



**Open Report on behalf of Andrew Crookham,
Deputy Chief Executive and Executive Director - Resources**

Report to:	Overview and Scrutiny Management Board
Date:	15 December 2022
Subject:	People Management Update – Quarter 2

Summary:

The purpose of this report is to provide an update on the HR Management Information (HRMI) and on corporate People Strategy projects for Quarter 2.

Actions Required:

The Overview and Scrutiny Management Board is asked to seek assurance on HR Management Information and review the progress on 2021 - 24 People Strategy projects.

1. Background

This report provides a summary of the HR management information data from 2022 Quarter 2 which can be seen in the summary data dashboard in Appendix A.

The report also includes a high-level summary of the 2021 - 24 people strategy projects.

2. HR Management Information

a. Employments

The number of employments increased by 19 in Quarter 2 (5639) and overall has increased by 100 (1.8%) over 12 months. The rate of increase has slowed from last quarter when there was an increase of 77 employments.

Since Quarter 1, the greatest increase in the number of employments was in Place (2.9% or 23 employment contracts) and the greatest decrease was in Commercial (-2.9% or 7 employment contracts).

b. Voluntary turnover

Current figures have returned to pre-pandemic levels and indicate the upturn is stabilising. The Quarter 2 2022 figure is 9.95%. There is still concern particularly where the national competition for recruiting skilled professionals is greater such as social work and care, legal, IMT (Information Management and Technology) and procurement. The Council's image and reputation as an employer of choice remains a priority.

c. Agency spend

The total agency spend in 2020-2021 was £4.89 million and was £2.2 million less than the previous year. In 2021-2022, the total agency spend was £6.06 million. There has been a small increase (£25,400) in spend for this latest quarter; this is 18% higher than the same quarter last year.

The highest spend continues to be in Children's Services, Adult Care and Legal Services (Resources). As part of the People Strategy, alongside additional recruitment campaigns and attraction payments, we are already exploring longer-term solutions to significantly invest in growing our own through apprenticeship routes.

d. Sickness absence

At the end of Quarter 2, the LCC (Lincolnshire County Council) days lost per FTE (Full Time Equivalent) figure for Directorates stands at 8.47. The figure has continued to reduce from Quarter 4 2021 (8.74) and Quarter 1 2022 (8.69); however, it is still above the 7.5 target.

The total absence over the previous 12 months has been affected by the number of Covid-19 cases. The number of days lost discounting Covid-19 absence would be 7.29, which is below the 7.5 days target.

The number of absences attributed to cold, flu and viruses has reduced further by the end of Quarter 2 following a peak in March. There has been a 11% reduction in the total number of days lost due Covid-19 cases in Quarter 2 2022 compared to the same period last year. This is expected to increase again in the winter months.

3. People Strategy

The People Strategy was launched in June 2021 to meet the Corporate Plan ambition on being an 'employer of choice'. There is a focus on nine core areas for development over the next three years:



a) Attracting and Retaining Talent

- Attraction and Retention Framework

The main area of focus at the present time is the County Council’s ability to manage the challenges around attraction and retention.

Following the introduction of a new Attraction and Retention framework, services are making use of the short, medium, and long-term solutions available to them to improve their attraction and retention of staff. This includes recruitment and retention incentive payments and additional apprenticeship posts through our 'Grow our Own' model. New corporate web pages (Phase 1) are due for launch with Phase 2 development underway along with several recruitment improvement processes being streamlined to ensure seamless transition from temporary to permanent posts where practicable.

- Apprenticeships

As of 1 September 2022, the total number of apprentices is 301 on roll, with a levy allocation of £2,911,231. 78.8% of apprenticeship training provision is being delivered by local providers. The Council has supported 20 apprentices through the levy transfer scheme over the course of the academic year. Children's Services currently has 27 Social worker apprentices, 13 of whom started in 2021 and 14 in 2022.

