

SALISBURY CITY COUNCIL

Report

Subject : Personnel Committee HR Data
Committee : Personnel Committee
Date : 26 July 2021
Author : Tracy Adams

1. Report Summary:

1.1. This report introduces the HR Data report provided for this Committee

2. Background:

2.1. Appendix 1 gives HR data for period January – March 2021 for Salisbury City Council (SCC).

2.2. Appendix 2 gives HR data for period April – June 2021

2.3. This information is produced quarterly, usually a few weeks after the quarter end and is circulated to the Chairman and Vice Chairman of this Committee.

2.4. Appendix 1 explains (in blue text) what the information covers and why it is provided.

2.5. The Committee is requested to consider if they would like any further detail provided by the HR Manager and confirm to whom this data should be circulated.

Recommendation:

2.6. It is recommended that the Committee:

2.6.1. Note the report in Appendices 1 and 2

2.6.2. Advise the HR Manager of any other data they would like to receive in relation to people management.

2.6.3. Advise the HR Manager of distribution list

3. Wards Affected: All

4. Background papers: Nil

5. Implications:

5.1. Financial: None

5.2. Legal: None

5.3. Personnel: As contained in Appendix 1

5.4. Environmental Impact: None

5.5. Equalities Impact Statement: None

Appendix 1

Salisbury City Council

HR Update Report - Confidential January 2021 – March 2021

Every quarter HR Manager produces a report on a variety of measures.

During the previous administration, this report was previously sent to Leader of Council/Chair and Deputy Chair of Personnel Committee. The report is for internal reporting purposes only and should not be shared to any officer or Councillor not working at the Council. The reason for this is as we are a small organisation, it may be possible to identify individuals.

If there are any questions about any of the data HR Manager is happy to answer as requested.

This report has been produced to show what data is given and the reasons why that data is chosen. This report can be amended to include other items as requested by Personnel Committee.

Current Vacant Posts:	1
Operations Manager	

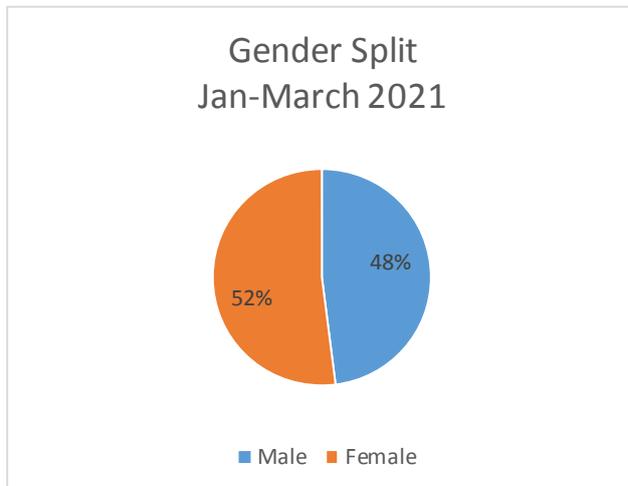
What this information covers:

The first section of the report highlights any vacant posts (at date of publication). If a post has been made vacant and filled within the quarter that is not included.

Why it is included

To give an opportunity which may highlight long standing vacant posts

Gender Split



Previous gender split (Most recent quarter first)

Quarter	Male	Female
December 2020	48%	52%
September 2020	49%	51%
June 2020	49%	51%
March 2020	49%	51%
December 2019	50%	50%
September 2019	48%	52%

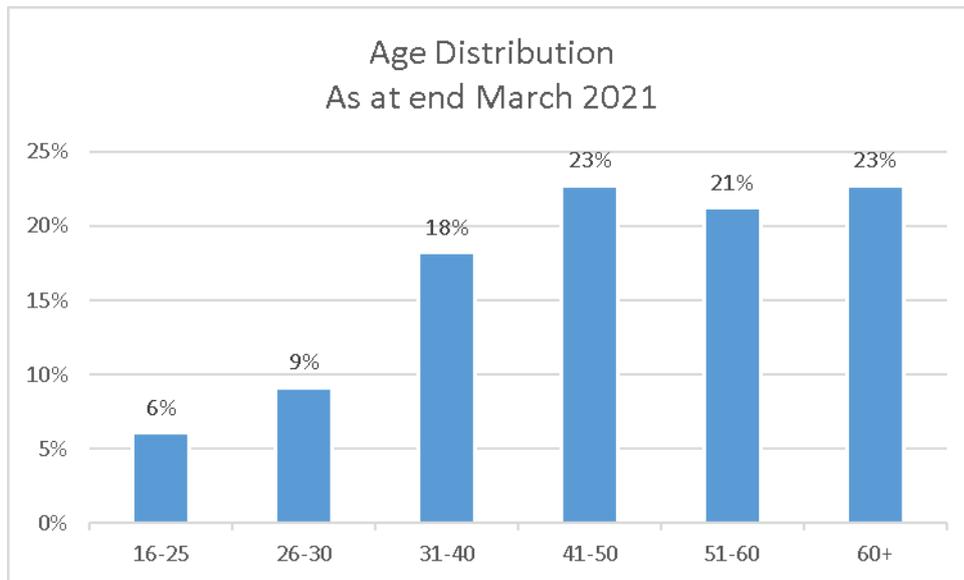
What the information covers:

