

# **HR Report to Corporate Services Policy & Review Panel**

**5<sup>th</sup> July 2016**

# National Agenda for Public Sector Employers

- Future increasingly complex
- Downward financial pressures
- Leaving Europe

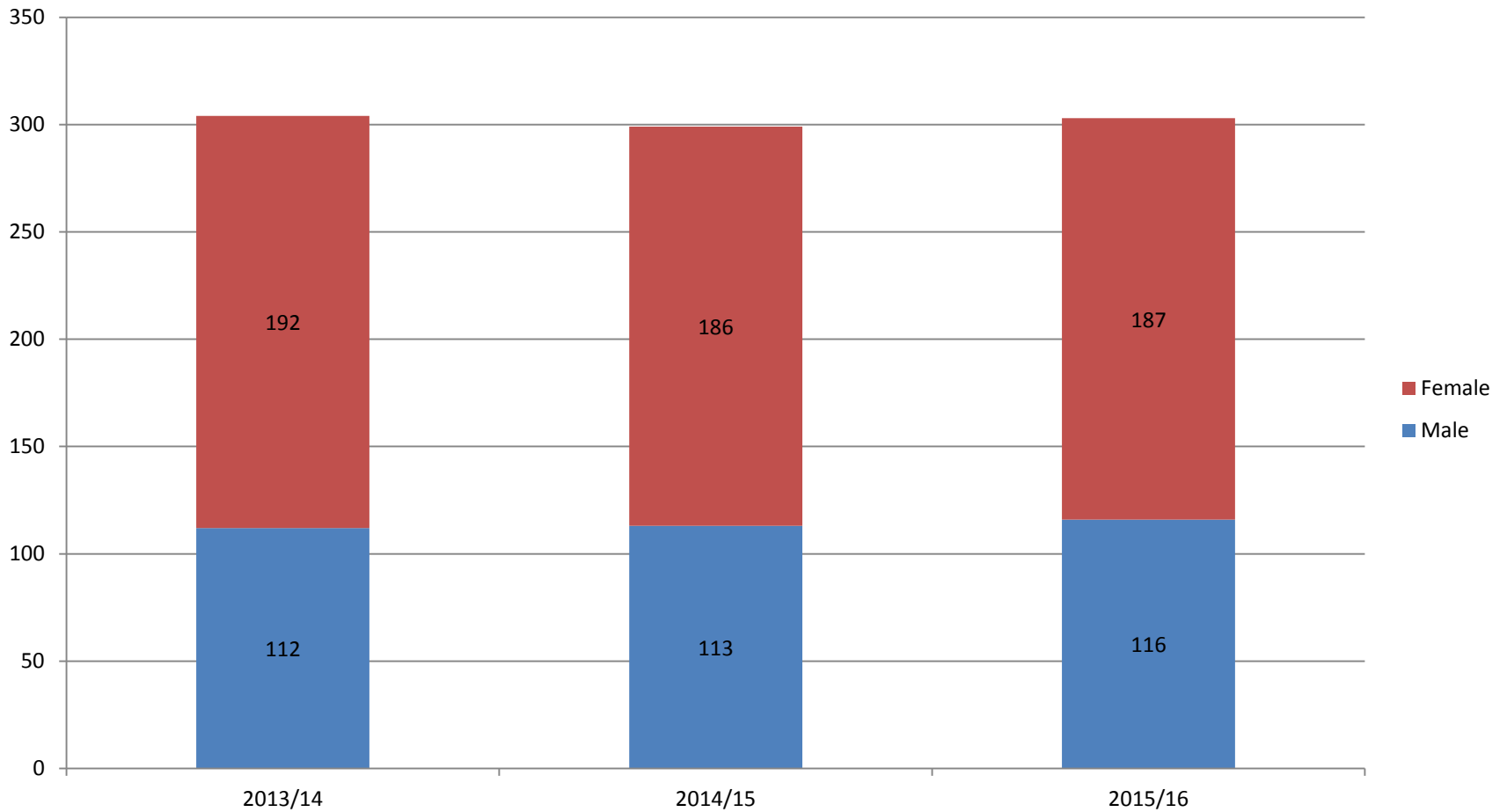
# But for the moment.....

- High employment
- Scarcity of skilled staff in some areas
- Portfolio careers - greater diversity in employment relationships and how/where/when people work
- Differing expectations and aspirations of different generational groups (Baby Boomers, Generation X/Y and Millenials)

