

HUMAN RESOURCES AND COUNCIL TAX COMMITTEE

7 JULY 2022

REPORT OF ASSISTANT DIRECTOR (PARTNERSHIPS)

A.1 WORKFORCE UPDATE

(Report prepared by Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To provide Members of the Human Resources and Council Tax Committee with an update on current staffing statistics.

EXECUTIVE SUMMARY

Staffing Statistics

The analysis of workforce data provides Members with statistics relating to the staff employed within the Council and how this compares to the Tendring District and national averages. This is a standard report that is provided to the Human Resources and Council Tax Committee periodically.

At the time of writing, Tendring District Council has 487 full-time equivalent (FTE) employees. The FTE figure equates to 708 employees in total (including casual workers and learners). This is made up of 368 full-time and 340 part-time staff.

As previously reported, amongst the fully contracted staff there are several employees who are undertaking external apprenticeships, including those at degree level (Level 6) and above.

Officers have recently achieved degrees in the following areas:

- Chartered Surveying
- Chartered Management
- Digital & Technology Solutions.

One employee is currently studying for a postgraduate qualification (Level 7) in Accountancy.

Other professional apprenticeships include Human Resources, Audit, Town Planning (*Technical Support*), and Operational Management. The above are only examples; this list is not exhaustive.

Tendring District Council has always encouraged organic progression (*growing our own*). However, we have several vacancies (*technical and non-technical*) that remain unfilled due to a lack of suitable candidates.

Of the current staffing structure, almost 80% of our posts are filled. It should be noted this is a snapshot figure, reflecting a specific moment in time; which comes after a significant restructure along one side of the organisation which will inevitably lead to new posts which need to be filled.

However, this recruitment challenge is a growing trend nationally and has been recognised by EELGA (East of England Local Government Association), who report that 78% of Councils have recorded recruitment and retention challenges. The Council have employed various additional methods of promoting vacancies, including specialist recruitment, streamlining recruitment processes, continuing to grow organically, and other innovative ideas, such as 'refer a friend'.

Some posts require qualified individuals that are increasingly scarce or where the market attracts higher pay scales than those currently adopted by Tendring District Council. This may have a detrimental impact

on the retention of the Council's existing staff and future recruitment opportunities. Therefore, we have engaged the services of EELGA to undertake an analysis of our recruitment practices and identify any areas where staff turnover may be problematic, specifically which posts and areas are experiencing problems.

EELGA will also evaluate solutions already in place, including recruitment practices and salary/terms and conditions on offer for these roles to see how they can be enhanced or developed.

The commitment of Tendring District Council employees 'to go the extra mile' continues despite the challenges identified above and should be noted.

RECOMMENDATION(S)

It is recommended that the contents of this report be NOTED.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Flexible working opportunities have also ensured that the gender balance of the workforce is in line with the district trend. Such positive profiles demonstrate our intention to '*recognise the diversity and equality of individuals*' as detailed in our '*Values*' within the Corporate Plan.

FINANCE, OTHER RESOURCES AND RISK

There are no direct financial implications.

LEGAL

The Council must ensure compliance with Employment Legislation, the Equalities Act 2010, and the Working Time Directive, including the amendments made as a result of COVID-19.

The Council has a legal duty of care to employees to ensure their health and safety at work, as set out in the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 and other related legislation.

OTHER IMPLICATIONS

None.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Human Resources work with a software package called Teamspirit. This database allows us to capture employee's personal data and enables regular monitoring of the workforce profile. As Teamspirit is also used by the Council's Payroll Services, the information is integrated between both employment and payroll functions. The database monitors the workforce, capturing data on all 'employees' which includes Career Track Learners and workers on Casual contracts.

Workforce Statistics

The Council's workforce of 708 staff (*of which, 515 are fully contracted staff, 16 are Apprentices in full-time employment, and 177 staff are engaged on a casual basis*).

Of our workforce, 406 are female* (57%) and 302 are male* (43%).

*The terms 'female' and 'male' throughout this report refers to how individuals have identified themselves.

Of the total workforce of 708, Tendring currently employs/engages 368 full-time staff. The gender balance of the full-time staff is: 190 males* (52%), 178 females* (48%), and 112 males* (33%) and 228 females* (67%) for the remaining 340 part-time staff.

It is encouraging to see from the statistics above that the Council has an equal gender balance. This demonstrates that the Council's employment practices support families and individual's work-life balance.

The Council has recently been recognised for its supportive family friendly policies and practices by being accredited by the Essex County Council Charter Accreditation Scheme for Family Friendly Employers. The application process involved an assessment of the Council's policies and procedures and case studies to show how the policies work in practice.

There are currently only 22 employers across Essex who have achieved this status to date. This includes local authorities, partner organisations such as universities and health, and private companies including HSBC.

