

**EMT – 18<sup>TH</sup> May 2021**  
**HR COMMITTEE – 23<sup>rd</sup> June 2021**

**HR METRICS AND PERFORMANCE MONITORING**

**1. PURPOSE OF REPORT**

1.1 To provide data on a number of HR issues in order that better informed business decisions can be made within the council.

**2. BACKGROUND**

2.1 The HR Metrics report has been used to compare data since 2017 and replaced the annual employee report.

**3. WHERE WE NEED TO BE**

3.1 As good practice we should regularly benchmark how the organisation is performing on a targeted set of essential HR metrics.

3.2 The data can be used to compare policies and practices with other employers.

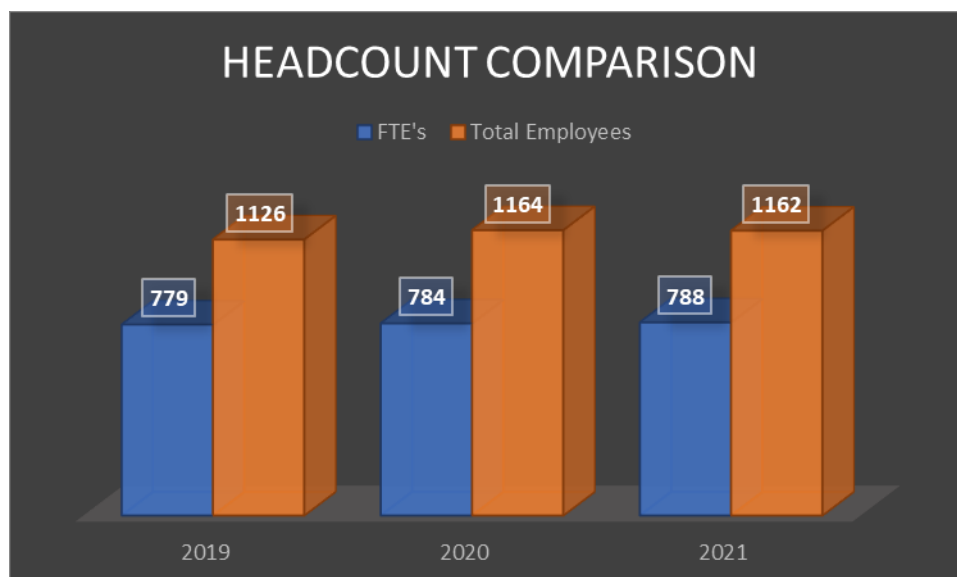
3.3 The results will enable HR to be more proactive in identifying areas for improvement.

**4. KEY CORPORATE DATA**

**4.1 Headcount**

4.1.1 The table and chart below compare total employees and FTE's over the past 3 years:

	01/04/2019	01/04/20	01/04/2021
<b>Total Employees</b>	1126	1164	1162
<b>FTE's</b>	779	784	788



4.1.2 It should be noted that these headcount figures include furloughed staff. For seven months of 20/21 most of Leisure Services (just under 400 employees) were furloughed as the Centres were unable to open due to covid restrictions.

## 4.2 Employee Post Turnover

4.2.1 The table below compares our turnover rates over the past 3 years

Year	Voluntary resignations only	Contract Terminations	Turnover (combined)
18/19	16%	10%	26%
19/20	18%	4%	22%
20/21	9%	3.5%*	12.5%

\* plus an additional 10% but only due to closure of casual posts no longer used by the employee

