
<b>Planning and Regulatory Services</b>	Homelessness Officer (FTC)	1 FTE	Yes
<b>Strategy, Performance and Governance (New Future Module)</b>	Strategy, Policy and Communication Manager Permanent	1FTE	Yes
	Programmes, Performance and Governance Manager Permanent	1 FTE	Yes
	Strategy Theme Lead (Community) Permanent	1 FTE	Yes
	Senior Specialist - Local Plan Permanent	1 FTE	Yes
	Specialist – Performance Permanent	1 FTE	Yes

Directorate	Posts Advertised	Positions	Post advertised on Maldon District Council (MDC) website, Indeed, Twitter and Facebook
Services Delivery (New Future Module)	Specialist Services Manager Permanent	1 FTE	Yes
	Commercial Manager Permanent	1 FTE	Yes
	<b>Total Posts</b>	<b>27 FTE</b>	

#### 4.9 Q3 Internal Vacancies:

Directorate	Posts Advertised	Positions	Post advertised on intranet
Customers and Community	Leisure and Tourism Assistant (FTC)	1 FTE	Yes
Resources	0	0	0
Planning and Regulatory Services	Home Improvements Officer (FTC)	1 FTE	Yes
	<b>Total Posts</b>	<b>2 FTE</b>	

## 5. AGENCY WORKERS

- 5.1 Attention is drawn to **APPENDIX 1**, which sets out agency expenditure for Q3. The Finance department in consultation with Human Resources has compiled this information.

## 6. STAFF SICKNESS LEVELS

- 6.1 The overall attendance figures (short and long term absence combined) for Q3 2018 / 19 have increased from 293.81 total FTE days lost in Q2 18/19 (1.51 total days lost per FTE) to 377.32 total FTE days lost in Q3 (2.10 total days lost per FTE). This is an increase from Q2 of 83.51 total days lost to sickness and 0.59 per FTE.
- 6.2 It should be noted that the Q3 total days lost per FTE figure of 2.10 although higher than Q2, still remain below days lost per FTE in 2017 / 18.
- 6.3 In September 2018 the Council consulted on the Future Council model.

- 6.4 Short term absence has increased from 2 FTEs in Q2 to 9 FTEs in Q3. The biggest increase in short term absence was actually attributable to colds and flu which rose from 11 FTEs to 29 FTEs. The second biggest cause for short term absence was musculoskeletal with an increase from 3 FTEs during Q2 to 12 in Q3.
- 6.5 It is difficult to predict what Q4 might show by way of sickness absence whilst the Future Model programme continues. Further training sessions have been scheduled to support staff through an external provider entitled 'Understanding and Navigating Change'. These sessions are bookable by individuals at a time most suited to them. They are specifically designed to help develop resilience through times of uncertainty and to help understand reactions and the impact. Coping with change strategies will be taught during these sessions.
- 6.6 Due to the time of year Quarter three falls within, a free flu vaccination was again offered to staff and Members. These were available in order to help mitigate employee absence due to colds and flu. 60 vouchers were issued to staff.
- 6.7 The figures for Q3 18/19 with regard to short term sickness have increased from 129.51 total FTE days lost in Q2 (0.67 total days lost per FTE) to 294.08 total FTE days lost in Q3 (1.64 total days lost per FTE).
- 6.8 The figures for Q3 18/19 for long term absence have decreased from 164.30 total FTE days lost in Q2 (0.84 total days lost per FTE) to 83.24 total FTE days lost in Q3 (0.46 total days lost per FTE). This is a reduction of 81.06 days compared to Q2.
- 6.9 At the time of writing, of the four long term absence cases reported in Q2, two employees have left the organisation, and two have returned to work. There are currently no employees that have to be managed through the Council's absence policy due to long term sickness.
- 6.10 Figure 1 overleaf shows the sickness for each quarter for 2016 / 17, 2017 / 18 and 2018 / 19.

**Figure 1**

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

<b>2018 / 19</b>	<b>Quarter One</b>		<b>Quarter Two</b>		<b>Quarter Three</b>		<b>Quarter Four</b>		<b>Cumulative Figures</b>	
	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	294.08	1.64				
Long Term Absence	215.92	1.06	164.30	0.84	83.24	0.46				
Total	<b>434.72</b>	<b>2.13</b>	<b>293.81</b>	<b>1.51</b>	<b>377.32</b>	<b>2.10</b>				

<b>2017 / 18</b>	<b>Quarter One</b>		<b>Quarter Two</b>		<b>Quarter Three</b>		<b>Quarter Four</b>		<b>Cumulative Figures</b>	
	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	<b>556.70</b>	<b>2.89</b>	<b>428.96</b>	<b>2.33</b>	<b>622.76</b>	<b>3.17</b>	<b>498.86</b>	<b>2.47</b>	<b>2107.28</b>	<b>10.86</b>

