



Open Report on behalf of Andrew Crookham, Executive Director – Resources

Report to:	Overview and Scrutiny Management Board
Date:	23 February 2023
Subject:	People Management Update – Quarter 3

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 3.

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 3 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 decreased by 18 in Quarter 3 (5650) but overall has increased by 65 (1.16%) over 12 months.

Since Quarter 2, the greatest increase in the number of employments was in Commercial (4.7% or 11 employment contracts) and the greatest decrease was in Adult Care and Community Wellbeing (-2.2% or 21 employment contracts).

b. Voluntary turnover

The 12 month voluntary turnover percentage has increased in Quarter 3 (Q3) due to a peak in October in Adult Care and Community Wellbeing, Children's Services and Resources. The Q3 2022 figure is 10.40%. Although turnover at around 10% is considered to be a healthy level of turnover, there are some areas experiencing higher levels. These

include Children's social work and care and legal services which are facing high competition for recruitment. Property, Commercial Services and IMT have higher turnover but Q3 data shows a reduction. The majority of vacant positions have been filled but the number of suitable applicants is low. 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 an increase (£92,290) in spend for this latest quarter with the total spend equalling £1.81 million, this is 14% higher than the same quarter last year (£1.59 million).

The highest spend continues to be in Children's Services, Adult Care and Legal Services (Resources). The new agency contract with Matrix went live on 30 January 2023 which aims to create financial savings on agency fees over the contract term. Rigorous contract review meetings will be held to ensure key performance measures are met.

d. Sickness absence

At the end of Quarter 3, the LCC (Lincolnshire County Council) days lost per FTE (Full Time Equivalent) figure for Directorates stands at 8.38 days. The figure has been reducing over this financial year from Q1 2022 (8.92) and Q2 2022 (8.67), however it is still above the 7.5 target.

The 3 areas with the highest levels of sickness have each had reductions in the last quarter: Adult Care and Community Wellbeing (from 12.38 in Q2 to 11.13 in Q3), Children's Services (from 9.40 in Q2 to 9.38 in Q3) and Lincolnshire Fire and Rescue (from 9.32 in Q2 to 8.07 in Q3); these areas remain above the 7.5 target. The impact of Covid-19 continues to impact on these figures but this is reducing.

Mental health related absence remains the highest cause of days lost, however this has reduced over the quarter (from 4759 days in Q2 to 4349 days in Q3) and Cold, Flu and virus related absence has increased during the colder months (from 2717 days to 3601 days).

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 3 years:

a. Attracting and Retaining Talent

Attraction and Retention Framework

The ability to recruit and retain staff in high-risk areas remains a risk for the County Council and work continues on the mitigation of that risk in the short and longer term.

New corporate web pages (Phase 1) were recently launched with Phase 2 development underway along with several recruitment improvement processes being streamlined to ensure seamless transition from temporary to permanent posts where practicable. Candidate engagement and talent pipeline growth is high priority for 2023 along with the development of the long-term talent management offer with a focus on 'Grow our Own' including a review of apprenticeship provision and wider talent management processes, along with an in-depth review of retention across the organisation.

Apprenticeships

As at the 01 January 2023 the total number of apprentices is 301 on role, the average spend allocation over the next 12 months is 91.53% of the levy.

74.1% of apprenticeship training provision is being delivered by local providers.

The Council is supporting 17 apprentices through the levy transfer scheme with 5 learners at their end point assessment and due to complete within the next 3 months.

A review of the apprenticeship offers, and levy transfer process is planned for 2023.

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 3-year contract launched on 30 January and replaces 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 continue to monitor 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 are providing 'wellbeing check ins' for staff and are developing peer support groups to help colleagues experiencing grief and loss as well as developing a trauma support offer which is due to launch in early 2023.

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. Our fitness challenge for 2023 "Miles Better" launched in January with over 350 employees signing up to take part.

c. Equality, Diversity, and Inclusion

We have developed a new equality, diversity and inclusion section to be included in the People strategy.

This covers our approach which seeks to:

- Value the individual
- Enable our staff to be aware and confident about issues and actions concerning equality, diversity and inclusion
- Enable our managers to be compassionate and inclusive leaders
- Measure our impact and improvements

Our objectives for the next two years will be to:

- Increase the number of employees who share their personal characteristic data
- Increase the success rate of job applicants (internal and external) from ethnic minority backgrounds
- Increase the mechanisms and use of support and flexibility for employees from minority or disadvantaged groups
- Increase the support available to enable career progression for employees from minority or disadvantaged groups
- Increase training, resources and engagement available for employees and specifically for managers. These will increase knowledge, awareness and confidence in discussing, supporting and taking action on equality, diversity and inclusion issues

Following recent contact from the Equality and Human Rights Commission, we have been ensuring that the information that the council publishes and the actions we commit to meet the Public Sector Equality duty.

We are working with our directorates on appropriate equality objectives to ensure we meet our legal obligations.

d. Culture and Leadership

Diagnostic / Stocktake

The Corporate Leadership Team (CLT) has now received the summary of the stocktake, which involved circa. 700 employees and was led by around 70 individuals. CLT are reflecting on the results and deciding what the priorities will be. Staff briefings are planned for March 2023.

2. Conclusion

The Board is invited to review the HRMI data from Quarter 3 2022/23 and seek assurance on HR Management Information and the progress on People Strategy projects.

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Quarterly HRMI data Quarter 2 2022/23

5. 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.

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