

SALISBURY CITY COUNCIL

Subject : HR Data
Committee : Personnel Committee
Date : 25 November 2024
Author : Tracy Adams, Head of HR

Agenda Item: 17

1. Report Summary:

1.1. Salisbury City Council, like all progressive organisations, benefit from making evidenced based decisions. This approach emphasises that effective and high-quality practices are grounded in critically assessed evidence from multiple sources.

1.2. It is recognised that evidence related to people management can be more complex to measure than some indicators. Nonetheless, the Head of Human Resources (HHR) recommends starting to move towards a more evidence-based approach. People professionals typically draw on four key sources of evidence¹:

1.2.1. Professional expertise

1.2.2. Organisational data

1.2.3. Stakeholder views

1.2.4. Scientific literature

1.3. The primary focus of this report is to explore the first three data sources.

2. Professional expertise:

2.1. Head of Human Resources (HHR) and HR Manager (HRM) are committed to continuous professional development through:

2.1.1. Future Horizon Scanning: Monitoring emerging trends and insights shared from professional bodies like Chartered Institute of Payroll Professionals (CIPP) and the Chartered Institute of Personnel and Development (CIPD).

2.1.2. Responding to emerging SCC themes: Using existing expertise and external analyses to address recurring issues effectively.

3. Organisational Data:

3.1. Current organisational data can provide clarity on perceived areas of concern.

3.2. This data includes 'hard data' such as metrics outlined in the attached report called "How do we review how well we support our people in SCC".

¹ More information about evidence based decision making in an HR context can be found in CIPD Guide called 'Evidence-based HR: Make better decisions and step up your influence [Evidence-based HR: Make better decisions and step up your influence | CIPD](#)

3.3. It also involves 'soft data' like feedback on attitudes towards senior management, the effectiveness of joint goal setting and the achievability of workloads.

3.3.1. Recent examples of soft data collection include:

3.3.1.1. The yearly stress survey (April 2024) which informed focus group discussions Chaired by the HHR, as detailed in the attached report.

3.3.1.2. Resilience questionnaire: A tailored survey on personal and organisational resilience with results expected in December 2024. Preliminary insights are included in the attached data report.

3.3.1.3. The Senior Management Team's (SMT) agreement on organisational values, outlined in the attached report.

3.3.2. The next step after data collection is to create an actionable plan addressing issues and barriers identified by staff. This plan will be shaped by the budget decisions in January 2025 (which include proposed investments in staff development and job evaluation).

4. Stakeholder views:

4.1. Councillors, as strategic decision-makers, play a crucial role in guiding and supporting Council officers.

4.2. A recommendation, of this report, is that Councillors provide guidance on the data they wish to see captured. Or alternatively highlight areas they would like to receive information.

4.3. Although the Council serves many stakeholders, HHR suggests starting with staff and Councillors for initial feedback, with the potential for future expansion.

5. How do we review how well we support our people in SCC?

5.1. The attached report provides insights into some current challenges based on 'hard data'.

5.2. If vacancies are taking around 2 months from vacancy to new starter then we have gaps in resource. This is further compounded by absenteeism seeing approximately 9% of working days available lost due to ill health. Managers must ensure goals are clear, during these periods, but current 'soft' data suggests that workload management remains an issue, pointing to a need for targeted manager training.

5.3. Soft data from the stress survey and preliminary resilience project findings highlight priority areas for staff development, particularly in IT skills, goal setting and conflict resolution. A perceived inconsistency in management approaches has also been noted.

5.4. This inconsistency is perhaps not surprising, given SCC's historically limited investment in management development.

5.5. To monitor progress, pulse surveys should be conducted to gather feedback on staff experiences with the recently defined management values.

6. Recommendation:

6.1. It is recommended that the Committee:

6.1.1. Notes the content of the 'How do we review how well we support our people in SCC' report as an example of potential monthly or quarterly data that can be provided to Personnel Committee.

6.1.2. Provides guidance to the HHR on the types of people data they would like to be presented with for the period April 2025 to March 2026.

7. Wards Affected: All

8. Background papers: Nil

9. Implications:

9.1. **Financial:** None.

9.2. **Legal:** None.

9.3. **Personnel:** All staff.

9.4. **Environmental Impact:** None.

9.5. **Equalities Impact Statement:** None.

How do we review how well we support our people in SCC?