Gender of workforce as at last date of quarter

Why it is included

To note any variation in gender representation within organisation. The history is shown to identify if there is any change in gender split, i.e. if one gender appeared to be more represented than another then this may require further investigation as to why this is occurring. However the data shows that the gender split in SCC has remained consistent.

Age distribution as at end December 2020



Previous quarter's age distribution (most recent quarter first)

Quarter	18-25	26-30	31-40	41-50	51-60	60+
December 2020	5%	9%	17%	23%	20%	25%
Sept 2020	5%	11%	17%	23%	23%	22%
June 2020	4%	13%	18%	22%	21%	21%
March 2020	4%	13%	18%	22%	21%	21%
December 2019	5%	12%	18%	23%	21%	21%

What information covers:

Age of staff members as at the end of the quarter

Why it is included:

As with gender any changes may wish to be explored, to understand reasons. From the information it can be seen that SCC has an ageing workforce. This could lead to more exposure to risk of staff leaving through reasons such as retirement but also a lack of representation of Salisbury Community of under 30s within the workforce. So SCC may wish to continue it's focus on attracting younger staff. Work in this area has included:

- *Extension of Apprenticeship scheme to include an admin grade alongside Grounds Apprentice*
- *Currently exploring Kickstart scheme*
- *Wording around experience in Person Specifications when advertising jobs*
- *Staff development has continued to be a focus*

Unplanned turnover

Year	Jan-Mar	Apr-June	July-Sept	Oct-Dec
2016	Figures not available			5%
2017	7%	0%	10%	5%
2018	10%	10%	4%	11%
2019	7%	0%	2% (represents 1 person)	3% (represents 2 people)
2020	0%	0%	2% (represents 1 person)	2% (represents 1 person)
2021	0%			

What information covers

From January 2020 the turnover figure has only included those unplanned resignations i.e. anyone retiring, moving location, dismissed through misconduct or performance or ill health dismissals will not be included

Why it is included:

As a way of keeping track of turnover of staff. It should be recognised that some turnover is healthy for an organisation, especially when the organisation is small and therefore career development opportunities may be more limited. There is a benefit to developing staff to achieve their full potential and then them moving to a more challenging role, rather than remaining unchallenged or disengaged.

The figures support identifying areas we can consider any potential improvements. This is why we do not consider reasons for leaving such as misconduct, retirement or moving location. Misconduct is mitigated by .

Sickness information

Information below does not include COVID absences

Year	Jan-Mar		Apr-June		July-Sept		Oct-Dec	
	Average number of episodes	Absence rate as percentage of available work time	Average number of episodes	Absence rate as percentage of available work time	Average number of episodes	Absence rate as percentage of available work time	Average number of episodes	Absence rate as percentage of available work time
2016	Figures not available						10	2.47%
2017	11	2.55%	7	2.15%	5	1.35%	6	0.9%
2018	11	2.7%	8	4.78%	7	4.09%	8	3.01%
2019	6	1.22%	3	1.01%	8	3.19%	9	2.74%
2020	8	1.44%	3	1.50%*	6	3.93%*	7	4.23%*
2021	6	2.68%*						

*Please note when removing long term absence this figure would be **0.13%** (Apr-June) and **0.39%** (July-September) **0.63%** (Oct-December) and **0.55%** (Jan-March 2021)

What information covers:

The information covers both short term and long term absence, but there is a further figure produced that shows absence rate without long term. As we are a small organisation 1 member of staff being off on long term absence can have a fairly sizeable impact on percentage of days lost.

