Purpose of report:

The attached report sets out Human Resources performance data and workforce statistics as at the end of September 2019. The report shows comparative data against the two other councils in the shared service to provide some contextual benchmarking analysis with similar local authorities.

Attachment:

Appendix 1: HR Performance Data Q2
Appendix 2: Methodology

1.0 Background

1.1 The report aims to provide a cluster of HR metrics to support and inform workforce planning. Each of the three authorities has agreed to collate data in a similar format to enable the data to be used for benchmarking analysis.

2.0 Report

The report in Appendix 1 is set out in the following format:

Section One: This relates to key performance indicators
Section Two: This relates to key workforce demographics
Section Three: This relates to recruitment
Section Four: This relates to employee relations
Section Five: This relates to sickness management

A methodology statement is attached in Appendix 2 to explain the data calculations.

3.0 Important issues to consider

3.1 With the abolishment of Best Value Performance Indicators, local authorities could determine their own set of data metrics which diminished the ability to obtain quality benchmarking data. Since the introduction of the HR Shared Service (HRSS), the council has used this as an opportunity to create a suite of generic data sets that enable the HRSS Board to benchmark performance against the other councils in the partnership.

4.0 Equality and Diversity Implications

4.1 There are no equality implications arising from the creation of this Performance Data. Equality data is, however, part of the information monitored.
5.0 Privacy Impact Implications

5.1 There are no privacy impact implications as the data is non-identifiable and is of a generic nature.

6.0 Health Impact Assessments

6.1 There are no health impact implications relating to this report.

7.0 Legal Implications

7.1 There are no legal implications relating to this report.

8.0 Risk Management

8.1 There are no risk management implications relating to this report.

9.0 Resource and Financial Implications

9.1 There are no resource or financial implications arising from this report.

10.0 Constitutional Implications

10.1 The report is an information item and has no constitutional implications.

11.0 Implications for our Customers

11.1 The report is an information item and is for management use only.

12.0 Corporate Outcomes

12.1 Monitoring of the HR performance data contributes to the delivery of the following Corporate Outcomes.
   - **Good Value for Money** by ensuring that HR initiatives are aimed at developing a high performing, efficient workforce that is representative of the community we serve.
   - **Effective Management** by ensuring that managers are aware of any hot spot issues / concerns that may require targeted action or training.

13.0 Recommendation

13.1 The Committee is recommended to note the report and invited to comment on the new structure and presentation of data.

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<th>Legal</th>
<th>Power: None</th>
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<td>Other considerations: None</td>
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| Background Papers: None |

| Person Originating Report: Stella Jinks, HRSS Manager (Interim) |
|---------------|-------------|
| ☎ 01536 464655 ☀ sjinks@east-northamptonshire.gov.uk |

Date: 1 November 2019

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Personnel Sub-Committee

Minutes of a Meeting held on Monday 19 August 2019 at East Northamptonshire House, Thrapston

Present: Councillors: Roger Glithero JP (Chairman)
Tony Boto
Val Carter
David Jenney
Steven North
Sarah Peacock

Officers: Mike Deacon Head of Environmental Services
Wendy Rollings Interim Environmental Services Manager
Paul Bland Head of Planning Services
Rosalind Johnson Planning Development Manager
Michelle Drewery Head of Resources
Amy Eyles Finance Manager

1.0 APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Glenvil Greenwood-Smith.

2.0 MINUTES OF THE MEETING HELD ON 15 JULY 2019

2.1 The minutes of the meeting held on Monday 15 July 2019 were approved.

3.0 DECLARATIONS OF INTEREST

3.1 No declarations of interest were made.

4.0 QUESTIONS UNDER PROCEDURE RULE 10.3

4.1 There were no questions submitted under Procedure Rule 10.3.

5.0 EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That the public and press be excluded from the meeting during consideration of the following items of business in accordance with Section 100A of the Local Government Act 1972, because exempt information may be disclosed.
6.0 ENVIRONMENTAL SERVICES – PROPOSED CHANGES TO THE ENVIRONMENTAL PROTECTION AND PRIVATE SECTOR HOUSING TEAM

6.1 The Interim Environmental Services Manager presented a report which set out proposals to make changes in the Environmental Protection and Private Sector Housing Team to meet statutory and service needs and to seek permission to consolidate a number of part time posts within Environmental Services.

