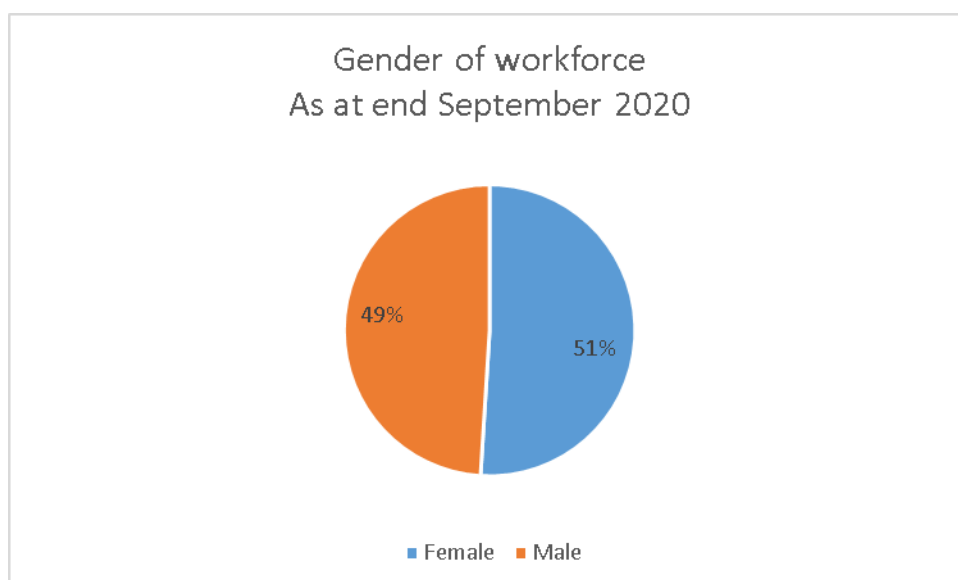| **Salisbury City Council**

HR Update Report
Personnel Committee – 09 November 2020
Tracy Adams, HR Manager |
|---|

Staff numbers (provided by Payroll as at end August 2020)

Number of people on payroll (includes part time, full time and casual staff)	Individual people 88

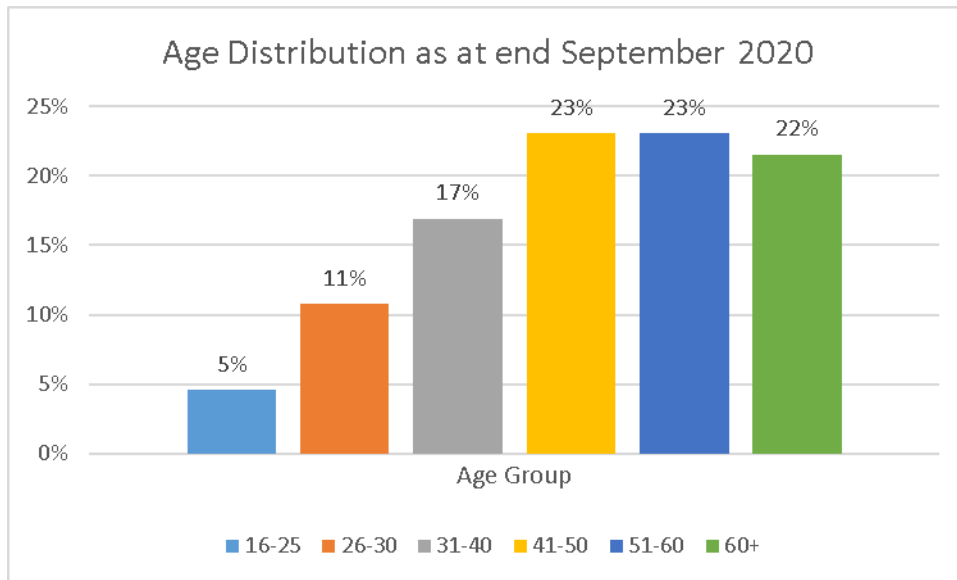# Gender of workforce as at end September 2020

Previous gender split (Most recent quarter first)

Quarter	Male	Female
June 2020	49%	51%
March 2020	49%	51%
December 2019	50%	50%
September 2019	48%	52%
May 2019	45%	55%
February 2019	46%	54%

Age distribution as at end September 2020

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

Quarter	18-25	26-30	31-40	41-50	51-60	60+
June 2020	4%	13%	18%	22%	21%	21%
March 2020	4%	13%	18%	22%	21%	21%
December 2019	5%	12%	18%	23%	21%	21%
Sept 2019	8.06%	9.68%	17.74%	19.35%	27.42%	17.74%
May 2019	8.62%	8.62%	17.24%	24.14%	20.69%	20.69%
February 2019	5%	14%	15%	29%	24%	14%

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)	