Under legislation that came into effect in April 2017, UK employers with over 250 employees are required to publish their gender pay gap. The gender pay gap is a mathematical indicator of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority.

The Council's gender pay gap figures for 2021/22 have been calculated in line with the regulations set out in the gender pay gap reporting legislation using a snapshot date of 31 March 2021.

We are pleased to report that the figures demonstrate that our gender pay gap remains significantly lower than the most recently reported UK average in 2021 of 15.4%.

Tendring's figures for 2021/22 are as follows: -

The male* mean** hourly rate is 7.71% (£1.02) higher than the female* mean hourly rate.

The male* median*** hourly rate is 3.46% (£0.40) higher than the female* median hourly rate.

***The mean or average is determined by adding all the data points in a population and then dividing the total by the number of points.*

****The median is determined by arranging all the observations in order, from smallest to largest value, and the median is the middle value.*

The analysis of our gender pay gap figures tells us the following: -

- Reporting quartiles 3 & 4 (*which comprises both our non-senior and senior management*), are in keeping with the overall male/female ratio for the organisation and whilst reporting quartiles 1 & 2 show some variance, collectively they are in keeping with the overall gender balance within the organisation.
- Our data shows there is no material disparity at each pay level within the organisation.

Age Profile

As we are measuring a complete workforce, we can see a wider spectrum of ages across the organisation, with the employee age range being from 16 to 83. The highest proportion of staff falls within the 51 to 60

age brackets, with the next highest age range being 21 to 30 years. However, this is closely followed by the age range of 41 to 50 years. This indicates that the Council is retaining staff at all ages.

A summary of the above age profiles, by department, can be found in Appendix C.

Disability Profile

Of the 515 fully contracted staff (*excluding apprentices*), 19 have self-declared that they have a disability.

The Council is one of the only organisations in the Tendring district to be awarded *Disability Confident Leader Status, (*awarded to the authority in 2017 and most recently in May 2021*). This requires an employer to be Disability Confident as recognised by their peers, the local community, and disabled people. As a 'Disability Confident Leader', Tendring has made a commitment to support other employers in the district to become 'Disability Confident'.

**Disability Confident encompasses a number of voluntary commitments to encourage employers to recruit, retain, and develop disabled staff, such as offering work experience opportunities and implementing a flexible recruitment process. This replaced the Two Ticks Disability accreditation, which the Council was awarded since 1998.*

We will retain our Leader Status until April 2024, at which point we will again be required to go through the re-accreditation process.

Ethnicity Profile

Of those staff who have declared their ethnicity, 6 declared they were of an ethnic origin other than 'White British'. The 2011* Census statistics show that in Tendring 2.4% of residents declared themselves as being from a minority ethnic group.

**Census have confirmed that the first results from Census 2021 will be published on 28 June 2022, with formal publication of data within two years of the census.*

Sickness Absence

The reported absence figure for the Council in 2021/22 was 10.01 days absence per employee. Long-term absence was reported at 8.37 days and short-term absence at 1.64 days, which shows the rate to be slightly above the reported national level in local government for the same period. The CIPD's Well-being at Work Report 2020 reports a figure of 8 days per employee, and Xpert HR's Sickness Absence Rates and Costs Survey 2020 details an average number of days' absence per employee, for local government of 7.4 days. This level of long-term absence can mostly be attributed to several staff having had operations. This category of absence saw a significant rise in 2021-22, which is not unexpected given that most operations were cancelled during the height of the Coronavirus pandemic.

The Council's current absence figure of 10.54 days per employee demonstrates a slight upward trend in staff absence. This figure is broken down into 8.55 days of long term and 1.99 days of short-term absence.

Employees' general health and well-being continues to be supported through a fully funded Employee Assistance Programme (*which offers a holistic approach*), greater flexible working options, Corporate Gym Membership, flu vaccinations and access to an Occupational Health Specialist.

The authority is also committed to promoting the well-being of its employees. Including: working in partnership with a number of 3rd parties (*bulleted below*) to provide staff with a range of resources, training a number of Mental Health First Aiders and Livewell Champions amongst the workforce, and raising awareness amongst management and the general workforce.

- Provide (a 'Community Interest Company' with a focus on health);
- Health in Mind (provides access to a wide range of talking therapy treatments for adults with common mental health problems in and around Colchester and Tendring);
- Anglia Community Enterprise (ACE) (NHS Community Health Services, such as health checks, My Weight Matters);
- Remploy / Able Futures (funded by the Department for Work and Pensions, available to any employee with a mental health issue which may be affecting their work);
- Regional Employers (seeking best practice for managing absence).

