

# HUMAN RESOURCES & COUNCIL TAX COMMITTEE

6 JULY 2023

## REPORT OF ASSISTANT DIRECTOR (PARTNERSHIPS)

### A.2 WORKFORCE UPDATE REPORT

#### 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

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 486 full-time equivalent (FTE) employees. The FTE figure equates to 681 workers in total (including casual workers and learners). This is made up of 377 full-time and 304 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.

Over the last 12 months, officers have achieved degrees in the following areas:

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

Other professional apprenticeships include Accountancy, 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.

However, this recruitment challenge is also 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.

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.

However, some of the HR & Council Tax Committee may recall that the Council worked with the EELGA last year to carry out an independent review of our pay structure. This led to some options to support best use of the NJC pay spine in alignment with the employment market. These included, salary and benefits benchmarking, improved marketing of vacancies and employment offer and expanding our well-established "grow your own" ethos. These options have been considered as part of the Assistant Director change programme.

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 to the Human Resources & Council Tax Committee that the content of this report be NOTED.**

#### **REASON(S) FOR THE RECOMMENDATION(S)**

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.

#### **ALTERNATIVE OPTIONS CONSIDERED**

There is no alternative option to consider, as this is an update report on the Council's staffing establishment.

## **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.

## **LEGAL REQUIREMENTS (including legislation & constitutional powers)**

The Council must ensure compliance with Employment Legislation, the Equalities Act 2010, and the Working Time Directive.

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.

## **FINANCE AND OTHER RESOURCE IMPLICATIONS**

There are no direct financial implications.

## **USE OF RESOURCES AND VALUE FOR MONEY**

It is envisaged that this report does not require additional resources.

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	The regular monitoring of the authority's workforce ensures that the authority is able to monitor its spend on staffing resources, ensuring sufficient resource to maintain adequate service delivery.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Regular monitoring of the workforce and review of the authority's people practices and policies in line with recognised best practise, ensures compliance with Employment Legislation.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	As a major employer in the district, the Council's ambition is to contribute to building a more prosperous local community by modelling good employment practice.  Tendring District Council is also An 'Anchor' organisation – Anchors play a key role in shaping and developing the skills of the local workforce.

## **MILESTONES AND DELIVERY**

(a) Management Team 13 June 2023

(b) Human Resources & Council Tax Committee 6 July 2023

## **ASSOCIATED RISKS AND MITIGATION**

Failure to monitor the authority's staffing levels and demographic, including vacancies, could impact upon the authority's ability to meet service demand.

<b>OUTCOME OF CONSULTATION AND ENGAGEMENT</b>	
The local union branch executive is consulted on all staff change management programmes and is regularly updated on the authority's staffing levels.	
<b>EQUALITIES</b>	
<p>The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.</p> <p>In line with the Public Sector Equality Duty, public bodies such as the Council must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.</p> <p>The Council is committed to being an inclusive employer in all its people policies and practices, which it extends to volunteers.</p> <p>As a Disability Confident Leader, and an Anchor organisation, the Council will proactively identify and facilitate ways to recruit individuals who may experience barriers to employment. The Council will also take an active leadership role in encouraging and working with local communities and employers to do the same.</p> <p>Having undertaken an equalities impact assessment, the conclusion is that the proposal does not impact on the protected characteristics.</p>	
<b>SOCIAL VALUE CONSIDERATIONS</b>	
<p>The Council aims to lead by example as a major local employer. This includes following recognised best practice and ensuring full compliance with legislation.</p> <p>Examples of this include being a Disability Confident Leader and an Employer Recognition Scheme Gold Award holder; both of these commit the authority to being an advocate in these areas.</p> <p>The Council is also an Anchor organisation. Anchor organisations are usually large organisations which are local to place and have the leverage to maximise social value through their role as workplace developers, employers and procurers, their core business (for example health and education) and the linkages they have to the place they operate.</p>	
<b>IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030</b>	
This report has no direct implication on the Council's aspiration to be net zero by 2030.	
<b>OTHER RELEVANT IMPLICATIONS</b>	
Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.	
<b>Crime and Disorder</b>	Not applicable

<b>Health Inequalities</b>	Not applicable
<b>Area or Ward affected</b>	Not applicable
<b>ANY OTHER RELEVANT INFORMATION</b>	
There are no background papers associated with this report.	