- Re-Procurement of Temporary Agency Staffing Contract

Matrix SCM has been commissioned to manage our procurement and management of agency workers to ensure that this is done in the most efficient way possible, reducing unnecessary spend and delivering savings.

This initial three-year contract is due to launch on 30 January 2023 and will replace the current providers Comensura (for general agency staff) and Retinue (for the social care categories).

b) Health and Wellbeing

Support for employee mental health remains a priority. We are monitoring the use of the new mental health first aider provision which launched in October 2021. There have been 27 contacts to the service with 86% of cases due to personal and 14% due to work issues. We are continuing to run resilience workshops which have been attended by 800 employees and managers so far.

In addition to their usual service, the Employee Support and Counselling Team is providing 'wellbeing check ins' for staff and is developing peer support groups to help colleagues experiencing grief and loss as well as developing a trauma support offer.

Following the One You Lincolnshire fitness challenges in early 2022, employees have also had the opportunity to sign up for various health webinars to access advice and support to help them develop healthy habits and make positive lifestyle changes.

c) Communication and Engagement

- Employee Survey 2021

The employee survey which was completed in November and December 2021 indicated that employee recognition was an area for improvement. Using the Let's Talk Lincolnshire engagement platform, the workforce has provided several ideas on the best ways to recognise personal and team achievements. The most popular idea was to create a toolkit which would enable managers to pick from resources to give local, timely recognition.

A SharePoint page with recognition options has been created and is currently being shared at Departmental Leadership Team's and Senior Management meetings for testing and feedback.

d) Equality, Diversity, and Inclusion

- The Gender Pay Gap

Under the Equality Act 2020 (specific duties and Public Authorities) regulations 2017 the Council is required to publish statutory gender pay gap information on an annual basis. The next report will cover the year up to 31 March 2022. The summary is included in Appendix B.

We had 5,101 employees in scope for the 2022 gender pay gap exercise. Of these 1685 (33%) are men and 3416 (67%) are women. The calculations are based on a comparison of the mean and median hourly rates for men and women.

The 2022 gender pay gap report shows:

- LCC mean gender pay gap: 5.0% (0.4% improvement from 2021)
- National mean gender pay gap: 13.9%
- LCC median gender pay gap: 2.6% (0.7% improvement from 2021)
- National median gender pay gap: 14.9%

Although the pay gap figures are low, the Council continues to apply and develop approaches to be an inclusive employer. This includes:

- Unconscious bias training e-learning available for all staff, specific modules as part of our 'Inspired to Lead' and mandatory training for new managers.
- Health and wellbeing initiatives including a menopause support group.
- Commitment as part of 'Employers for Carers' providing support to members of our Carers staff network.
- Improved work life balance through a hybrid approach between working at home and in the office.

e) Culture and Leadership

- Diagnostic / Stocktake

The Council's programme of a culture and leadership diagnostic is now concluded.

Around 700 employees have taken part in the process and the outcomes will be shared with employees in January 2023. In the meantime, the findings are being finalised and will be shared with Corporate Leadership Team (CLT) and the culture change team in December 2022. This overall work will enable us to understand, for example, whether we are a learning organisation; how empowering are our leaders and how well they demonstrate distributed leadership to improve our agility and performance. This will inform what action we need to take as an organisation.

4. Conclusion

The Board is invited to review the HRMI data from Quarter 2 2022/23 and seek assurance on HR Management Information and the progress on People Strategy projects.

5. Consultation

a) Risks and Impact Analysis

Not Applicable

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Quarterly HRMI data Quarter 2 2022/23
Appendix B	Gender Pay Gap Summary March 2022

7. Background Papers

The following background papers as defined in section 100D of the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
People Strategy 2021-2024	Copy can be requested via tony.kavanagh@lincolnshire.gov.uk

This report was written by Tony Kavanagh (Assistant Director – HR and Organisational Support) and Lucy Shevill (Strategic HR Business Partner) both of whom can be contacted via e-mail at tony.kavanagh@lincolnshire.gov.uk and lucyk.shevill@lincolnshire.gov.uk.