In the coming months, the authority plans to reintroduce the offer of physical health checks for its staff, and as referenced in the Menopause Policy, a programme of training and support will be developed to support those who experience the menopause, their colleagues, and their line managers.

SUPPORTING DOCUMENTATION

Profile of Tendring May 2020

Nomis Official Labour Market Statistics Report 2020

Xpert HR's sickness absence rates and costs survey 2022

CIPD Well-being at Work Report 2020 (Public Sector Summary)

APPENDICES

Appendix A – Staffing Data

Appendix B - A Summary of Highest Ratio Age Profiles by Department

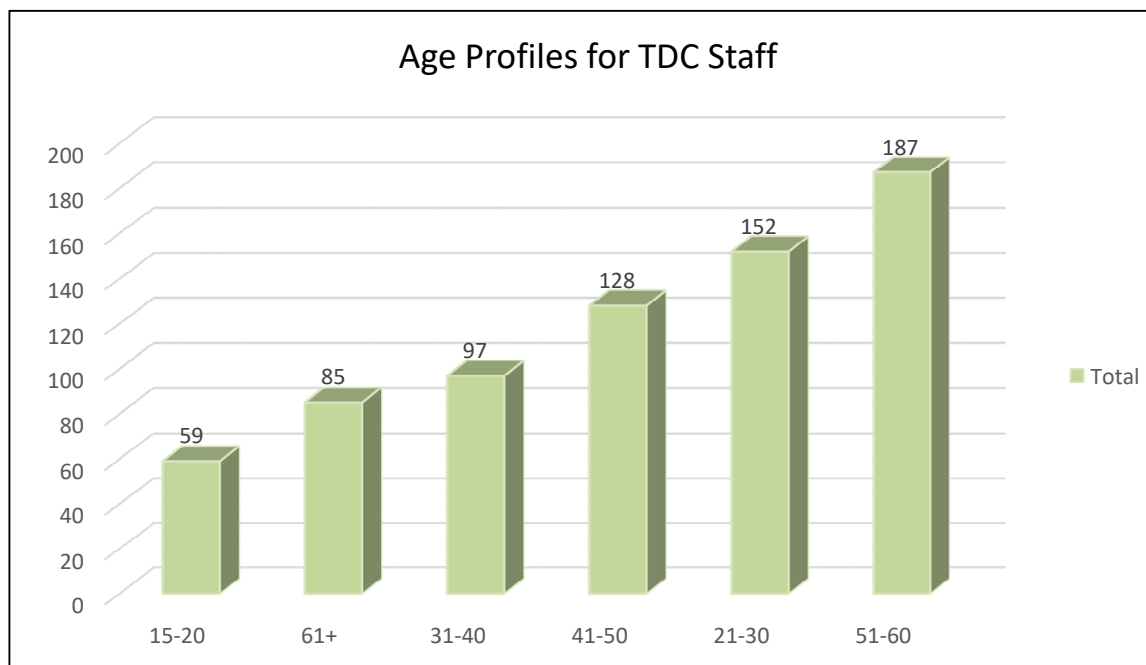
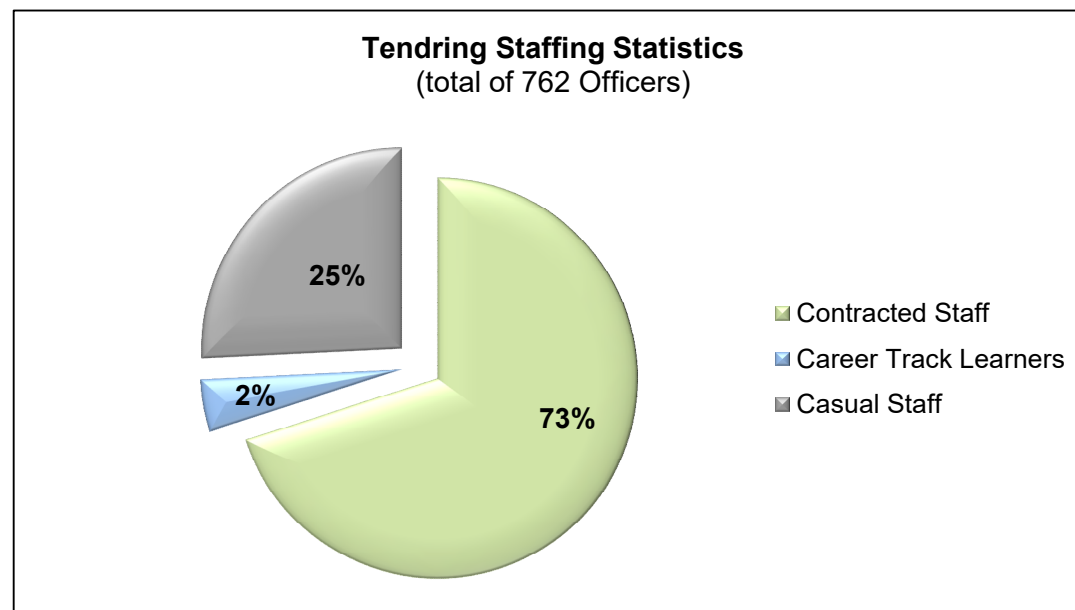
Appendix C – Infogram