Sickness information

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%*				

*Please note when removing long term absence this figure would be 0.13% (Apr-June) and

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
Absences 136 days 14 individual staff	**Absences** 1.5 days 2 individual staff

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

Staff Development – July 2019 to September 2020

Type of course/area of development	July 2019 – September 2020 **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	125
Information Technology	11
Leadership & Management	7
Legislative	8
Service enhancing	96
Equality and Diversity	97
Health & Wellbeing	42

Courses above include the following subjects:

Facilitated by internal SCC staff	Facilitated by external trainer
Facilitated by internal SCC staff • Values and Diversity workshop – facilitated by HR Manager • Manual handling • General H&S induction/refresher • Monthly Leadership & Management Workshop • Line Managers recruitment workshop	• Communication Skills • Customer Service Workshops • Fire Warden • Emergency First Aid at Work • First Aid at Work • Lone Working • Signage and Lighting • Using a woodchipper & polesaw • Memorial Inspections • DPS licencing • GPS Mapping Software • SLCC Annual conference • Learning & Development conference • Working at height • ILCA • Finance • Sports Coaching • Inclusion & bias • Resilience • Stress and Mental Health Awareness for Managers • SCC team building day

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.

August 2019 – September 2020

Job	Where advertised (Cost in brackets if applicable)	Where successful candidate had seen job
Business Team Support Officer	Indeed (£150) and Social Media (£50) Website Spire CTP	Internal (applicant applied after internal advert, during external advert stage)
Grounds Operative	Agency staff member retained following Summer agency cover (£1182)	Although this is a more expensive method of recruitment, all induction had been done while working as an agency worker and HR Manager negotiated a lower rate

Customer Service officer	Internal	Volunteer applied during internal phase
Corporate Support Officer	Internal Indeed (£70) SCC website Spire CTP Social media	Internal (applicant applied after internal advert, during external advert stage)
Grounds Operative	Indeed (£150) Website Spire CTP Facebook	
Markets Officer (Christmas)	Internal only	Seconded member of staff
Customer Service Officer	Internal and contacted those who applied for CSO post	Applied for alternative position
Guildhall Casual Events Assistant & Events Supervisor	Social Media (£50) SCC Website	Social media
Apprentice Corporate Support Assistant	Apprenticeship Gov website Salisbury City Council webpage	Salisbury City Council Website
Corporate Services Manager (Maternity Cover)	South West Jobs SCC website Ad Warrior (online job board - £180) CTP SpireFM Social Media (£50)	Ad Warrior
Operations Manager	South West Jobs SCC website Ad Warrior (online job board - £180) CTP SpireFM Social Media (£50)	Ad Warrior

Future working plans

As a result of Government advice on working from home during the pandemic, the Council has been able to consider how to achieve best overall performance from staff that balances both work and home, i.e. able to complete their tasks effectively without interruption while attending the office when this is required. We have reviewed roles across the council and considered their potential for flexible working as shown below.

Extremely limited or no flexibility
A number of roles offer extremely limited flexibility (i.e. less than 10% of overall time) or do not lend themselves to working flexibly at all because there is a need to attend a particular site.

These roles include Markets Officer and Market Assistant , Grounds Team in full, Customer Service Manager and Officers, Bemerton Cleaner, Guildhall Officer, casual staff, Crematorium Officer, Crematorium Organist and CCTV operators.

Roles with flexibility (i.e. at least 50% of work can be done from home)

Other roles within SCC have flexibility over location, to a greater or lesser extent, i.e. some tasks are location dependent or involve meeting other people

Tasks that are not achievable from home or using virtual technology are discussed with the line manager and an effective solution agreed.

How have we measured effective performance while working more flexibly?
We know that we have achieved our business functions effectively and can point to the following significant areas of work which have been completed, while maintaining business as usual functions:

- New skate ramp installed
- Opening Guildhall for Heritage Days
- Information Guides on our parks
- Food delivery project
- Lush House toilets opened
- Committee meetings held using MS Teams

We have continued to monitor the impact of this flexible working on managers and staff by holding a weekly pulse survey between mid-June and mid- September. This survey asked staff to confirm their level of motivation. Most weeks, the average score was 9, with some weeks only dropping to 8 (1 was not motivated with 10 being very motivated).

Comments received, during the pulse survey, included:

- Communication had improved within the organisation,
- Staff were able to balance work and home commitments well (leading to more motivated staff)

- Staff were feeling supported in working together with managers on resolving issues as and when they came up.

We saw the positive impact of flexible working reflected in our sickness absence levels, excluding COVID reported absence, the lowest number of working days lost since SCC records began in period April-June 2020.

