

HR Report to Corporate Services Policy & Review Panel

5th July 2016

National Agenda for Public Sector Employers

- Future increasingly complex
- Downward financial pressures
- Leaving Europe

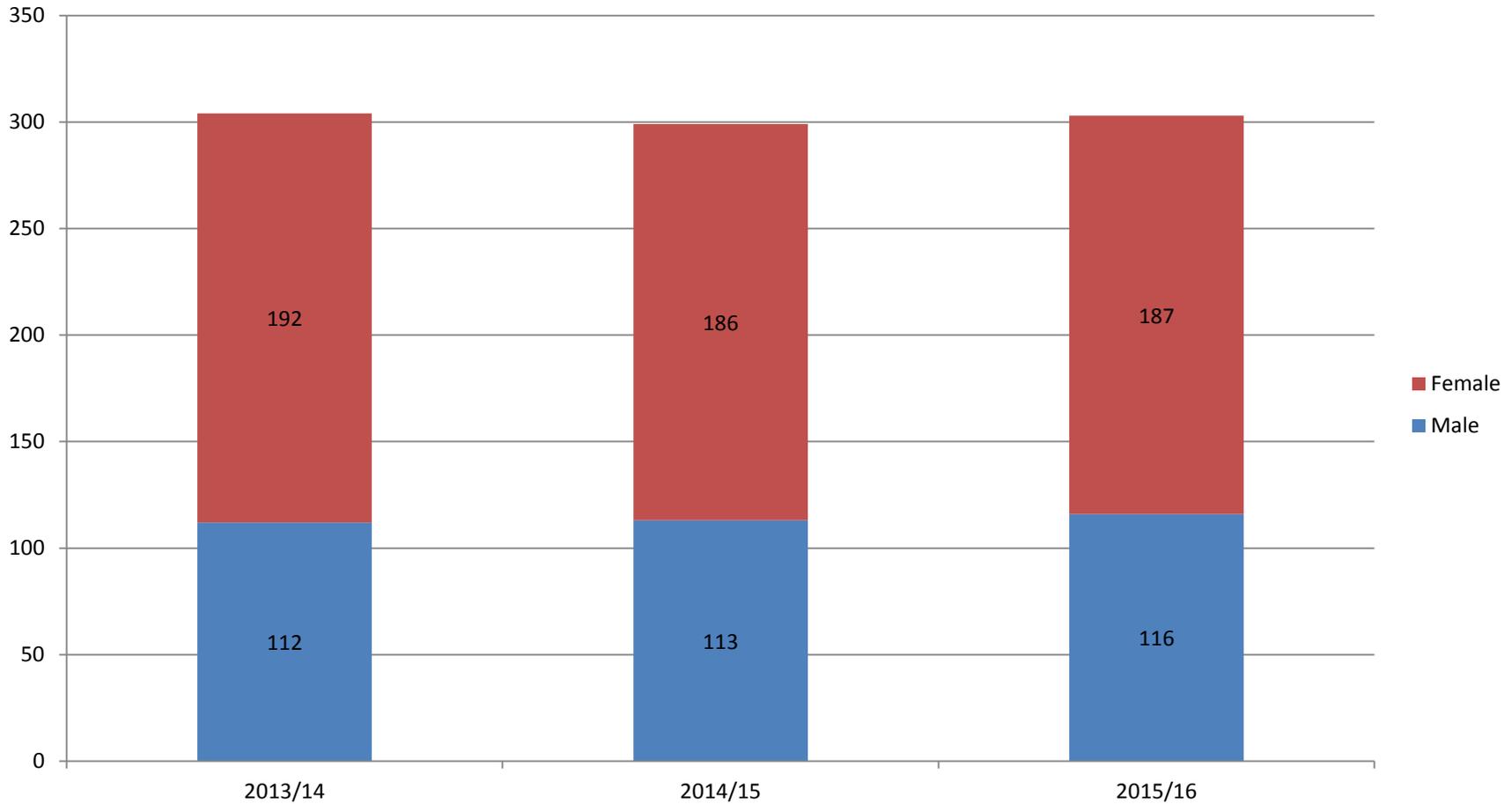
But for the moment.....