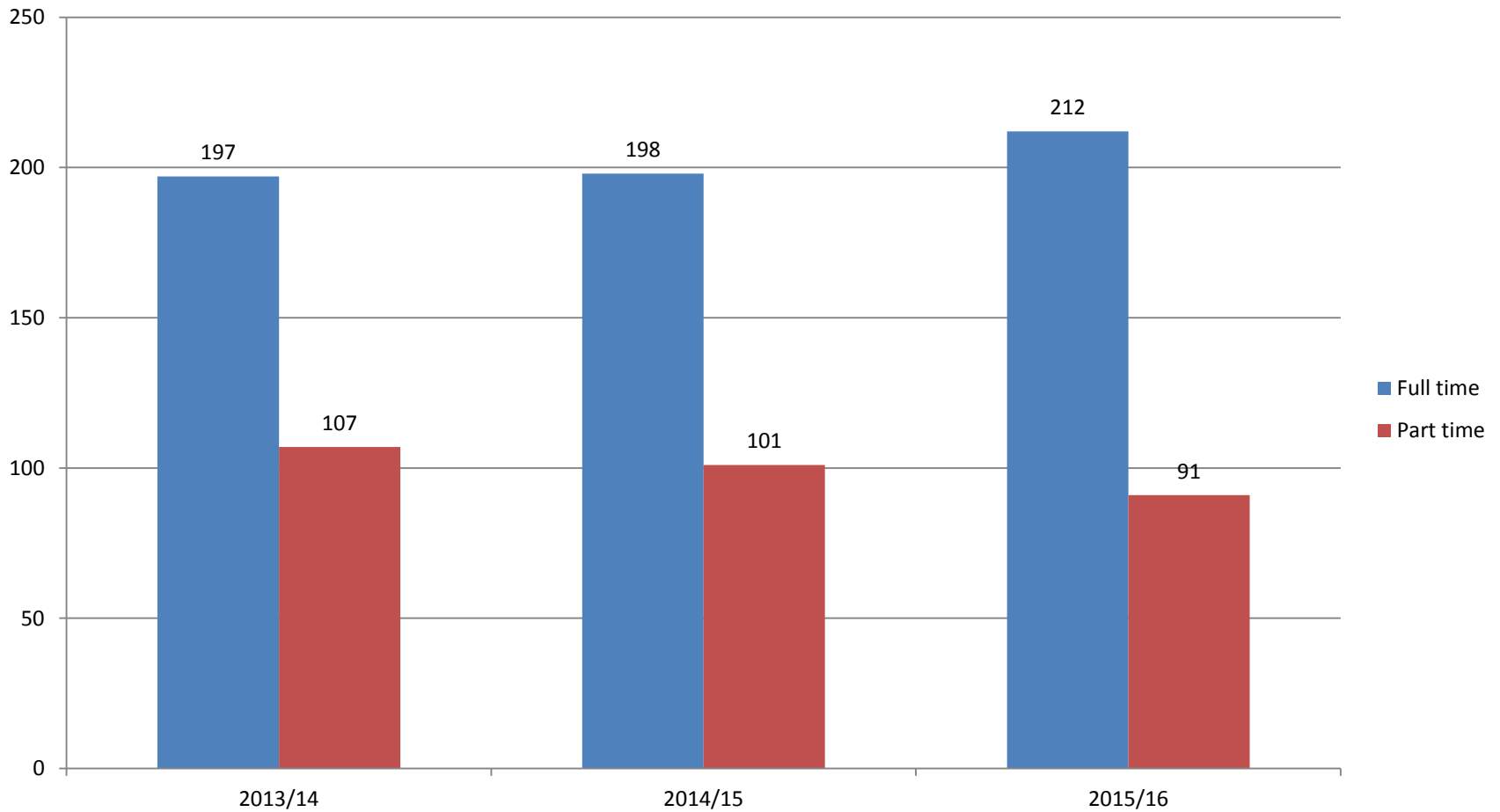
# Changes to legislation

- National living wage
- Apprenticeship levy and quotas
- No statutory retirement age - impact

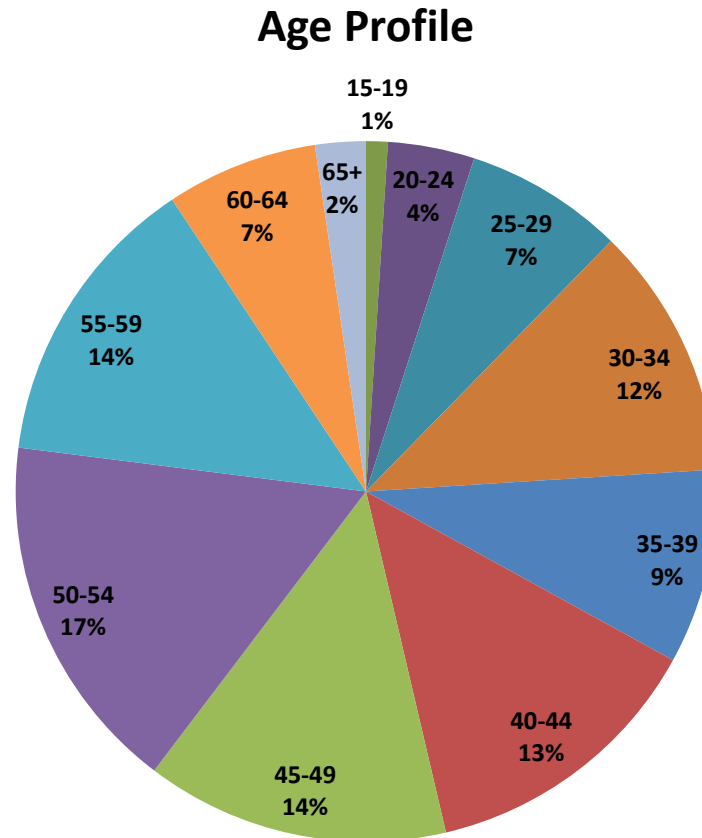
# Number of employees (Headcount)