Why it is included:

Sickness is recognised as an indicator to monitor in organisations. Both to ensure that staff take time off to recover when ill but also to support staff who may be off. Very occasionally we may need to manage attendance issues due to sickness absence. SCC managers do a documented return to work interview for every absence, regardless of duration. Those are uploaded to our HR Database and HR manager will review reasons for absence to identify any themes or issues to explore further.

SCC use an occupational health provider to support with advice on longer term (or complex) sickness issues.

COVID absences are recorded separately due to the unique set of circumstances related to COVID and by keeping them separate we can continue to measure 'usual' level of absences against previous quarters and years.

COVID

Number of days lost due to COVID reasons, this may include requirement to self isolate or during March when advice was those in a vulnerable group should not attend the workplace until a risk assessment had been completed

Number of days lost

March & April 2020	May 2020 – September 2020	Oct – December 2020	January 2021 – March 2021
136 days 14 individual staff	2.5 days 3 individual staff	6 days 2 individual staff	48.75 days 5 individual staff

The high level of absence during March/April 2020 was caused while Government advice was clarified around those in vulnerable groups being able to attend work

Staff Development – January 2021 – March 2021

Type of course/area of development	January 2021-March 2021 Number of individuals attending a specific event (a person may have attended a number of events i.e. 1 person attended both First Aid and Fire Warden)
Health & Safety	11
Information Technology	50
Leadership & Management	0
Legislative	0
Service enhancing	1
Equality and Diversity	12
Health & Wellbeing	9

Courses above include the following subjects:

Facilitated by internal SCC staff	Facilitated by external trainer
Facilitated by internal SCC staff <ul style="list-style-type: none"> General H&S induction/refresher 	<ul style="list-style-type: none"> Cyber Security MS Access NALC – local Government Manual Handling Resilience, practical tools ACAS diversity awareness e-learning

What is included:

Number of staff members who have had an intervention and in what area. A member of staff may have had more than 1 intervention i.e. someone may have attended both a First aid and Fire Warden course under H&S.

However the subject list below gives a further idea on the subjects covered by each area and whether it was facilitated by an external trainer or by internal staff member. External or internal facilitation is dependent upon expertise within the current organisation staff team.

Why it is included

To demonstrate the areas of development staff in SCC are receiving.

Recruitment costs and outcomes

When a vacancy arises this is offered internally initially. If there are no successful candidates within SCC current staff who meet the criteria required for the role then a decision is made with the HR Manager and recruiting manager as to the most effective methods of advertising.

January-March 2021

Job	Where advertised (Cost in brackets if applicable)	Where successful candidate had seen job
Music Co-Ordinator/ Organist	Website - free Social Media - free	Website

What is covered

Any job that is advertised, internally or externally during the quarter and how much was spent on advertising.

Advertising decisions are made based on the role, factors taken into account include potential attractiveness of role (based on past performance or current jobs being advertised), urgency required to fill the vacancy (a less expensive advert may be tried before moving to a more expensive professional advertising site). Sometimes a person is recruited to a permanent position, having filled a temporary position through an agency. Typically this may include Grounds Staff where there is an agency worker to support Summer increased workload, if a vacancy arises they may be appointed to role and although costs may appear expensive, factors such as interviewing/induction and training need to be considered alongside the cost of transfer).

Why it is included

To review where jobs are advertised and keep records of what has proved successful.

Appendix 2

Salisbury City Council

HR Update Report - Confidential

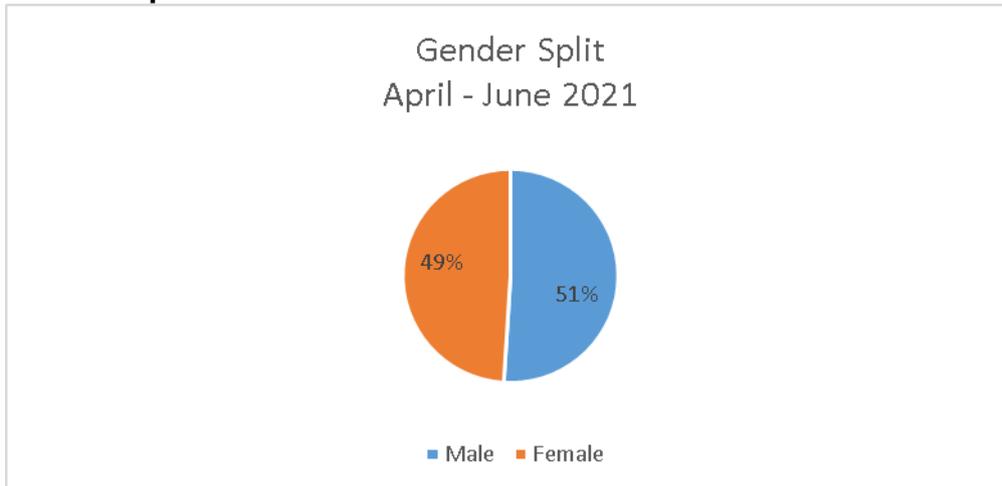
To City Clerk & Chair & Deputy Chair of Personnel Committee