- 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)

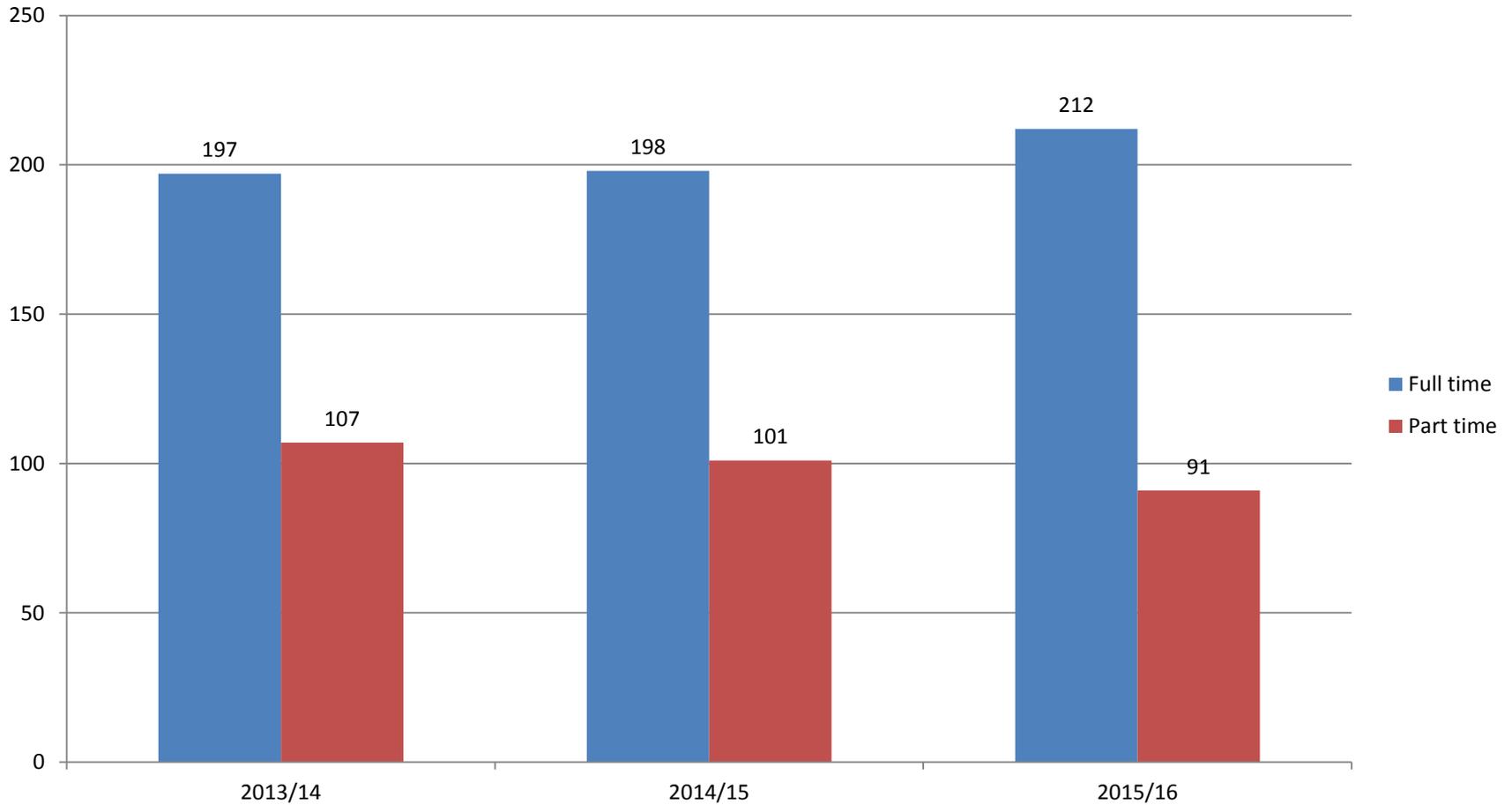
Changes to legislation

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

Number of employees (Headcount)