# Full-time v part-time



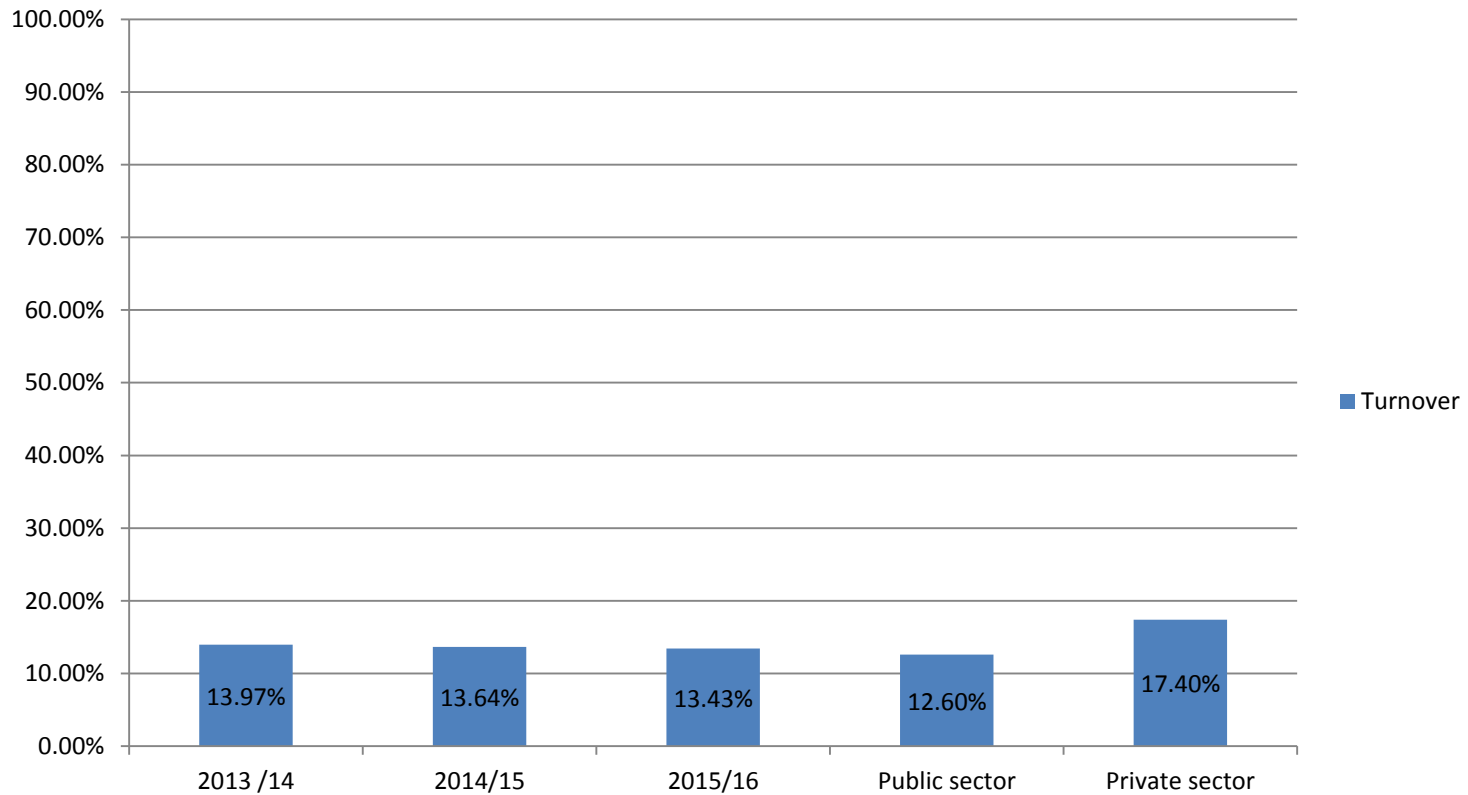
# Age profile as at March 2016



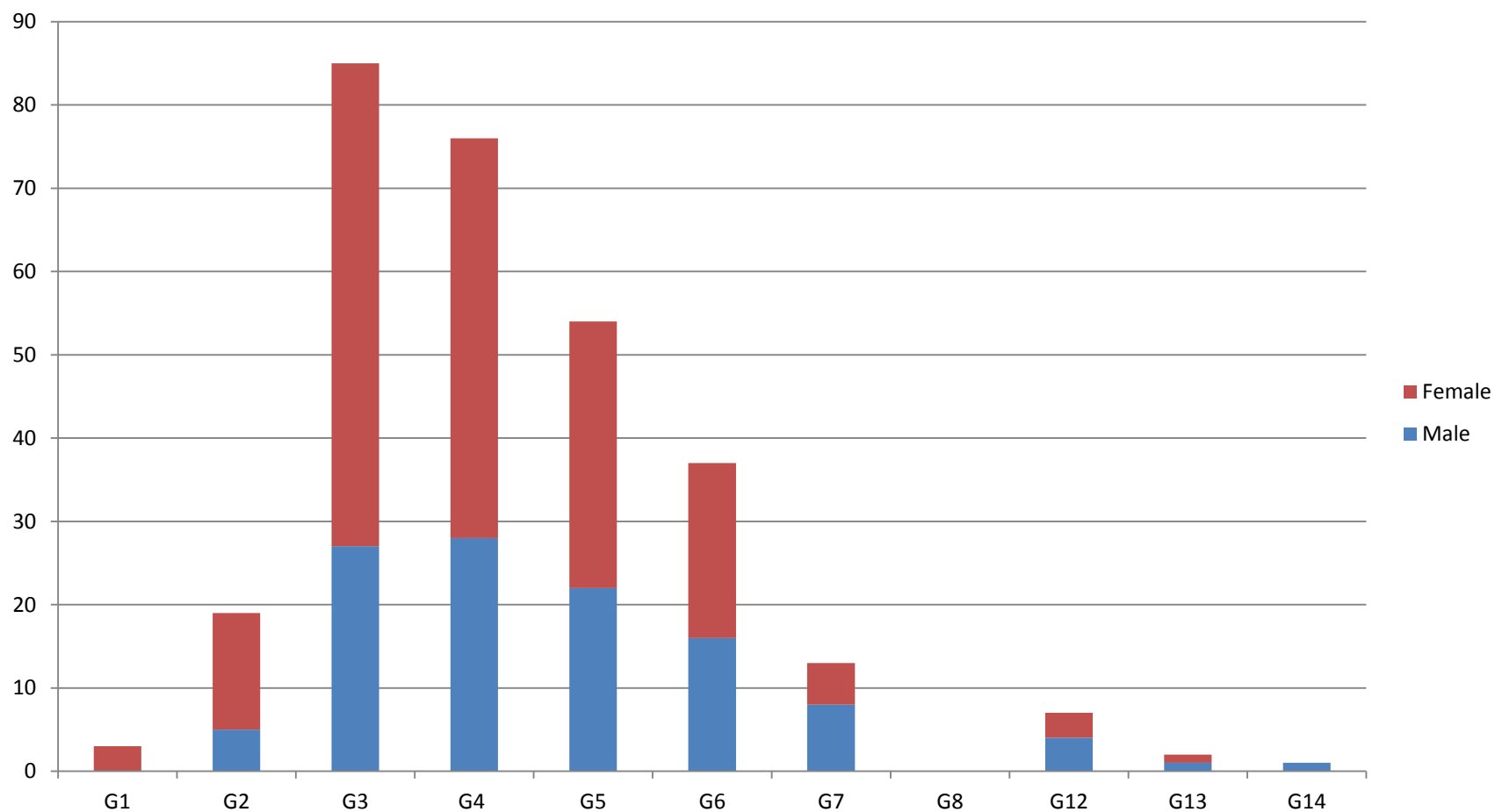
# Ethnic Profile



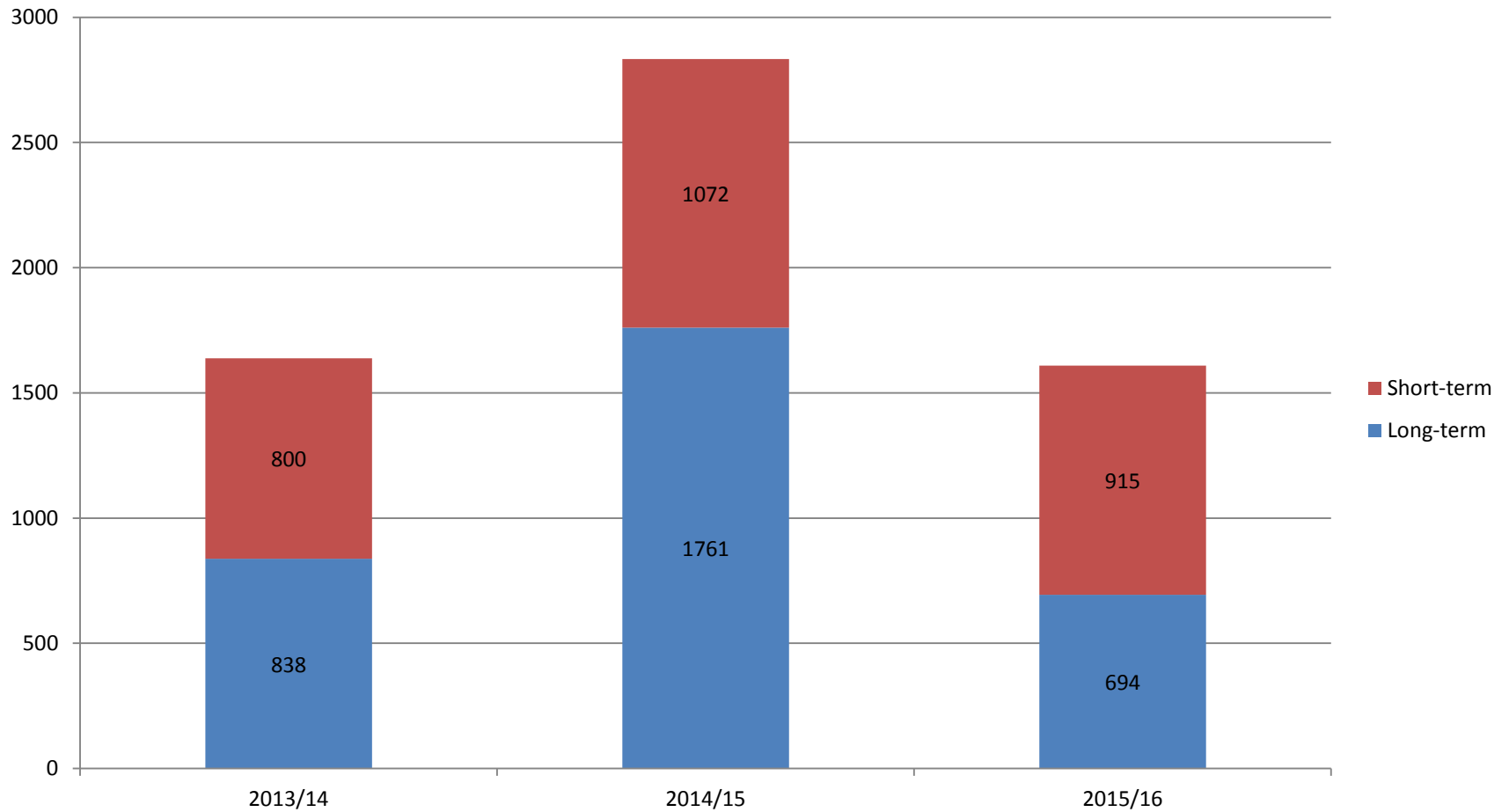
# Staff turnover



# M/F by Grade

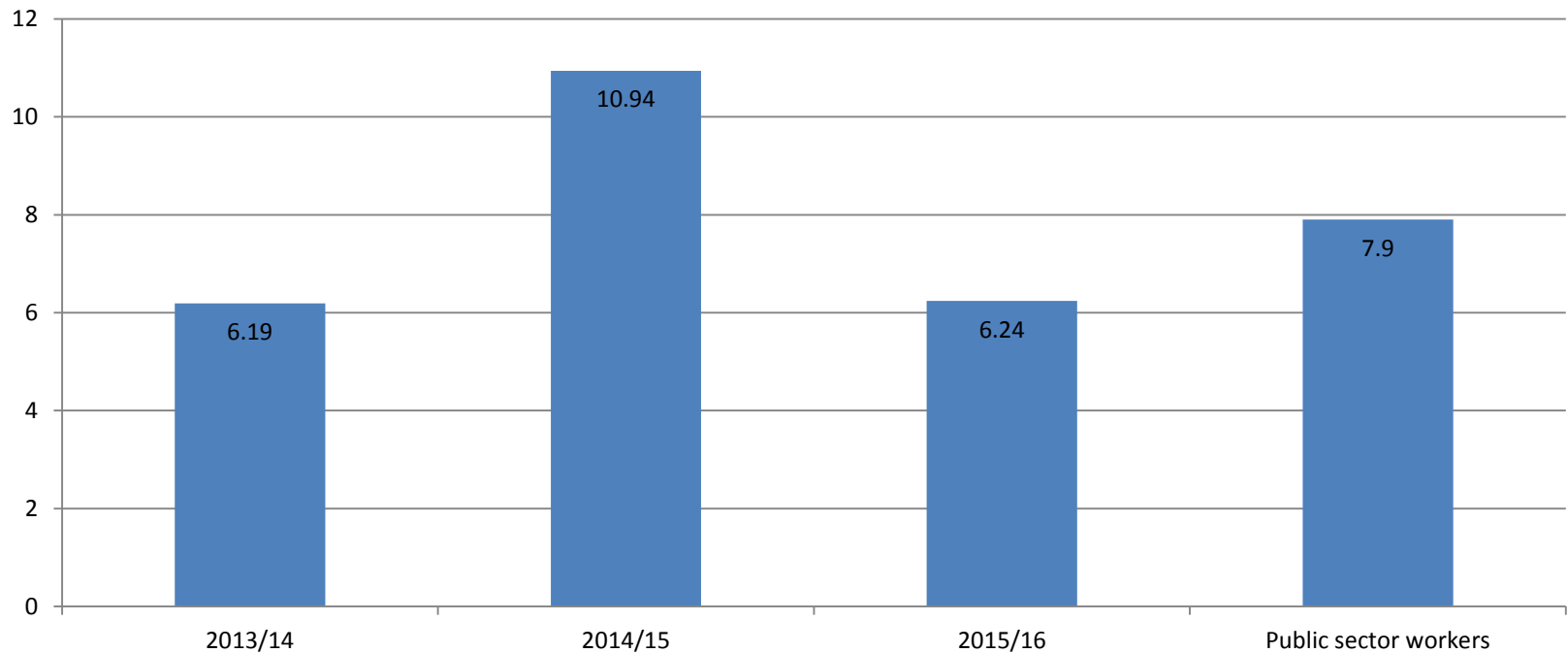


# Days lost to sickness



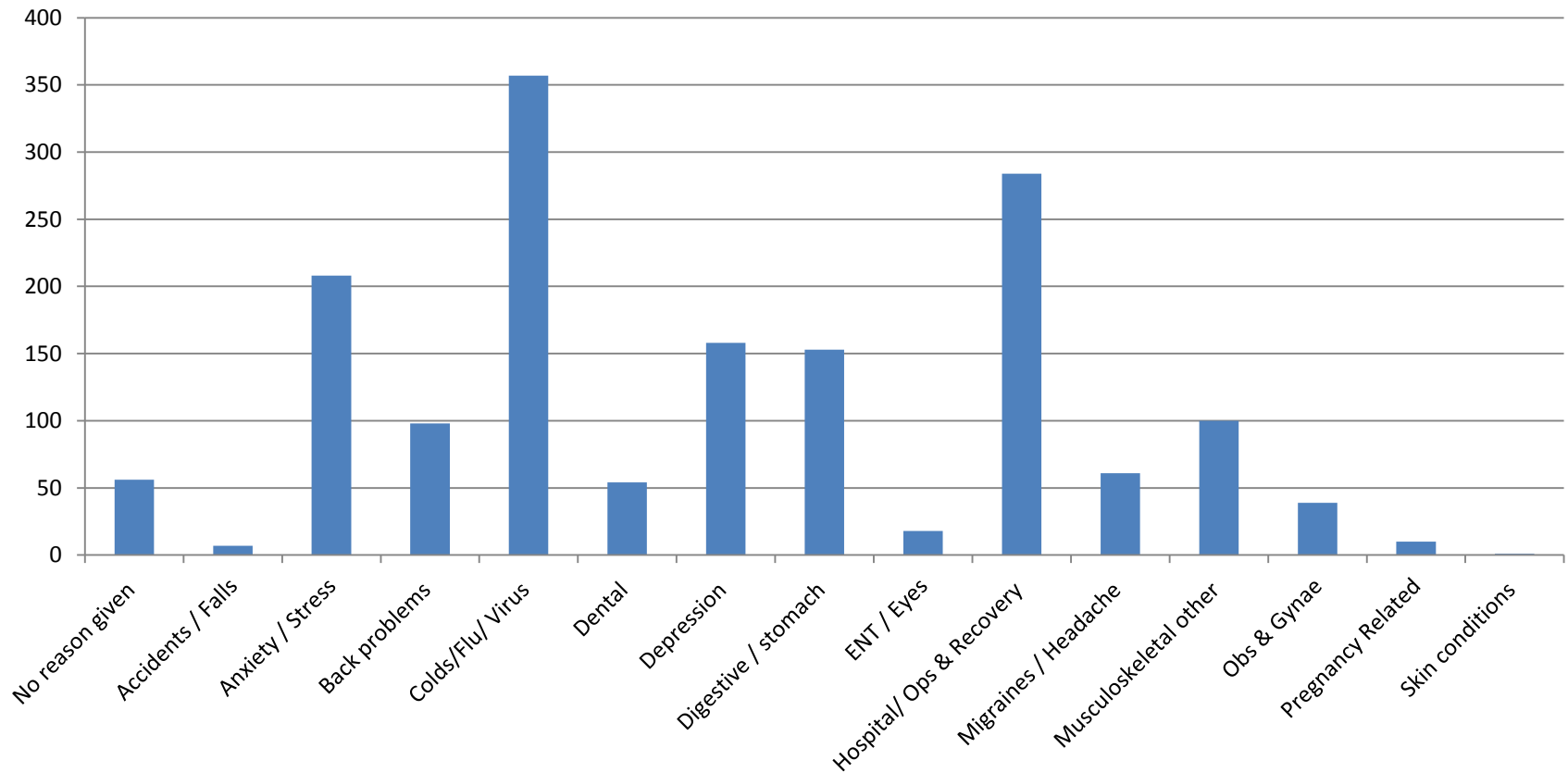
# Average days sickness per full-time employee

Working days lost per fte



# Reasons for sickness 2015/16

No of days lost



# Occupational Health 2015/16

- **48 referrals (of which 22 were review referrals)**
- Stress/anxiety/depression = 12
- Musculoskeletal = 7
- Return to work following sickness = 6
- Self referrals = 5
- Management referrals = 18

# Employee Assistance Programme

- Introduced January 2016
- Face-to-face counselling available to staff
- Confidential telephone helpline providing advice over wide range of subjects available to all staff and their dependants over 18:
  - Family issues
  - Drugs /alcohol/gambling problems
  - Financial
  - Relationships
  - Domestic abuse
  - Insurance claims
  - Consumer issues
  - Debt
  - Legal
  - Stress
  - Childcare
  - Work
  - Housing

# Employee Assistance Programme

Counselling Services Accessed	Since January 2016
Number of employees referred to face to face counselling	2
Number of face to face counselling sessions	7
Number of employees referred to telephone counselling	0
Number of telephone counselling sessions	0
On-site counselling	1 day

Calls to helpline	Since January 2016
Trauma / Group Event	3
Legal / Divorce and Seperation	2
Life event / Bereavement	2
Service Enquiry	2
Trauma / Critical Incident	1
<b>TOTAL</b>	<b>10</b>