Our values & behaviours: **Is it good enough?**

We assess this by considering our behaviours. Are they:

- Responsible?
- Honest?
- Helpful?
- Respectful?
- Brave?

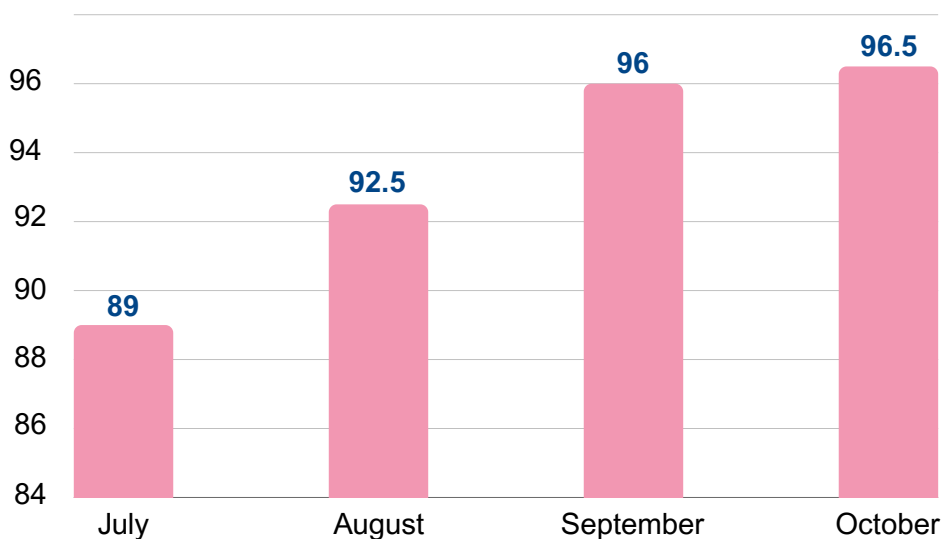
Headcount

The chart below shows the average number of staff members employed at the council from July to October 2024. This is calculated by adding the number employed at the start and end of the month, then dividing this by 2 (which is why there may be a 0.5 figure).

The numbers represent people rather than Full Time Equivalent posts (FTE), so the numbers listed are made up of full time and part time staff.

The numbers do not include casual workers, councillors or volunteers.

Number of people employed at Salisbury City Council



Time to hire

Days to advert

Number of days between previous post holder leaving and the job being advertised.

A negative figure indicates the role was advertised before the previous post holder left. A role is advertised once HR have received a vacancy request form. None of the roles detailed in this data were paused.

Days from advert to acceptance

The number of days between the job being advertised and the role being accepted.

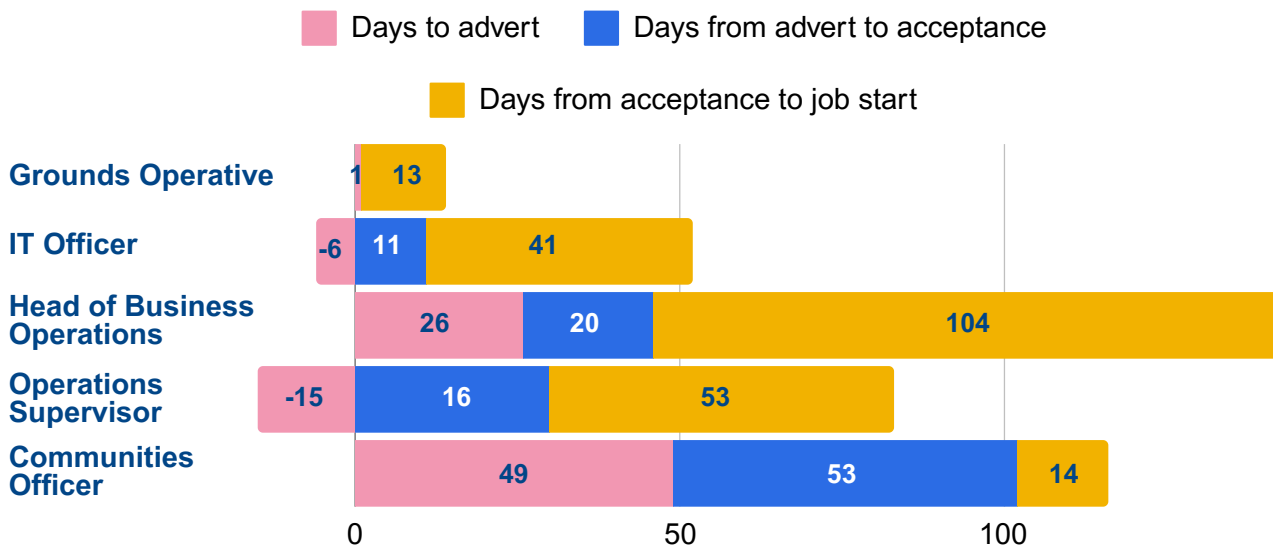
The number of days will be dependent on how quickly applications are shortlisted, whether there are any suitable candidates and then when interviews are held.