### **PART 3 – SUPPORTING INFORMATION**

#### **BACKGROUND**

Human Resources currently 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. There are plans to replace this software over the coming 12 months to ensure maximum efficiency is achieved in working practices.

#### **Workforce Statistics**

The Council's workforce of 681 staff (*of which, 537 are fully contracted staff, 9 are Apprentices in full-time employment, and 135 staff are engaged on a casual basis*).

Of our workforce, 402 are female\* (59%) and 279 are male\* (41%).

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

Of the total workforce of 681, Tendring currently employs/engages 377 full-time staff. The gender balance of the full-time staff is: 188 males\* (50%), 189 females\* (50%), and 91 males\* (30%) and 213 females\* (70%) for the remaining 304 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 also 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.

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 2022/23 have been calculated in line with the regulations set out in the gender pay gap reporting legislation using a snapshot date of 31 March 2022.

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

Trending's figures for 2022/23 are as follows: -

The male\* mean\*\* hourly rate is 5.8% (£0.78) higher than the female\* mean hourly rate.

The male and female median\*\*\* hourly rates are equal for this reporting period.

*\*\*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: -

- Each reporting quartiles is broadly representative of the overall staff ratio for the organisation, within a tolerance of 3%.
- Our data shows there is no material disparity at each pay level within the organisation, when viewed within the context of the UK average (ONS October 2021).

### **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 84. The highest proportion of staff falls within the 51 to 60 age brackets, with the next highest age range being 41 to 50 years. However, this is closely followed by the age range of 21 to 30 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 537 fully contracted staff (*excluding apprentices*), 21 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, 8 declared they were of an ethnic origin other than 'White British'. The 2021 Census statistics show that in Tendring 6.5% of residents declared themselves as being from a minority ethnic group.

### **Sickness Absence**

The reported absence figure for the Council in 2022/23 was 8.80 days absence per employee. Long-term absence was reported at 6.69 days and short-term absence at 2.11 days, which shows the rate to be slightly above the reported national level at 5.7 days, according to the National Office of statistics. However, Xpert HR's Sickness Absence Rates and Costs Survey 2022 details an average number of days' absence per employee, for public sector of 8.7 days.

The Council's current absence figure of 8.63 days per employee demonstrates a slight upward trend in staff absence. This figure is broken down into 6.42 days of long term and 2.21 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 3<sup>rd</sup> 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).

The authority is holding physical health checks for its staff in June. As referenced in the Menopause Policy, a programme of training and support is being developed to support those who experience the menopause, their colleagues, and their line managers.

**PREVIOUS RELEVANT DECISIONS TAKEN BY COUNCIL/CABINET/COMMITTEE ETC.**

Not applicable.

**BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL**

ONS Ethnic group, England and Wales: Census 2021  
 Xpert HR's sickness absence rates and costs survey 2022

