

# Salisbury City Council

## HR Update Report - Confidential

To City Clerk, Personnel Committee, SCC Administration Leaders (Cllr Tomes, Bayliss & Riddle) and SMT

Completed by: Tracy Adams, HR Manager

**January – March 2023**

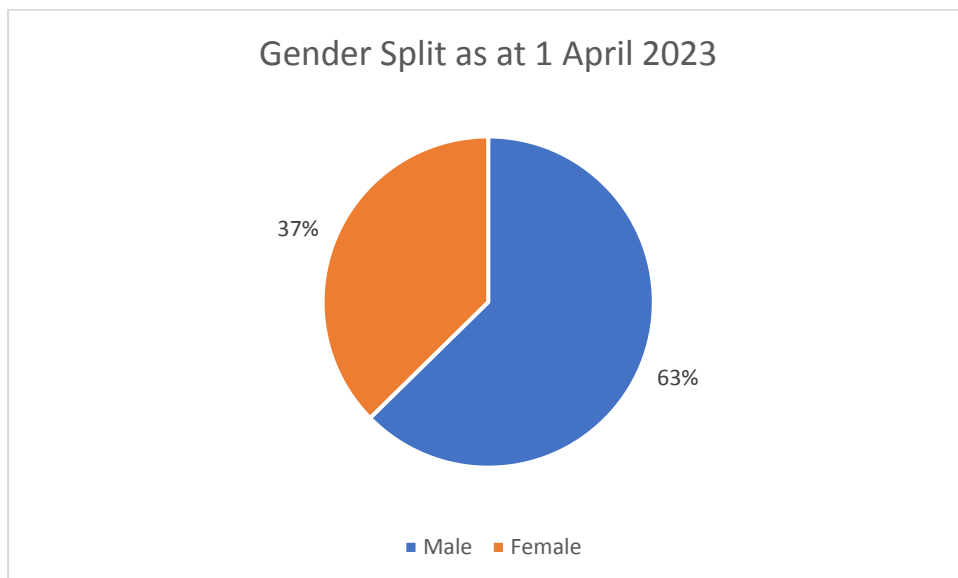
### Current Vacant Posts:

1. Streetscene Operative x 1 FTE (with 1 due to start mid-April)
2. Streetscene Officer x 1FTE
3. Grounds Operative x 1 FTE (with 3xFTE currently going through pre-employment checks)
4. Pantry Manager (9 Hours, 0.24 FTE) temporary due to grant funding
5. HR & Payroll Officer (0.67 FTE)
6. Community Development Officer (0.61 FTE)
7. Apprentice Grounds Operative x 1FTE (plan to recruit for September intake)
8. Apprentice Corporate Services Assistant 1 x FTE (plan to recruit for September intake)
9. Customer Service Officer (0.61 FTE)

### Role with individuals working notice period:

1. Finance Manager (Responsible Finance Officer)
2. Corporate Services Officer
3. Pantry Manager (permanent post)

## Gender Split



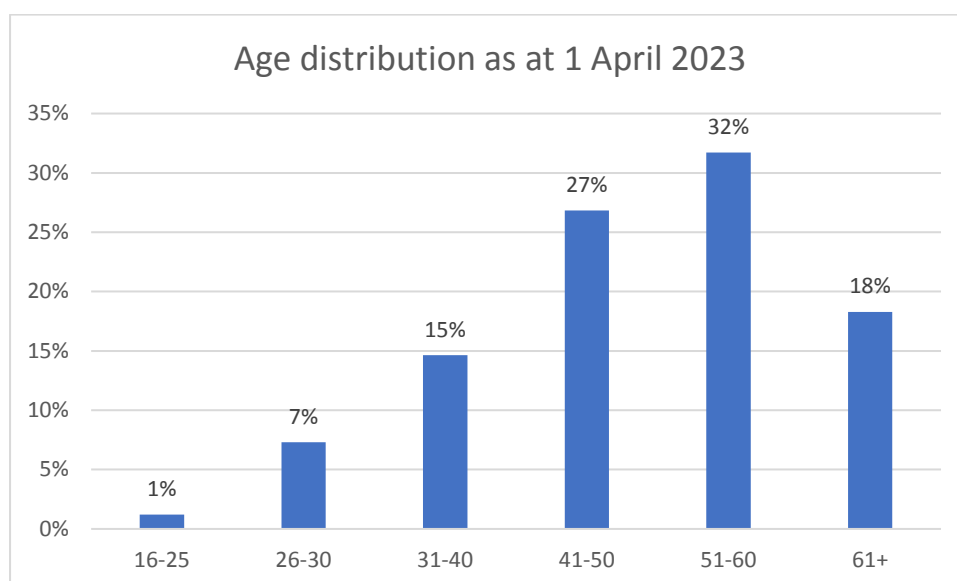
### Previous gender split (Most recent quarter first)