Days from vacancy to start

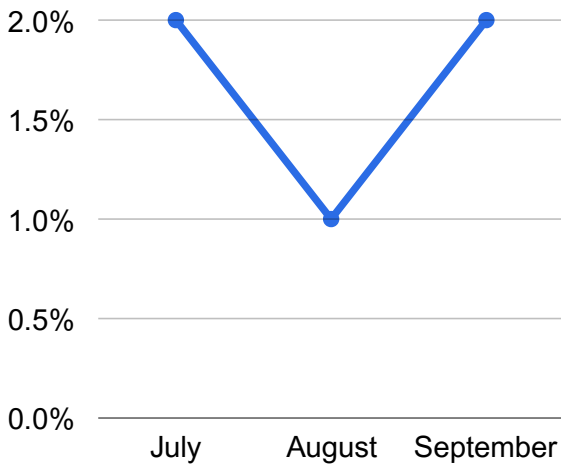
The number of days between the job being offered (and accepted) and the new person starting.

This will be determined by the pre-employment checks being received and the notice period required to leave any current job.

Time to hire - August & September 2024



Turnover Rate July to September 2024



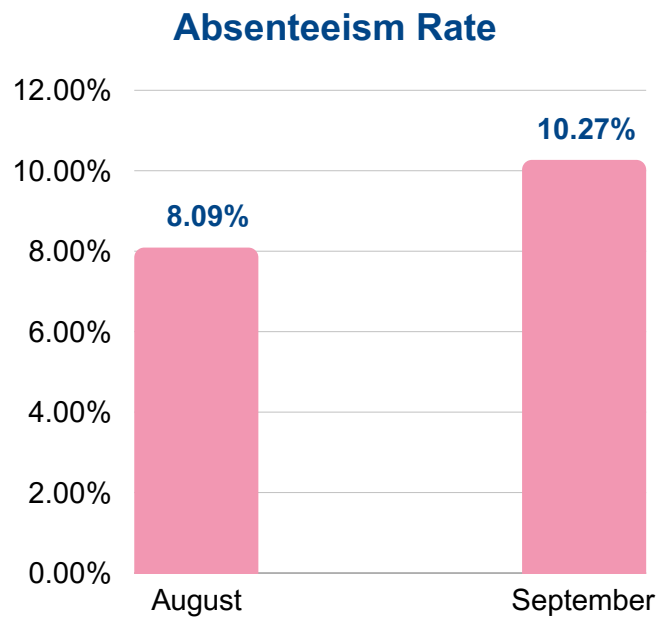
Turnover

This is currently displayed as a monthly figure, however alongside this we will also display a quarterly turnover figure. For Quarter 2 (July 2024 - September 2024) the turnover figure is 5%.

Through conversations with contacts in other agencies, Head of Human Resources understands an indicative turnover figure to be around 12.5% in councils in the area. Head of Human Resources will continue to explore whether there is some published information on figures in the Parish Council sector.

Absenteeism

The following chart gives information on the amount of days lost due to sickness. The figures do not distinguish between short term or long term absence. This figure gives an illustrative percentage. Source data is currently work in progress. Our HR software does not provide source data that correctly details part time working days due. Therefore, actual figure is likely to be less than that presented



What else?

There are a number of areas that data can be provided that can help with identifying issues or measuring the impact of any organisational changes.

Feedback from the stress survey (focus group) and the current indicators from the resilience data show:

- Use of IT & other priority areas of development, such as conflict management
- Goals and priorities for role, from ensuring that resources match expectations to considering whether our performance supports around 1:1s are effective
- Consistency of management support across organisation

To measure these areas Head of HR recommends the following:

- Number of 1:1s carried out with a qualitative dip sample on topics discussed
- A training needs plan for each member of staff where there are development needs either identified by manager or employee
- Pulse survey's asking for feedback on how staff have experienced the values and behaviour work