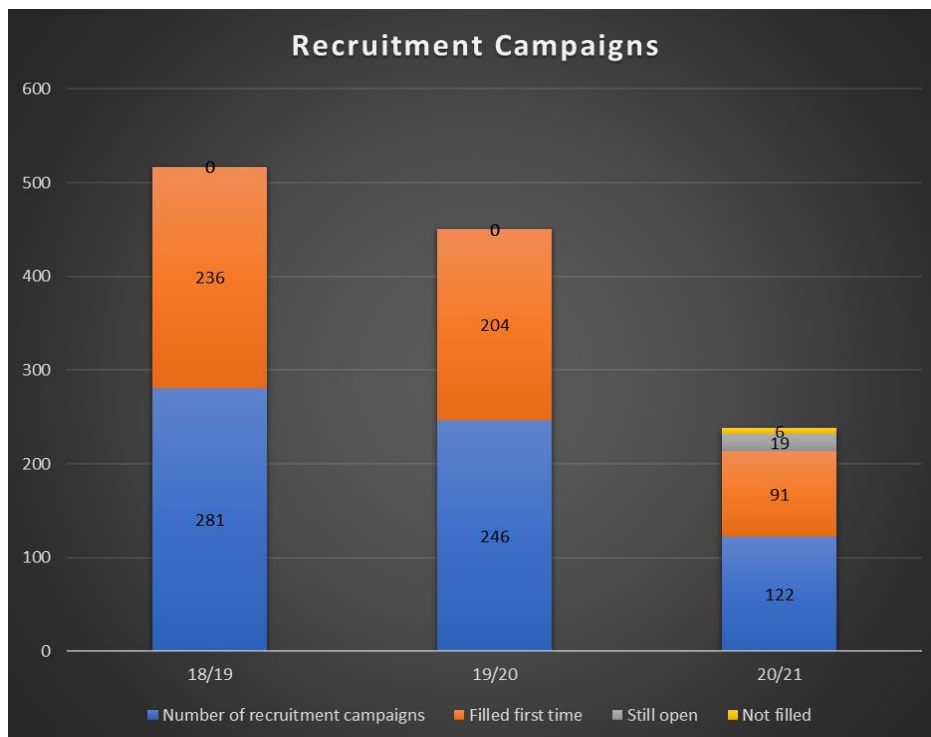
4.2.2 Overall turnover in 2020/21 saw a much lower rate of voluntary resignations, likely due to the uncertainty in the economy. Contract terminations remained similar to last year, including 12 voluntary redundancies in Leisure (this was mainly for those who hold multiple posts, so they are still employed by NFDC in other roles). In addition, as a result of Payroll reviewing posts no longer used in casual and instructor posts, we were able to close those posts. Again, many of these employees remain in NFDC employment in other roles.

4.2.3 Out of 100 new starters on probation during the period, 3 were dismissed during their probationary period. This means that 97% were successful in completing their probation.

## 4.3 Recruitment & Retention

4.3.1 The table and chart below compare recruitment campaigns over the past 3 years:

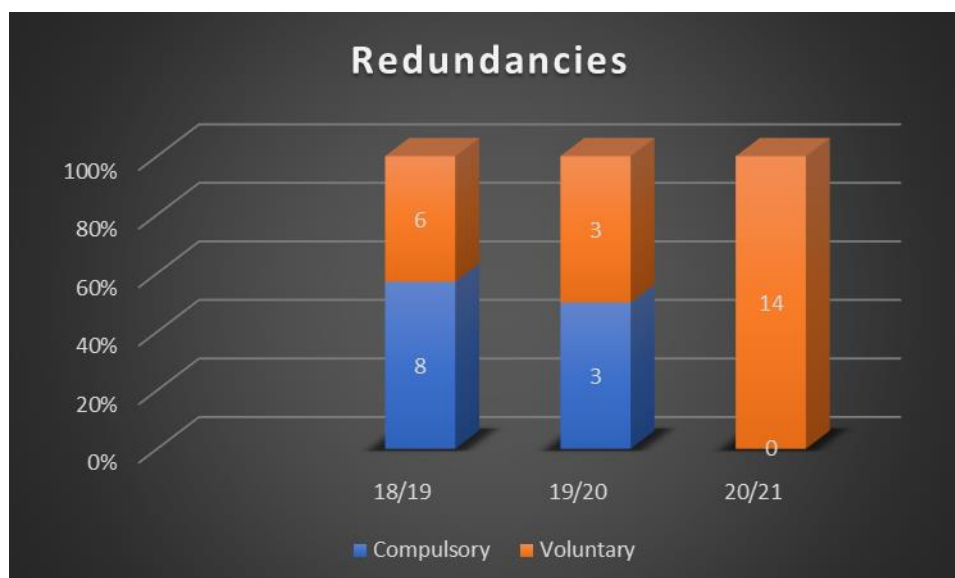
Year	18/19	19/20	20/21
<b>Number of Recruitment campaigns</b>	281	246	122 (including 6 advertised twice, 6 not filled, and 19 where interviews have not yet taken place).
<b>Average days to fill</b> (from closing date to offer made)	9	8	14
<b>% filled first time</b>	84%	83%	94%



4.3.2 There have been fewer vacancies than the previous year, partially due to Leisure being on furlough for most of the year. It has also taken longer to fill posts; we have had significantly more applicants for each role; therefore, the shortlisting procedure has taken longer.