Quarter	Male	Female
June 2022	51%	49%
March 2022	52%	48%
December 2021	55%	45%
September 2021	55%	45%
June 2021	49%	51%
March 2021	48%	52%

There has been a fairly significant change in gender split across the Council. All staff who TUPE'd from Idverde were male and the majority of applications for Streetscene and Grounds Operative vacancies tend to be male.

HR Manager to work with teams to identify if there may be some need to look at language in adverts to attract more female candidates to these roles.

### Age distribution as at 1 April 2023



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

Quarter	16-25	26-30	31-40	41-50	51-60	60+
June 2022	1%	9%	16%	26%	29%	19%
March 2022	2%	9%	17%	29%	26%	18%
December 2021	5%	9%	17%	27%	24%	18%
Sept 2021	6%	8%	15%	21%	29%	21%

Age distribution remains towards older age range. This can bring challenges around succession planning. HR Manager works with recruiting managers to consider previous experience, which may provide a barrier if not necessary for role.

HR Manager will look to work with local schools and colleges where appropriate such as continuing to support Industry days at South Wilts School

Communities team had a successful work experience placement from Wiltshire College at the Pantry. Feedback was really positive from both Pantry and from the student completing the placement.

## Unplanned turnover

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

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%	2% (represents 1 person)	6%	2% (represents 1 person)
2022	6%	0%	0%	N/A
2023	1%			

Although there were 7 leavers during Jan-March quarter, the turnover percentage only includes unplanned turnover.

For completeness the reason for leaving includes planned and unplanned turnover.

Reason	Percentage of leavers stating this as main reason
Ill Health	29%
Retirement	43%
Did not start following TUPE transfer	14%
Career progression	14%

## Sickness information

Information below does not include COVID absences (until Jan 2023) but does show both short and long term 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
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%	6	3.31%	6	2.04%
2022	5	1.77%	4	1.21%	3	1.27%	N/A	N/A
2023	11	7%						

Jan-March 2023 figure includes long term absence (a continuous absence of more than 10 days). Without long term absence the rate would be **0.24%**

It is recognised that there has been a significant spike in absences in the current quarter.

As background, there were 3 people on long term sick who transferred to SCC from Idverde. 2 of these are still going through occupational health processes so are still employed by SCC currently.

As can be seen in the leaver summary there have been some ill health retirements during this quarter which hopefully will see a reduction in available work time lost due to absence in the next quarter.

Managers are closely supported by HR Manager and occupational health advice sought at the earliest, useful opportunity.

Previously COVID absences were recorded separately. Due to testing now not being carried out as regularly COVID related absences will be included within the general data above.

## Staff Development – January – March 2023

Type of course/area of development	January 2023 – March 2023 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	53
Information Technology	3
Leadership & Management	10
Legislative	1
Service enhancing	2
Equality and Diversity	10
Health & Wellbeing	0

Mandatory or task based courses (I – internal facilitation E – external facilitation)	Personal skills based courses (I – internal facilitation E – external facilitation)
Cyber security – E First Aid – E Using a Polesaw - E Using a woodchipper - E HR Induction - I Sports coaching (train trainer) - E H&S Essentials – E Manual Handling – E Diversity & Inclusion – I Annual leave calculations for payroll - E	Environmental Management System Auditor – E Line Managers workshop - I

## 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.

This is usually by using a variety of online job boards, social media, using the ex-forces resettlement online job board and our website.

We use an organisation who advertises our roles across a number of different online job boards. These adverts are branded with our SCC logo and include the following online boards:

- Indeed
- Reed
- Monster
- Jobsite
- Total jobs

- Adzuna

HR Manager has recently reviewed cost effectiveness of this and quotes from other organisations, displaying on the same boards were more expensive.

### **Jobs advertised between January – March 2023**

- Streetscene Officer (x 2 occasions as unsuccessful on first attempt – current advert closes on 3 April)
- Streetscene Operative
- Community Development Officer – closes 12 April
- Salisbury Pantry Manager – 9 hour grant funding and permanent post
- Customer Service Officer – (full time)
- HR & Payroll Officer

## **Staff Survey 2022**

HR Manager thought that Personnel Committee may wish to see the recent staff survey completed (December 2022).