Completed by: Tracy Adams, HR Manager

April 2021 – June 2021

Current Vacant Posts:	4
Operations Manager 3 x Grounds Operative	

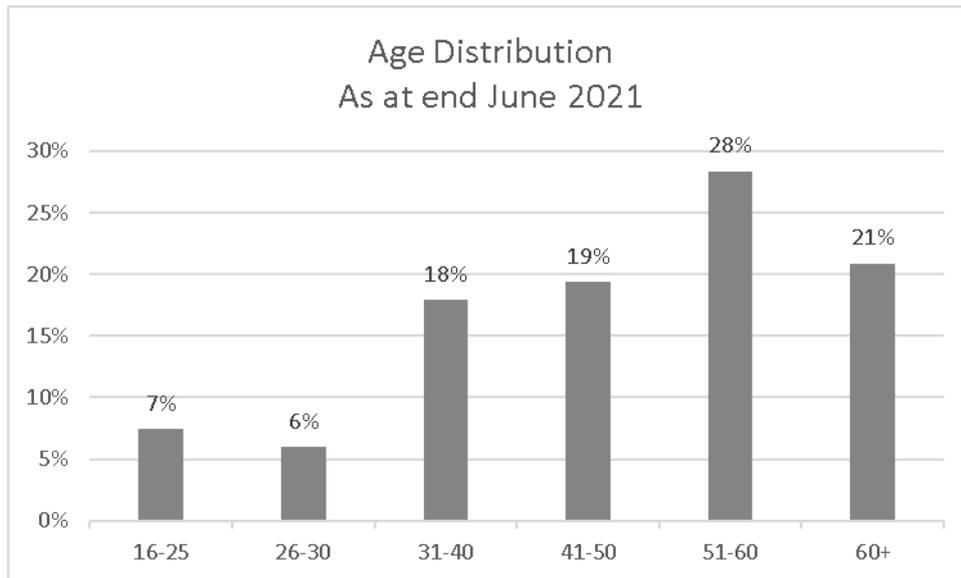
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Sickness information

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2019	6	1.22%	3	1.01%	8	3.19%	9	2.74%
2020	8	1.44%	3	1.50%*	6	3.93%*	7	4.23%*
2021	6	2.68%*	4	0.59%*				

*Please note when removing long term absence this figure would be **0.13%** (Apr-June) and **0.39%** (July-September) **0.63%** (Oct-December) and **0.55%** (Jan-March 2021) **0.22%** (Apr-June 2021)

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Staff Development – April 2021 – June 2021

Type of course/area of development	April 2021 – June 2021 Number of individuals attending a specific event (a person may have attended a number of events i.e. 1 person attended both First Aid and Fire Warden)
Health & Safety	32
Information Technology	5
Leadership & Management	0
Legislative	0

Service enhancing	1
Equality and Diversity	47
Health & Wellbeing	0

Courses above include the following subjects:

Facilitated by internal SCC staff	Facilitated by external trainer
Facilitated by internal SCC staff <ul style="list-style-type: none"> • General H&S induction/refresher • Diversity and Inclusion 	<ul style="list-style-type: none"> • Cyber Security • Fire Warden • First Aid • Communication skills • Level 2 award in Prevention and Control of Infection

Recruitment costs and outcomes

When a vacancy arises this is offered internally initially. If there are no successful candidates within SCC current staff who meet the criteria required for the role then a decision is made with the HR Manager and recruiting manager as to the most effective methods of advertising.

April - June

Job	Where advertised (Cost in brackets if applicable)	Where successful candidate had seen job
Grounds Operative	Online job boards (using Ad Warrior which advertises over a number of boards) Social Media £320	Interviews due 16 July