#### 4.4 Redundancies (included in 4.2 above)

Year	Number / % workforce Compulsory	Number / % workforce Voluntary	Number / % workforce Total
18/19	8/0.71%	6/0.53%	14 / 1.24%
19/20	3/0.2%	3/0.2%	6/0.4%
20/21	0	14 / 1.2% (inc 12 from leisure review – as staff were able to opt for other classes these were not compulsory)	14 / 1.2%



## 4.5 Workforce Data

4.5.1 The % female employees across the Council = 51% - this is the same as last year.

4.5.2 The table below shows a breakdown of age by sex:

Age Range	<21	21 - 30	31 - 40	41 - 50	51 - 60	>60	Total
Women	42	75	118	146	142	59	582
Men	44	73	87	129	174	72	579
Unspecified			1				1
<b>Total</b>							1162

4.5.3 The % of top 5% earners that are women = 34 (down by 6% on last year).

4.5.4 The % employees who declared themselves as from an ethnic minority = 1.4% (up by 0.6% on last year), an increase of seven people.

4.5.5 Disability is now self-declared on the HR Hub. 16 people have declared they have a disability. During 20/21 we reminded employees to keep their personal details up to date on the Hub; this may have lead to more accurate information.

4.5.6 A furthermore detailed workforce report will be given once the 2021 UK Census data is available.

## 5. GENDER PAY GAP

5.1 Due to the COVID pandemic, data is not required until October 2021; an update with comparisons to other organisations will be given after that deadline.

## 6. PAY BILL INFORMATION

### 6.1 Pay Bill Overview

6.1.1 The cost of living rise of 2.75% would have contributed to an increase in gross pay bill. It is also notable from the tables at 6.2 below that pension contributions have increased suggesting an increase in employee numbers taking up pension scheme membership.

	2018/19	2019/20	2020/21
<b>Total Pay Bill (£000's)</b>	27,027	29,902	31,374

### 6.2 Pay bill breakdown

6.2.1 Paybill information for 2019/20

	£	TOTAL £	Paybill as %
Total Gross Pay	24,437,598.67		
Employers' NI	2,001,803.43		
Employers' Super	3,463,034.66 (14.2% of Gross pay)	<b>29,902,436.76</b>	
General Fund Original Budgeted Expenditure	80,212,130		

HRA Original Budgeted Expenditure	27,876,050	<b>108,088,180</b>	<b>27.66%</b>
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### 6.2.2 Paybill information for 2020/21

	£	TOTAL £	Paybill as %
Total Gross Pay	25,109,100.59		
Employers' NI	2,129,064.02		
Employers' Super (16.5% of Gross pay)	4,136,698.85	<b>31,374,863.46</b>	
General Fund Original Budgeted Expenditure	77,892,030		
HRA Original Budgeted Expenditure	28,199,700	<b>106,091,730</b>	<b>29.57%</b>

### 6.3 Additional pay information

6.3.1 The following table details additional pay information compared to last year:

	19/20	20/21
Double increments/ advancements	12 people	2 people
Increments withheld	0 people	2 people
Increment progression (in line with T&C's)	340 posts *	263 posts *
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	1334 posts *	1120 posts *
Additional payments (Bonus/Market Supplement/Honorarium)	21 people	7 people

\* Please note this relates to posts – some people have a large number of posts, especially in Leisure, so this reflects the actual number of posts held where people either received an increment or not.