<b>2016 / 17</b>	<b>Quarter One</b>		<b>Quarter Two</b>		<b>Quarter Three</b>		<b>Quarter Four</b>		<b>Cumulative Figures</b>	
	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	<b>528.77</b>	<b>2.77</b>	<b>613.85</b>	<b>3.1</b>	<b>652.83</b>	<b>3.3</b>	<b>638.31</b>	<b>3.23</b>	<b>2433.76</b>	<b>12.4</b>

## 7. ATTENDANCE MANAGEMENT COMPLIANCE

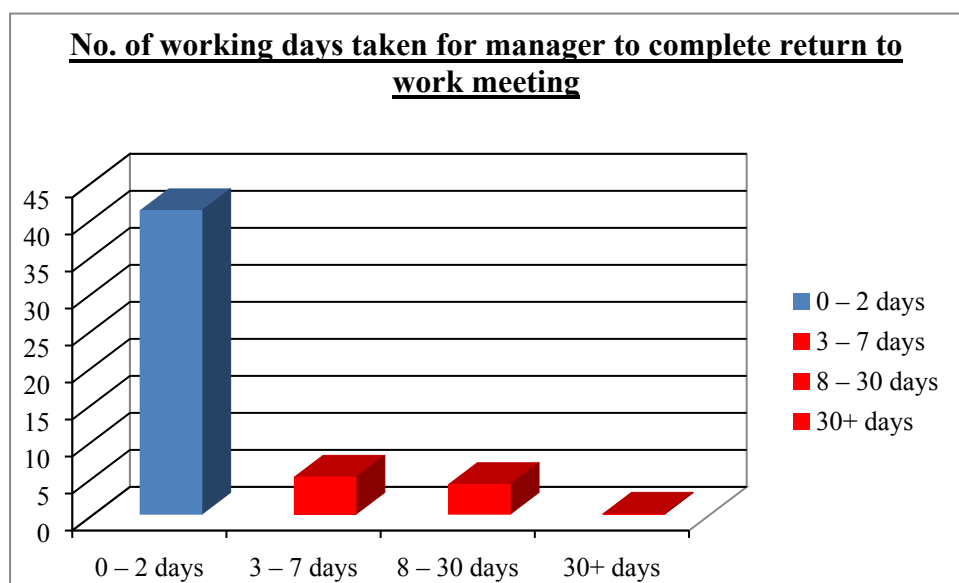
### 7.1 A) Manager Compliance

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 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.



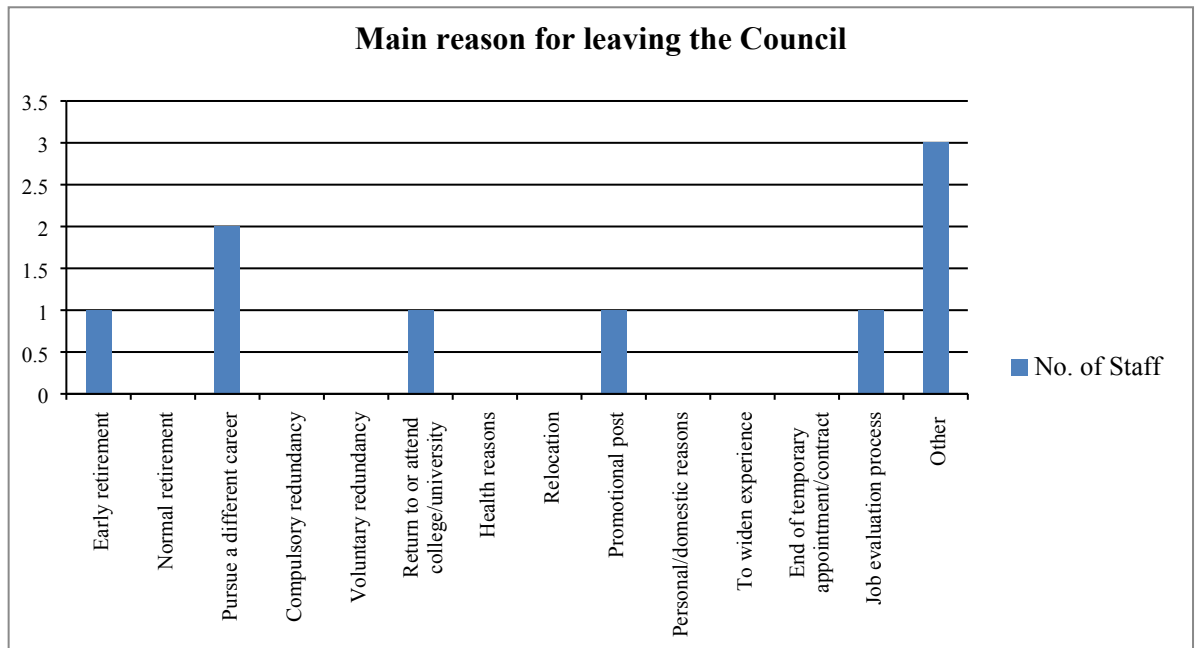
## **9. EXIT QUESTIONNAIRE ANALYSIS**

- 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 of 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 disengagement<sup>1</sup>.