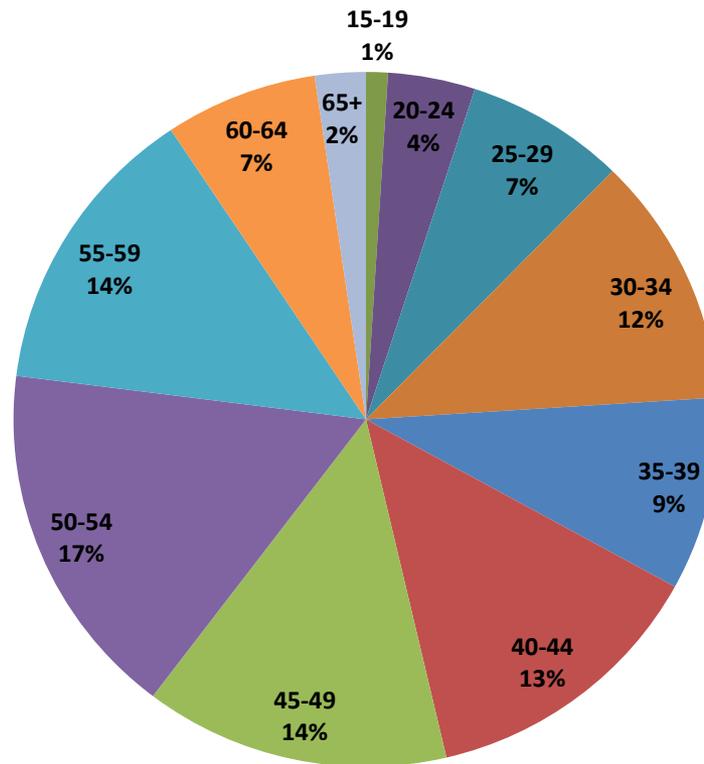


Full-time v part-time



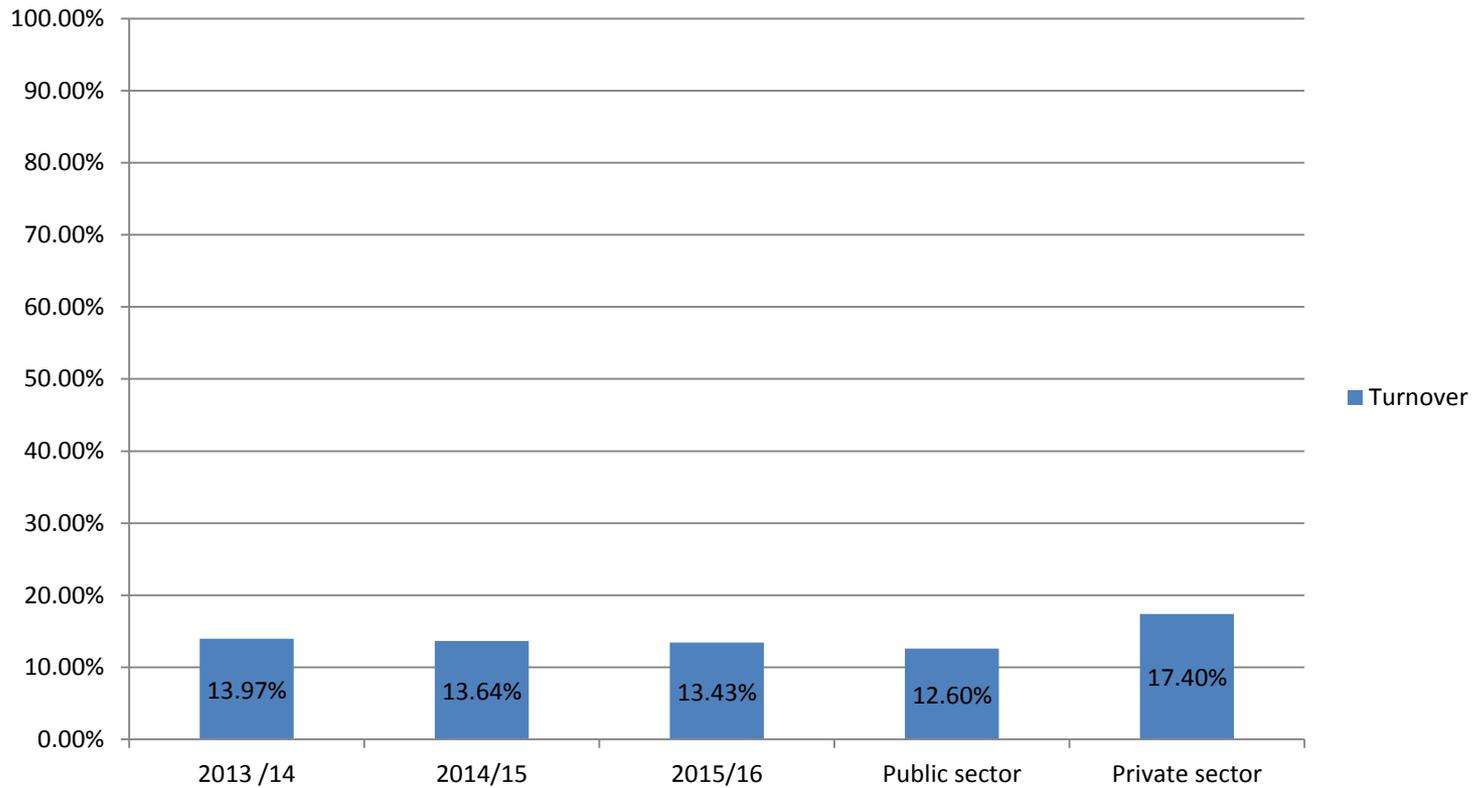