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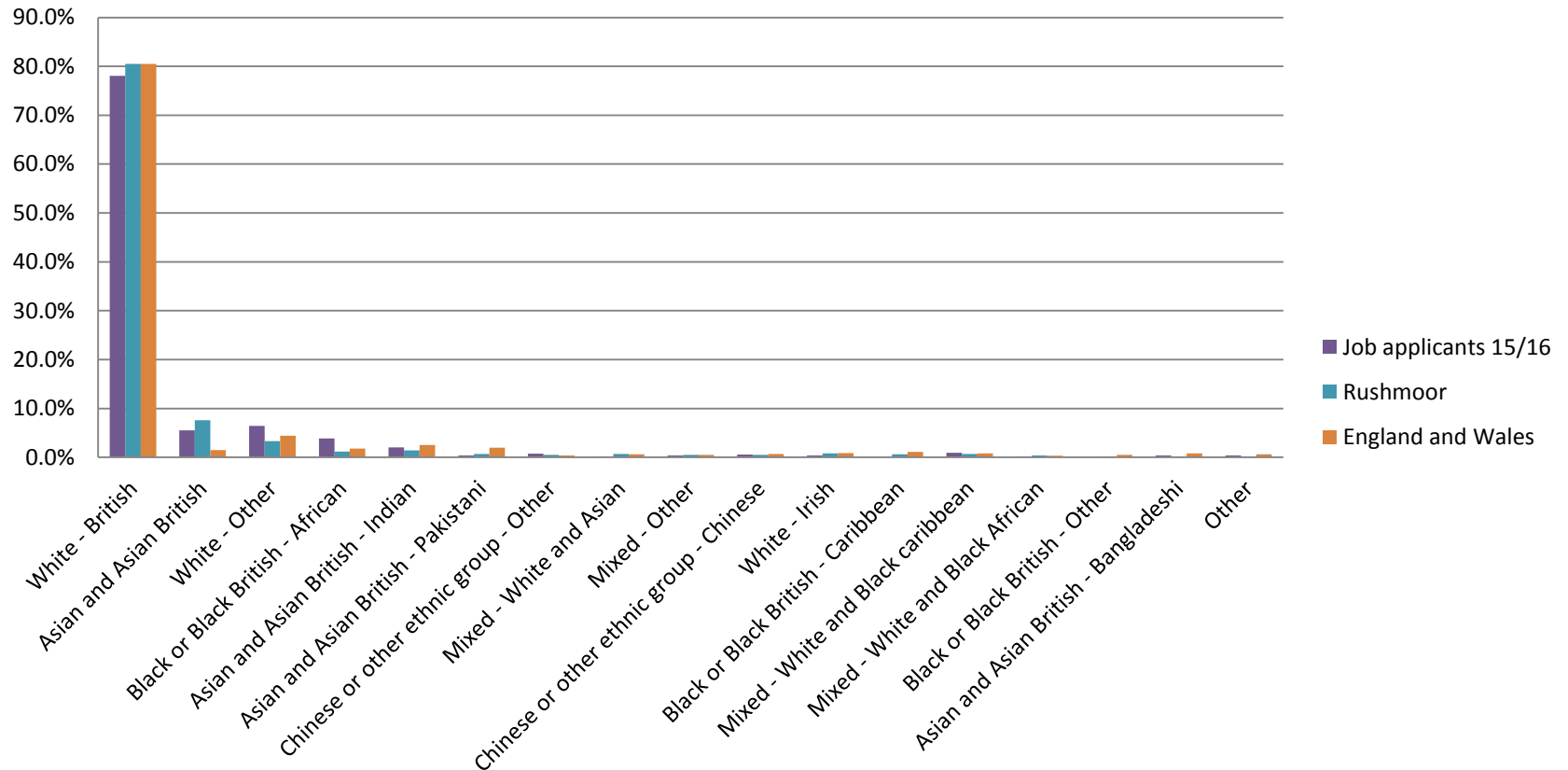
Health Assured



# Recruitment

- Number of posts advertised
  - 48 posts advertised 15/16
- Number of people applying for posts
  - 540 Applications
    - Highest number of applicants for
      - Benefit Claims Assessor (58 applicants for one post)
      - Customer Services Adviser (46 applicants for two posts)
      - Facilities Support Officer (34 applicants for one post)

# Ethnicity of job applicants 2015/16



# Disabled job applicants

- Rushmoor adopts the 'two tick' system – if a disabled applicant meets all of the essential requirements they are offered an interview
- In 2015/16, 4% of applicants identified themselves as having a disability
- Government figures show 16% of the adult working population are disabled (source .gov.uk)

# Hard to recruit jobs

- IT Network Engineers
- Building Control Surveyors
- Civil Enforcement Officers

# Recruitment strategies

- Hampshire jobs – links to other national websites e.g Indeed, Monster
- Use of professional association websites (RICS and CIPD)
- Accept CVs for certain posts
- Social media – Twitter/Facebook
- Ads on parking meters

# Apprenticeships

## National Picture

- From April 2017, all employers with a wage bill of more than £3m per annum will be subject to a 0.5% levy on their pay bill.
- Employers can use these payments to claim back the costs incurred to provide certain training for their apprentices
- From April 2017 public sector employers will be required to employ 2.3% of their workforce as apprentices. Based on a headcount of 300 in Rushmoor, this would be 7 apprentices.
- Future training is to be supplied only through regulated providers to ensure consistency and high standards