Although we were really pleased with the results, we used the opportunity of receiving this feedback to hold a focus group session in our first Line Managers workshop of 2023 to gain further insight into how we can continue to improve as an organisation.

Using a combination of the feedback from all managers within SCC and HR Manager professional knowledge the comments were reviewed and ‘you said – we did’ comments added.

Since the survey there has been a significant amount of media attention on the Council. Feedback from many staff following the Administration Leaders attendance at the SCC staff meeting on 8 March was very positive. However it should also be noted that the recent media attention, particularly a few occasions where officers have been described in a negative manner has been feedback as having an impact on their morale by a number of current staff and cited as a factor in 2 recent resignations.

As part of SCC activities for ‘Stress Awareness Month’ (April) the HSE Stress survey will be run. This is an anonymous survey that enables SCC to review how we are doing across the main HSE Stress Management Standards.

## **Flexibility in SCC**

It can be noted that comments received in the staff survey included feedback that flexible working is being managed in a positive manner in SCC.

SCC have been able to consider flexible working on a case-by-case basis, rather than having a blanket policy, as some organisations do.

Working flexibly is a topic that has attracted media attention and the Chartered Institute for Personnel Development (CIPD) have many resources covering this area. They make recommendations to employers to<sup>1</sup>:

- Implement internal policies that allow employees to request flexible working from day one of employment
- Stipulate that jobs can be done flexibly in job adverts, attracting more candidates who are looking for flexible roles
- Raise awareness of different forms of flexible working
- Develop mutual trust between managers in alternative working arrangements

SCC facilitate flexible working considering the needs of the individual and the role. Examples of flexible working in place in SCC include:

- Working from home,
- Working flexibly around start and finish times or
- Compressed working patterns (i.e. working 5 days over 4).

In SCC, to be able to work from home, initially the employee completes a request form.

The purpose of this request form is to consider what kind of tasks may be able to be worked from an alternative location (such as home) and to think about support etc alongside this.

The manager and employee then review this and discuss and agree a way forward. The arrangement is kept under review and should it not work, from either side, then this is discussed further.

H&S risks are considered, such as DSE and lone working.

SCC maintains the existing work base as the work base for contract purposes

SCC have a flexible work policy where changes such as compressed hours or adjusting working patterns can be considered.

### **Pay award for staff**

Each year the annual pay award is part of a national negotiation. Any decision is effective from 1 April 2022

Agreement was reached for the 2022/2023 pay award in November 2022.

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<sup>1</sup> <https://www.cipd.co.uk/news-views/viewpoint/flexible-working-uptake>

The 2022/2023 pay award was unlike the usual percentage increase applied across the salary scale. 2022/2023 saw a flat figure of £1925 applied to every spinal point. So this meant that those on a lower salary received a higher percentage increase.

A few general examples of what this would have meant in percentage terms are:

- Real Living Wage (the lowest salary SCC pay) would have received a pay increase of around 9.993%
- Mid-range salary scale i.e. pay band F (where a number of first line managers) around 8-9%
- Senior managers receiving between 4-4.5%

Therefore the percentage increase across the majority of SCC workforce was above 9%. This is due to the makeup of the workforce in SCC (approximately 62% are on grades below pay band F)





# Staff Survey

## December 2022

## Background

Each year we ask staff to give us feedback on what it feels like to work at SCC. This is our 5<sup>th</sup> year of doing this. The survey is completed anonymously.

This year SMT wanted to ensure the staff survey provided as much information about 'how it feels to work at SCC' as possible. So asked all line managers, across SCC, to join them in a focus group workshop. The aim of this was to give some information 'behind the numbers' but also to give any other feedback, this may be feedback from people who may not have wished to complete the survey.

SMT are pleased with a return rate of 43%. Although this was a dip from previous year (59%) December did involve a number of new staff join SCC who may have felt it was too early to answer the survey.

This report aims to give staff and Councillors an insight into the culture of SCC. The results show a really positive view of working at the Council, however we will continue to identify areas that we can continue to focus on a journey of continuous improvement.