The report was not for publication under paragraph 2 of Part 1 of Schedule 12 A of the Local government Act 1972.

RESOLVED that:

- the consolidation of the posts, as outlined in sections 2.4 and 3.2 of the report, and the recruitment of two officers within Environmental Services be approved.

  (Reason: Customers will receive the maximum benefit and the Council will be able to better meet its statutory responsibilities from the option proposed.)

7.0 PLANNING SERVICES TEAM: STAFF RESOURCES

7.1 The Head of Planning Services presented a report which updated the Sub-Committee on the current staff resource issues and implications within Planning Services and recommended actions to positively address these.

The report was not for publication under paragraph 2 of Part 1 of Schedule 12 A of the Local government Act 1972.

RESOLVED that:

  i. the recruitment of three new full time permanent Senior Development Management Officer posts (Grade 7) (additional to the establishment) within the Development Management Team be approved;

  ii. the recruitment to the new full time Planning Policy Technician post (Grade 4) within the Planning Policy Team (new to the establishment) and the consequent removal of the existing full time Housing and Planning Policy Officer post (Grade 4) from the establishment be approved;

  iii. the recruitment to the existing vacant part time (18.5 hours per week) Research and Monitoring Officer post (Grade 5) post (within the establishment) within the Housing Strategy and Delivery Team be approved;

  iv. the creation of a new Conservation Officer post (additional to the establishment), subject to Job Evaluation (estimated to be a Grade 6 post), not be approved;

  v. the recruitment to the vacant full time Building Control Surveyor post (Grade 7) (within the establishment) within the Building Control Team be approved;

  vi. the recruitment of a new full time Trainee Building Control Surveyor post (Grade 3) (within the establishment) within the Building Control Team be approved;
vii. the change to the existing part time Planning Administration Officer post (Grade 2) (within the establishment) from a fixed term post to a permanent post be approved.

(Reason: To ensure that the Council has the Planning Services team capacity for the period between now and the expected unitary Vesting Day of 1 April 2021.)

8.0 TEMPORARY FINANCE STRUCTURE

8.1 The Head of Resources presented a report which sought approval for a temporary proposed alteration to the structure of the Finance Team within the Resources Department.

The report was not for publication under paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local government Act 1972.

RESOLVED that:

authority is delegated to the Executive Director, Resources and Commercial, following consultation with the Chairman of the Personnel Sub-Committee and the Leader of the Council, to:

a) recruit internally via an acting up arrangement and associated honorarium payment (also to be agreed by the Chief Executive as per normal honorarium process) to temporarily cover the Finance Manger post for at least one year

b) approve the creation of a new temporary post within the establishment for an Assistant Finance Manager, at grade 6 and as per the existing job description and person specification for this role, if required

c) appoint, if required, to the temporary Assistant Finance Manager role for 12 months linked to the maternity cover required either via option 1 (fixed term ENC contract) or option 2 (agency) based on timescales and most suitable candidate

d) approve, if required, an extension to the 12 month cover period for both the acting up honorarium and temporary Assistant Finance Manager role for up to an additional four months, still linked to the maternity cover but to allow for accrued annual leave, a possible phased return and handover of work

e) Approve the final additional budget for both the remainder of 2019/20 and 2020/21 and the funding source of this additional budget

(Reason: To ensure that the Council has the appropriate resources for the Finance Team in place.)

Chairman
Human Resources Shared Service

Performance Indicators and Management Data

Appendix 1

Methodology Statement

1. Performance Indicators

1.1 Sickness

a. FTE Days Lost

Full time equivalent days lost due to sickness absence.

b. Long Term

Long term equates to 20 or more working days (or 4 weeks for part time staff).

c. Short Term

Short term equates to 19 or less working days (or less than 4 weeks for part time staff).