6.3.2 In accordance with The Local Government Association guidance on the Government's requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earnings across the organisation as a multiple). Based on current salaries for 1<sup>st</sup> April 2021 this remains the same as last year. It has been calculated as follows:

Chief Executive Remuneration	£121,371
Employees Median average remuneration	£23,214
Ratio	5.22

## 7. HR CASE MANAGEMENT

### 7.1 Disciplinary and Grievance Case Management

#### Disciplinaries

Total number of Disciplinaries in 2018/19 = 17

Total number of Disciplinaries in 2019/20 = 19

Total number of Disciplinaries in 2020/21 = 19 (information below)

**Disciplinary 20/21:****Number 19**

Number of S1, S2, S3 (combined figure)	16
Number of these where people appealed the decision	3
Number of these appeals where decision was upheld	2
Number of dismissal hearings (Stage 4)	3
Number of dismissals as a result	2
Number of dismissal appeals (member appeals)	0
Number of dismissal appeals upheld	0
Number of tribunal cases	0

**Grievances**

Total number of Grievances in 2018/19 = 4

Total number of Grievances in 2019/20 = 9

Total number of Grievances in 2020/21 = 3

<b>Grievances 20/21:</b>	<b>Number 3</b>
Number resolved informally after form submitted	1
Number of Stage 1's	1
Number of S1's not upheld	0
Number of S1's progressed to S2	0
Number of those that progressed to S2 where decision not upheld	0
Number gone straight to Stage 2's	1
Number of straight to S2's where decision not upheld	0

**7.2 Other case work**

Area of work	Number of cases 19/20	Number of cases 20/21
Occupational Health Referrals	40	25
Maternity	12	10
Paternity	4	4
Shared parental leave requests	0	0

**8. KEY HR DATA**

8.1 A key statistic for HR is the number of HR people per headcount of the organisation. Note: This figure does not include those employed in the payroll function but does include HR Advisory support to the National Park.

8.2 Ratio of HR people per Headcount

Year	No in HR	Headcount (inc NPA)	Median (Inc NPA)
2019/2020	10	1164 (1,248)	1:116 (1:124)
2020/2021	9	1162 (1,242)	1:129 (1:138)

8.3 This compares very favourably with the results of the XpertHR survey February 2020 of both public and private sectors which shows a median number of employees per HR practitioner as being 1:60 for 2020.

## 9. LEARNING & DEVELOPMENT

### 9.1 Training during 2020/21

#### 9.1.1 Training spend comparison over the past 2 years:

Year	2019/20	2020/21
Amount and % budget spent	£206,775 77%	£125,812 61%
Spend per employee	£176.50	£108.27

9.1.2 The 2020/21 training spend as a percentage of the overall paybill is 0.40%.

9.1.3 During the past year, some courses were not available, and many courses were run virtually at a reduced cost due to covid conditions. This impacted on an overall reduced spend.

9.1.4 Details of corporate training undertaken for the year to 31/03/2021 are given in the table below:

Course title	Number of sessions
Mental Health Awareness for Managers (external)	3
Wellbeing & Mindfulness techniques	2
Mental Health First Aider	1
Managing employees remotely	3
Brief Bite Mental Health Awareness for managers	4
Brief Bite Embracing Equality & Diversity	4
Brief Bite Homeworking	2
Brief Bite Managing Performance Day to Day	2
Brief Bite Performance Management – when things go wrong	2
Brief Bite Sickness & Absence Management	2
Brief Bite Performance Reviews on the Hub	2
Brief Bite Recruitment & Selection	1
Excel Introduction	8
Excel Intermediate	4
Dealing with difficult behaviour and situations	1
Developing your leadership brand	1
Delegation and Motivation	1
DEVELOP Management Coaching course	1

9.1.5 Additionally, the council currently has 25 e-learning modules which employees are required to complete (if relevant to their role) on a regular basis. The cost associated with this relates to the down time the employees spend completing the modules. This is not currently logged as a cost to the authority. If the authors of the modules detail a renewal date within the e-learning set up, the employee and manager receive an alert from the Hub. Authors of e-learning modules have been offered a report created by ICT so that they can monitor take up and renewals across the whole council.

9.1.6 The HR Hub now details all training undertaken by employees; records can be viewed by manager and employee, as well as the HR Team. Corporate training course dates and details are loaded into the system and employees can request to

book themselves on, with workflows to manager for approval. Employees can also log courses they have been on externally, again with an approval workflow.

- 9.1.7 During the past year, we were keen to provide some coaching training, and two options were considered by Service Managers; a two-day course, or a set of 6 hour long sessions over a couple of months, half taught virtually and half self-guided sessions. Consensus was to go with the 6 sessions, which was called the DEVELOP programme. 17 managers attended the sessions, and feedback was mixed; those new to management found it the most useful but it was quite a narrow programme, when perhaps their requirements were broader management development skills. More experienced managers did not feel it added much new or different content or perspective.
- 9.1.8 In the coming year, as staff return to the office in different capacities, and there is a mix of remote and office working, part of the training focus will be on virtual training for managers to manage this effectively.