The future

The Chartered Institute of Personnel Development (CIPD) view is that flexible working practices should be the norm - not the exception - for UK workers, and are central to the creation of inclusive and productive workplaces

Flexible working can help organisations attract talent and support diversity both across the workforce and at board level. It can improve employee job satisfaction, drive loyalty, support well-being and enable organisations to be more responsive to change

For SCC this means continuing to review performance while talking to staff and working together to have a working location and pattern that fits both SCC and individual needs – where this is possible.

Update on actions taken since signing of Employer Pledge (February 2020)

Action in Employer Pledge	Update
1. Councillors and Senior Management Team to attend signing ceremony with talk given by City Clerk on what signing pledge means to SCC	Ceremony held on 6 February 2020 where City Clerk gave a talk on what signing the pledge meant and Employer Pledge board displayed in Public noticeboard outside Guildhall
2. Consider opportunities for mental wellbeing when agreeing Staff Development Plan each year	Both task related training and workshops covering mental health are offered to staff as part of the yearly SCC staff development plan.
3. A stress risk assessment to be completed by all managers identifying potential hazard areas by all team members and appropriate actions taken.	As at end September 52% of staff have had a stress risk assessment completed. HR Manager is working with managers of the other 48%
4. Continue to discuss flexible working arrangements with staff and review periodically	This has been an area that was prioritised as a result of the Coronavirus pandemic and flexible working remains where it works for both SCC and individual
5. Raise awareness of Mental Health eLearning opportunities	As a result of receiving information about Government funded training in Mental Health awareness - 2 members of staff are doing the Level 2 Diploma in Mental Health Awareness

Information is circulated about mental wellbeing using email and discussed in Mental Health Champion bi-monthly meeting. |
| 6. Encourage and support managers with completing 'wellness action plan' | Line managers attended Mental Health Awareness for managers workshop in 2019 where wellness action plans were discussed.

Wellness action plans were discussed in line managers workshop on 5 March 2020 facilitated by HR Manager.

Our pulse survey, sent to all staff between 16 June and 8 September 2020 gave a motivation score of 9 out of 10 for |

	the majority of weeks.

7. Raise awareness of family friendly policies in staff meetings	The following policies were discussed in SCC staff meeting:
	
	7 July 2020
	    • Flexible working EDMS: 46563
	    • Homeworking EDMS: 63579
	    • Special leave EDMS: 46367
	    • Additional Annual Leave EDMS 72639
	11 August 2020
	    • Maternity leave – 48888
	    • Paternity – 49107
	    • Shared parental leave 49104
	    • Parental leave - 72640

8. Further enhance Emotional First Aid kit with more self-reflection questionnaires/resources	Each Mental Health Champion bi-monthly meeting considers any additional resources to be added to Mental Health First Aid kit. Due to different patterns of working the aim is to put the Mental Health First Aid kit in EDMS.
9. Use National and International recognised days as an opportunity to increase awareness	The following Nationally recognised days around mental wellbeing included activities • Time to talk – February 2020 (Tracy lead) – coffee and cake/resources/signing of pledge • Stress awareness month – April (Polly) • Mental Health Awareness week – May (18-24) (Jenny) • Suicide prevention day – 10 September (Jane) • World Mental Health day – 10 October (Tracy) • Mens Mental Health awareness month – November (Polly)
10. Bi-Monthly Mental Health Champion meeting to discuss priorities based on issues and circulate notes to SCC distribution list	20 January 2020 16 March 2020 7 May 2020 2 July 2020 3 September 2020
11. Add a Mental Health inspired article monthly into staff newsletter 'Gilberts Gossip'	This has been done each month and subjects include: January – Round up of Mental Health actions from 2019 February – ALAN article supporting men's Mental health (Worried about a mate) March – Stress Matters April - Sleep May – Loneliness June – Financial Support signposting July – places to visit locally to help with supporting our mental wellbeing August - Awareness of ways to help friends who may be

	feeling suicidal
12. Introduce 'lunchtime' briefing sessions on topics supporting positive mental health either external speakers or internal discussion group using activities on Time to Change resources page	Discussed in Mental Health Champion meeting on 16 March 2020 – would organise if something useful identified on an ad-hoc as and when basis
13. Continue to support development Mental Health Champion role	HR Manager to attend virtual 'train the trainer' course (November 2020) facilitated by Time To Change as part of signing pledge, this will help if any other people wish to become Mental Health Champions
14. Managers have regular 'check in's with staff included in discussion should be that workload is manageable by discussing tasks and what staff member needs from manager	HR to continue working with line managers on supporting 1:1s
15. Managers to promote lunch breaks by role modelling	During the time working from home during various conversations with line managers and pulse survey's completed staff report to taking more regular breaks now in comparison to when they worked in the office.
16. Design and implement a standalone Mental Wellbeing policy	This is being presented to Personnel Committee on 12 October 2020.
17. Exit surveys are completed for any staff member leaving and results reviewed	Done as and when