**APPENDICES**

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

**REPORT CONTACT OFFICER(S)**

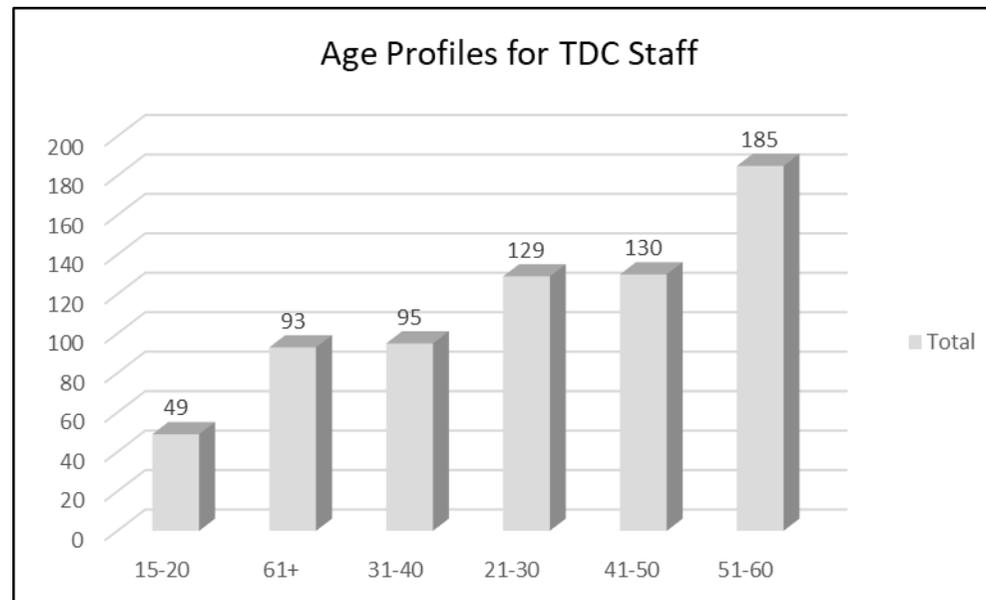
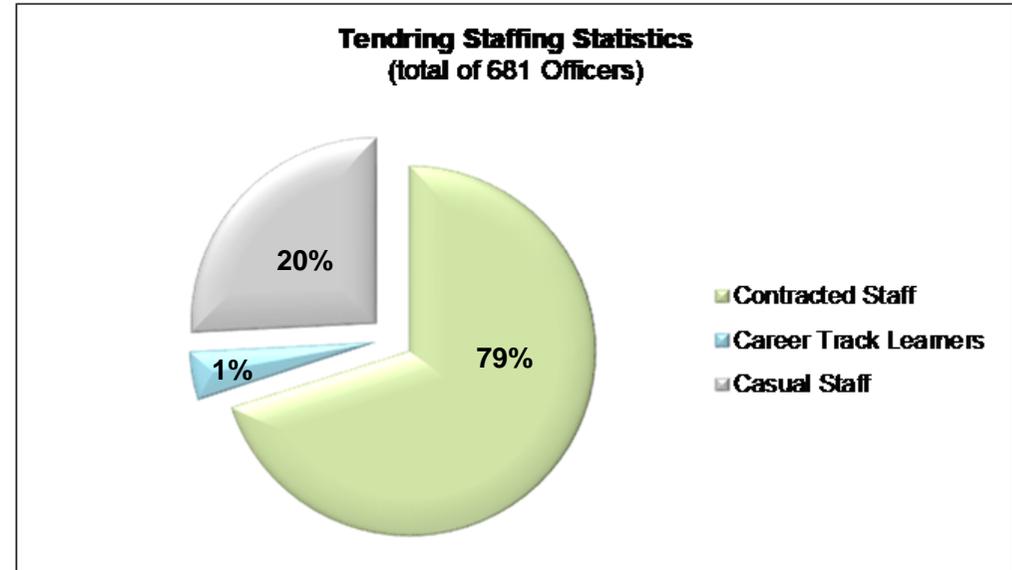
<b>Name</b>	Jo Williams-Lota
<b>Job Title</b>	HR Manager
<b>Email/Telephone</b>	jwilliams-lota@tendringdc.gov.uk

**Number of Employees (including Career Track Learners)**

<b>Total workforce</b>	681	
<b>Female</b>	402	<b>59%</b>
<b>Male</b>	279	<b>41%</b>

<b>Full Time</b>	377	
<b>Female</b>	189	<b>50%</b>
<b>Male</b>	188	<b>50%</b>

<b>Part Time</b>	304	
<b>Female</b>	213	<b>70%</b>
<b>Male</b>	91	<b>30%</b>



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