1.2 Digital Take Up

a. Self Service – iTrent

This relates to the number of people with access to Employee Self Service via iTrent

b. Online Absence Reporting

This is different for each Council, at Corby it relates to the online notification achieve form and the monthly monitoring achieve form, at Wellingborough it relates to the absence system (Activ Absence). East Northants do not currently have electronic absence reporting, this will be worked on going forward.
1.3 Recruitment

a. Approval to Advertisement

This monitors the time between the requests being approved at the final stage (SMT/CMT) to the date the adverts go live.

b. Time Taken to Advertise

This monitors the time between the advert text, JD & PS, advertising routes etc all being agreed with the manager to the date the advert goes live. This will show how long it takes HR to advertise a job once everything is agreed with the manager.

c. Conditional Offer to Start Date Agreed

This monitors the time between the conditional offer letters being sent (either by post or email) to the date a start date is agreed. This will include the time taken for the successful applicant to bring in their pre-employment documents, undertake reference checks and medical clearance and perform DBS checks where needed.

1.4 Counselling Sessions

So far there is no target set against this indicator. This shows the number of clients per Council and what that equates to as a percentage of the workforce. We also show the number of sessions per Council per quarter.

1.5 Mandatory Inductions

This monitors the number of new starts that have completed their mandatory training within their probationary period.

1.6 New Starter Satisfaction

This is a new indicator that we will be monitoring going forward.

2. Workforce Demographics

2.1 Establishment

The establishment data is broken down into 7 areas.
- **Establishment FTE**: this is the amount of full time equivalent positions we have available on our establishment.
- **Employee FTE**: this is the number of FTE positions that are currently filled.
- **Headcount**: this shows the actual number of employees at the reporting date, regardless of whether they are full time or part time.
- **Vacancies**: this is the percentage of our establishment that is currently vacant.
- **Casual Workers**: this shows the number of casuals at the reporting date. Casuals are do not have contractual hours, rather they are used on an as and when basis.
- **Apprenticeships**: this shows the number of employees either in an apprenticeship post or undertaking an apprenticeship as part of their permanent post.
- **Average length of service**: this shows the average length of service for all employees at the reporting date (not including casuals).
2.2 Ethnicity Analysis

Top 3 recorded ethnicities at each Council.

2.3 Disability Analysis

Year on year comparison of both the number of people with disabilities and the percentage of workforce with disabilities for all three Councils.

Also includes the local population of disabled people according to the last census.

2.4 Gender Data Analysis

Male and female comparison split between full time and part time.

2.5 Age v Gender Analysis

Age range split between male and female.

2.6 Salary Analysis

The salary analysis is split between male and female and show the top three salary bands for each gender.

2.7 Top 5% of earners

Top 5% of earners for each council split between gender.

3. Recruitment

3.1 Starters

- Internal Transfers – still require a new contract drafting
- New Contracts – in addition to the contract being issued these require full pre-employment checks
- Casual Agreements – similar to contracts
- Criminal Record Checks – basic, standard and enhanced

3.2 Leavers

Total number of leavers per month per Council along with the cumulative attrition rate and the average length of service for the leavers.

Leavers with less than one years service split between service areas. Percentage of the establishment for each service area. i.e. of Culture and Leisure’s establishment 11.25% left during the reporting period within their first year of service.
3.3 Agency

This monitors the number of requests that have been submitted to the Senior Management Teams that have been approved. How many of those requested were successfully filled and of the approvals, how many were extensions.

Only CBC has a procured agency.

4. Case Management

4.1 Disciplinary

The number of disciplinary investigations that took place per quarter within the reporting period.

4.2 Probationary

The number of cases under the probationary policy that took place per quarter within the reporting period.

4.3 Grievance

The number of grievances submitted per quarter within the reporting period.

5. Sickness Absence

5.1 Occupational Health Budget

Occupational health and counselling budget and spend.

5.2 Average Sickness Figures

Monthly average full time equivalent days lost due to sickness absence split down to monthly figures. Also showing the number of days this relates to.

CBC is a cumulative average and BCW and ENC are true cumulative figures so they are not really comparable.

5.3 Long Term vs Short Term

Long term equates to 20 or more working days and short term equates to 19 or less working days. For part time employees this would be 4 weeks or more for long term and under 4 weeks for short term.

The data shows the full time equivalent days lost to sickness absence along with the percentage this equates to.

5.4 Reasons

The number of days per sickness reason for each Council within the reporting period.

5.5 Sanctions

Year on year comparison of the sanctions given relating to sickness absence.