## Responses

Number of people employed as at 31 December 2022	Number of questionnaire's returned	Percentage return rate
72	31	43%

2018 Staff Survey report can be found 69265

2019 Staff Survey report can be found 77262

2020 Staff survey report can be found 81420

2021 staff survey report can be found 85146

## Summary of number of responses received

Number of years	Number of responses received
Up to 1 year	4
Between 1 – 5 years	11
Over 5 years	16
TOTAL	31

### Summary of percentage of positive responses compared to 2018 Staff Survey:

Question	2018 'yes' or 'agree'	2019 'yes' or 'agree'	2020 'yes' or 'agree'	2021 'yes' or 'agree'	2022 'yes' or 'agree'	% difference between 2021 and 2022
2. Do you see yourself working for the Council in a years' time?	81%	78%	77%	82%	84%	2%
3a, Do you feel you are fairly paid in relation to jobs outside SCC?				31%	45%	14%
3b Do you feel you are fairly paid in relation to jobs within SCC?				36%	61%	25%
4. I enjoy working for Salisbury City Council	77%	88%	87%	82%	97%	15%
5. I feel I have received enough training to complete my workplace duties	62%	78%	81%	69%	97%	28%
6. My manager gives me clear guidance and feedback on my work duties	81%	84%	74%	79%	100%	21%
7. I feel the Council is committed to the wellbeing of its employee's	69%	88%	90%	77%	81%	4%
8. I am satisfied with overall job security	92%	100%	90%	97%	94%	3%
9. I feel comfortable and respected at work	Question not previously asked			87%	84%	3%
10. My role has sufficient variety to keep me interested	85%	81%	87%	92%	97%	5%

### SMT analysis of key changes/developments affecting staff at work between 2021 and 2022 survey

- Flexible working has become part of a 'planned' strategy than because of Government guidance during COVID.
- Line Manager workshops developed, facilitated by HR Manager (including communication around how pay is determined in SCC).
- Increase in annual leave entitlement (from April 2023) for all staff below Senior Management

However, alongside the improvements in scores, some areas saw a very small reduction in satisfaction as discussed below:

Job Security	<p><b>Reduction of 3%</b>          Although not directly related, during the managers focus group, career progression was discussed as an issue. This area may benefit with some work around identifying and implementing (if possible) incentives other than pay.</p>
Feeling comfortable and respected at work	<p><b>Reduction of 3%</b>          Neither comments or focus group identified specifically what this may be. However, feedback from 2022/2023 inclusion workshops is due to be analysed by HR Manager which will inform 2023/2024 workshop plan.</p>

**Behind the numbers - comments received (from staff survey and line managers workshop):**

General	<ul style="list-style-type: none"> <li>• Very happy with role, variety and working within and between depts</li> <li>• There are plenty of opportunities to approach managers, colleagues, and Senior Managers</li> <li>• Lack of awareness of other people’s roles outside their own team</li> <li>• Difficulties with IT infrastructure</li> <li>• A request to provide a travel allowance to use public bus services for lower pay grades or setting up a car sharing scheme</li> <li>• The ability to work flexibly is making a difference</li> </ul>
Pay	<ul style="list-style-type: none"> <li>• Low wages in comparison to external roles.</li> <li>• Salary doesn’t increase significantly when reaching the maximum and real living wage is catching up</li> <li>• Current job evaluation process was not fair or accessible</li> <li>• Clarity over overtime payments i.e. when paid</li> </ul>
Workload	<ul style="list-style-type: none"> <li>• Expectations of more work but no additional hours or staff to do that</li> <li>• Unequal distribution of workload</li> </ul>
Working relationships	<ul style="list-style-type: none"> <li>• Good working practices around problem solving</li> <li>• Sometimes staff members can be disrespectful to each other</li> <li>• Commitment to wellbeing may not translate to feeling looked after</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Good opportunities for development and on the job training</li> </ul>

### You said – we will do (Actions):

Action	Who
<ul style="list-style-type: none"><li>1 x quarterly manager workshop to provide a focus on having career conversations and 'wellbeing – what does it mean'</li></ul>	<b>HR Manager</b>
<ul style="list-style-type: none"><li>Managers to invite HR Manager to team meetings to clarify any areas of curiosity about people management policies</li></ul>	<b>Line managers</b>
<ul style="list-style-type: none"><li>Plans for SCC IT to be shared with staff</li></ul>	<b>Corporate Services Manager</b>
<ul style="list-style-type: none"><li>Explore feedback from inclusion sessions on areas we may be able to improve around inclusion</li></ul>	<b>SMT</b>

### Conclusion

Overall, a really positive staff survey for what it is like to work at Salisbury City Council in 2022.

There are always areas that any organisation can work on.

If there are areas of improvement, not mentioned in the 'you said – we will do' section, any staff member can let a manager know.