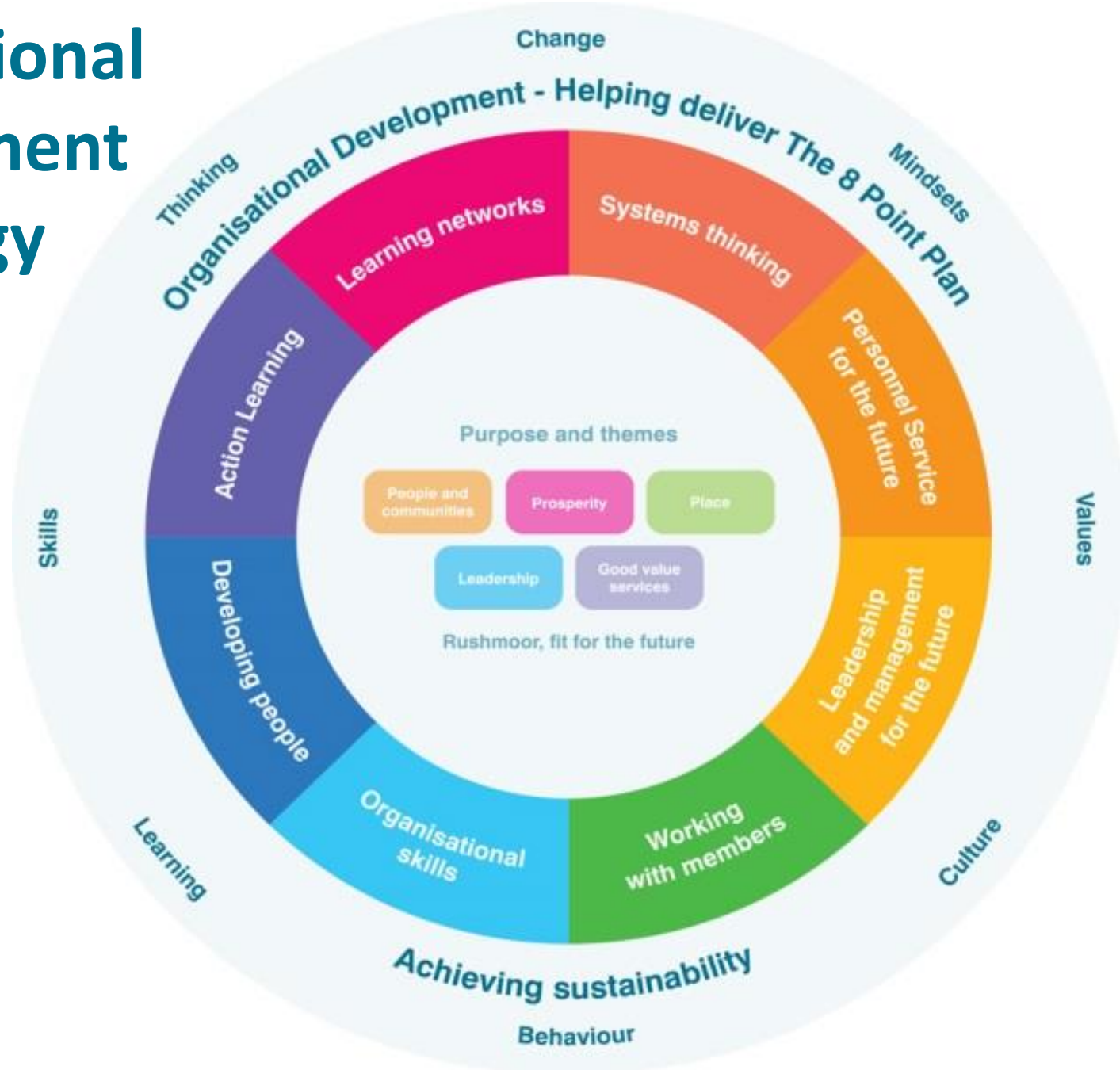
## Within RBC

- RBC have successfully run apprentice programmes previously (maintenance, engineering, licensing, IT, business administration).
- We have recently joined forces with five other LA's in Hampshire to deliver life skills training to the new apprentice cohort.
- We are aiming to recruit 7 apprentices by the end of this year.
- These are likely to be in the following areas: Accountancy; Economic Development; Bereavement Services; Engineering; Maintenance x 3.

# Pay & Reward Policy

- RBC pay in line with the rates agreed by the National Joint Council for Local Government.
- Comparable pay increases are applied to those staff who are considered Chief Officers, in line with the RBC Pay and Reward Policy.
- In RBC, 'Chief Officers' are Heads of Service and DMB members.
- The Hutton Report (2010) looked at the relationship between pay levels in the public sector and suggested organisations should comply with a maximum pay ratio of **1:20** between the highest and lowest paid.
- In RBC the current ratio between the pay of the highest and lowest paid employee is well within this limit at **1:7.5**.

# Organisational Development Strategy





# HR Work Programme

- Development of HR e-services including introduction of self-service for staff and improved recruitment portal
- Improved management capability - HR policy reviews to ensure they are 'fit for purpose' and to include the provision of management guidance/toolkits
- Performance management guidance and training for managers
- Review of current induction provision
- Review of the job evaluation process
- Staff surveys to measure engagement levels
- Review of employee health and well-being strategies
- Increase provision of apprenticeships
- Review of market supplements

# Organisational Development L & D Programme 2015/16 and 16/17

- Crucial Conversations
- Performance management
- Recruitment training for managers
- Commercialisation
- Project and Programme management
- Listening, Questioning and Feedback
- Coaching skills for managers
- ....plus new areas arising from development reviews