Number of Employees (including Career Track Learners)

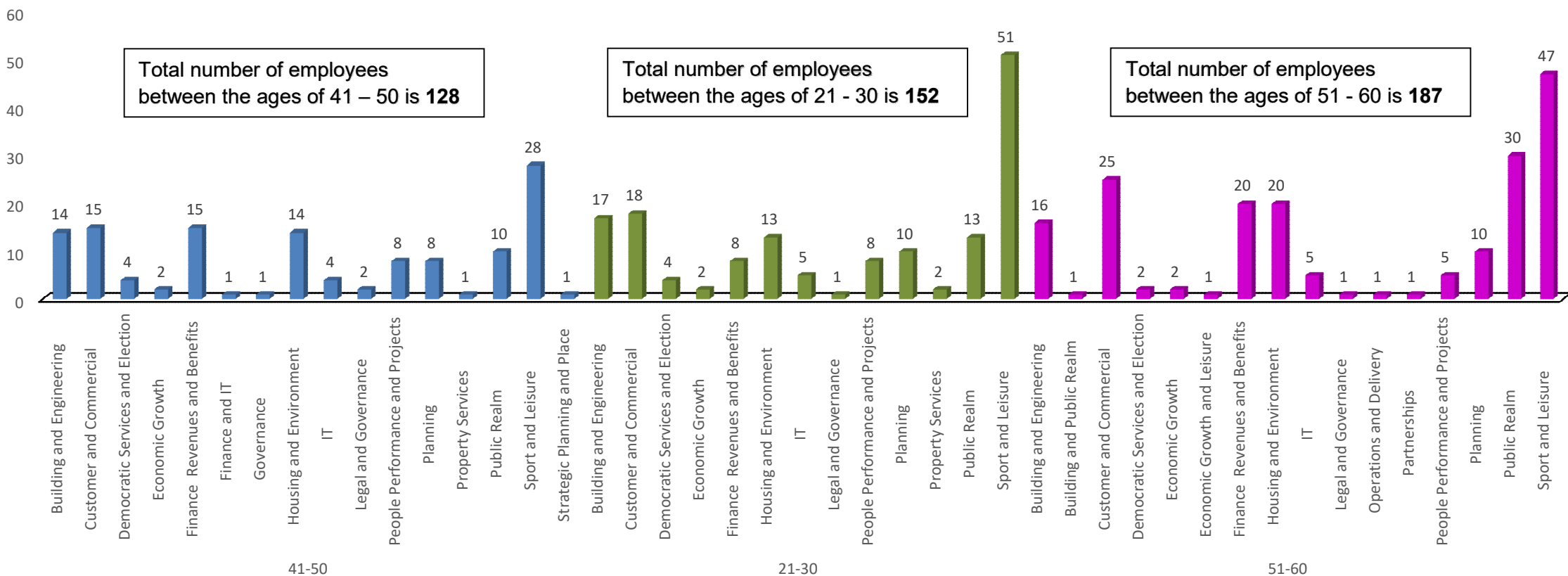
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|------------------------|-----|------------|
| Total workforce | 708 | |
| Female | 406 | 57% |
| Male | 302 | 43% |

| | | |
|------------------|-----|------------|
| Full Time | 368 | |
| Female | 178 | 48% |
| Male | 190 | 52% |

| | | |
|------------------|-----|------------|
| Part Time | 340 | |
| Female | 228 | 68% |
| Male | 112 | 33% |



Highest Ratio Age Profiles (41-50, 21-30, 51-60) for TDC Staff Broken Down by Department



TENDRING DISTRICT COUNCIL STAFFING STATISTICS

TENDRING DISTRICT COUNCIL - 708 EMPLOYEES

| APPRENTICES | FULLY CONTRACTED | CASUALS |
|-------------|---------------------|---------|
| 16 | 515 | 177 |

GENDER PAY GAP

Significantly lower than national average



WORKFORCE

 57% female

 43% male

TOP 3 - AGE PROFILES



51 - 60  187

21 - 30  152

41 - 50  128

DISABILITY

19 employees self-declared a disability



ETHNICITY

6 employees of an ethnic origin other than 'White British'



SICKNESS ABSENCE

Absence figures

8.55 DAY LONG TERM

1.99 DAYS SHORT TERM