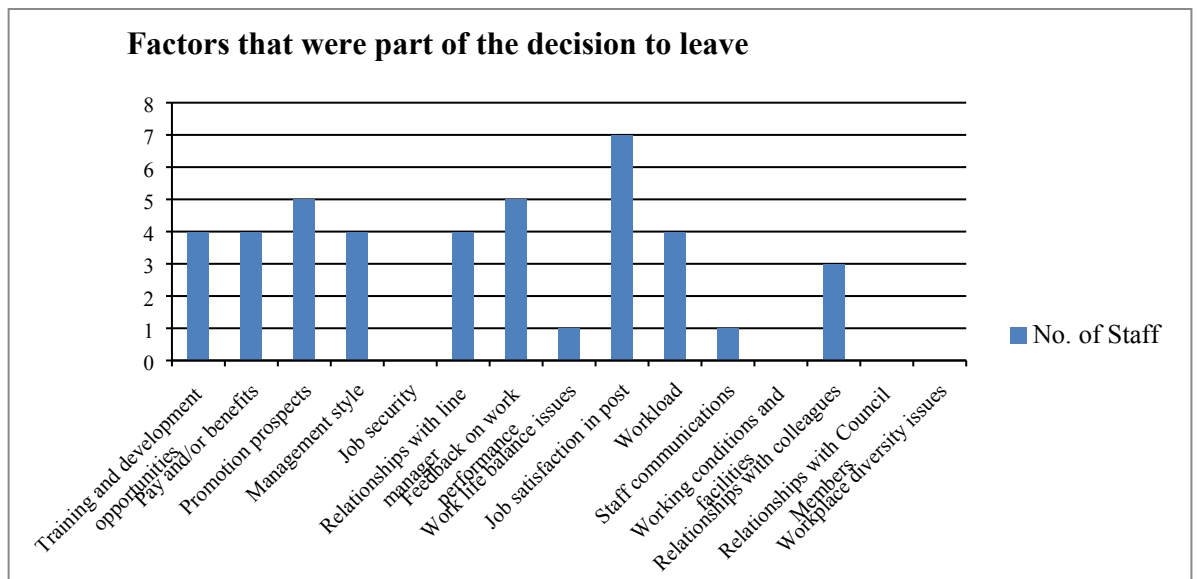
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<sup>1</sup> <sup>3</sup>CIPD Turnover and Retention Factsheet, CIPD 2018

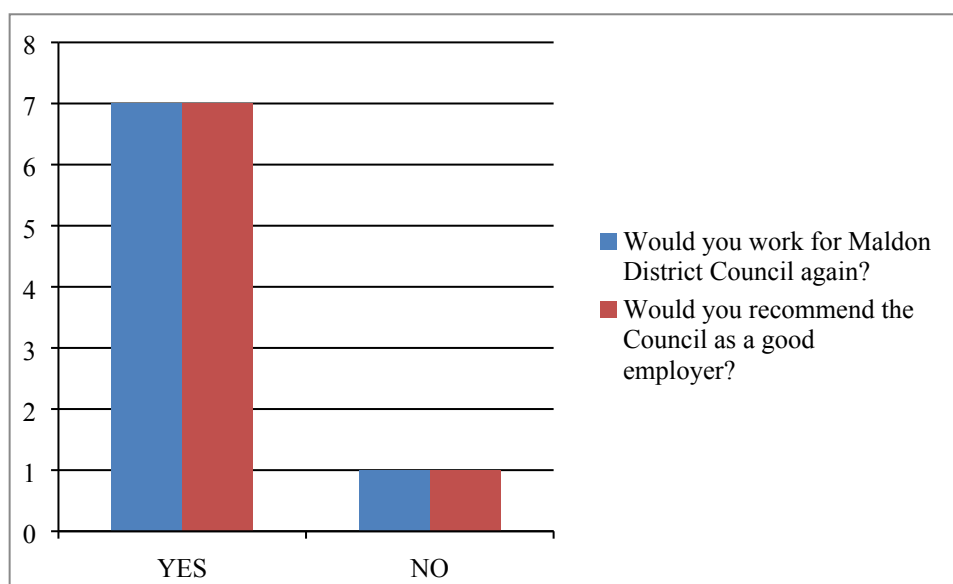
**Figure 1: Main reasons given for leaving the Council**



**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 As the sample size increases over the coming months, further data and better trend analysis and benchmarking will be produced. 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 was completed in December 2018 and the interview process for staff in Phase 1 commenced on 23 October 2018 and continued until the end of November 2018. The external recruited process will commence where staff are not recruited to posts internally.
- 10.3 HR Specialists will continue to play an active role in the staff wellness and support agenda during the transformation, and will continue to work closely with 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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