## **9.2 Apprenticeships**

- 9.2.1 We have two employees on Apprenticeship contracts with us this year.
- 9.2.2 There are 10 established employees undertaking training through the apprenticeship route in Operational Middle Management Level 5, Level 3 Business Administration, Level 6 Degree in Building Control, Business Improvement Technician Level 3, and a Paralegal Level 3 apprenticeship. These will be completed by October 2021, except the Business Improvement which ends in September 2022 and the Degree which ends 2023.
- 9.2.3 Three of these apprenticeships started within the 20/21 year, the remainder were already previously in place.
- 9.2.4 This means we have 1.02% of our workforce in training apprentice schemes, the Government set target 'to aim for' of 2.3% (equates 27 people). It is important to remember that all apprentices are required to take 20% of their working week for completion of the apprenticeship and we are careful to consider if the content of any apprenticeship programme is fit for the purpose required.
- 9.2.5 Management development continues to be a high priority for the Council, and where appropriate, apprenticeships are utilised to develop our potential and current supervisors and managers.

## **9.3 Work Experience**

- 9.3.1 Due to the restrictions in place during the COVID pandemic, unfortunately we have not been able to provide any work experience placements during the last year. This will be reviewed if possible, once working arrangements change.

## **9.4 Kickstarts**

- 9.4.1 The Council has been keen to support the Government's Kickstart scheme, aimed at 16 – 24-year olds currently on universal credit, to provide 6-month work placements. Selected candidates are paid their national minimum wage, and 25 hours per week per placement is funded by the Government (including NIC and auto enrolment costs).
- 9.4.2 We receive an additional £1500 payment per placement to fund training for them. We will provide employability training (covering interview techniques and time management, team working) as well as on the job training whilst they are with us.



- 9.4.3 We have advertised for 18 placements across most service areas, some at 25 hours, some at 37 per week; these are
- Admin Assistant Corporate
  - Admin Assistant Land Charges
  - Admin Assistant Planning
  - Civic Building Assistant
  - Street Scene Assistant
  - Enforcement Assistant (2 placements)
  - Workshop Assistant
  - Customer Services Assistant
  - Data Entry Assistant
  - Maintenance Assistants (6 placements)
  - Open Spaces Assistant
- 9.4.4 So far, we have successfully filled the Waste Assistant, 3 Maintenance Assistants, the Customer Service and Data Entry roles.
- 9.4.5 The other placements have been readvertised utilising Facebook, and our Recruitment Team are working to promote these in accessible ways. This includes a YouTube promotional video created by the Team.
- 9.4.6 The 6-month placements can start any time up to December 2021.
- 9.4.7 Our aim is that, if no suitable roles are available for them to apply for internally at the end of their placement with us, they will have the skills to be able to secure work elsewhere successfully.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are no direct financial implications arising from this report – furloughed staff were managed under the furlough scheme.

## **11. ENVIRONMENTAL IMPLICATIONS**

- 11.1 There are no direct environmental implications arising from this report.

## **12. CRIME & DISORDER IMPLICATIONS**

- 12.1 None

## **13. EQUALITY & DIVERSITY IMPLICATIONS**

- 13.1 Training and development opportunities are offered equally to all our staff. Recruitment of Kickstart placements are referred by Work Coaches from the Job Centres. Managers are encouraged to attend our Recruitment & Selection Brief Bite which covers issues such as equality in recruitment and unconscious bias.
- 13.2 All staff are required to complete the mandatory eLearning packages, can be accessed on Forestnet or with different links from personal devices. Where this is not possible, face to face training is provided.

## **14. EMT COMMENTS**

- 14.1 EMT note the contents and are supportive of the report.

## **15. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS**

**Employee Side Liaison Comments:**

15.1 It was suggested by the Panel that a breakdown of age and gender was provided as part of the report. This is given in section 4.5.2.

**16. Employee Side Comments:**

16.1 None received.

**17. RECOMMENDATIONS**

17.1 That the HR Committee notes the contents of the report.

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