Age profile as at March 2016

Age Profile

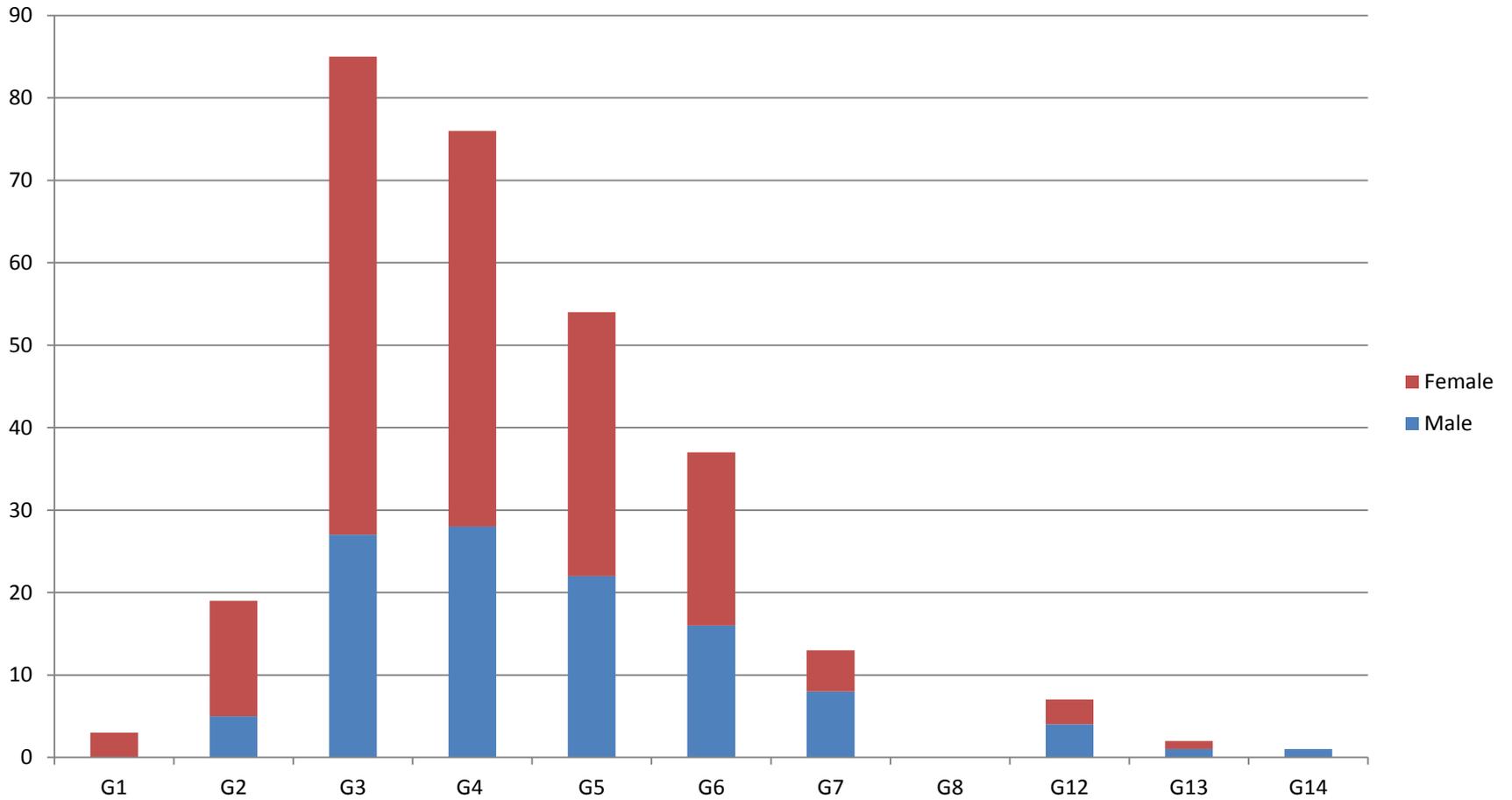


Ethnic Profile

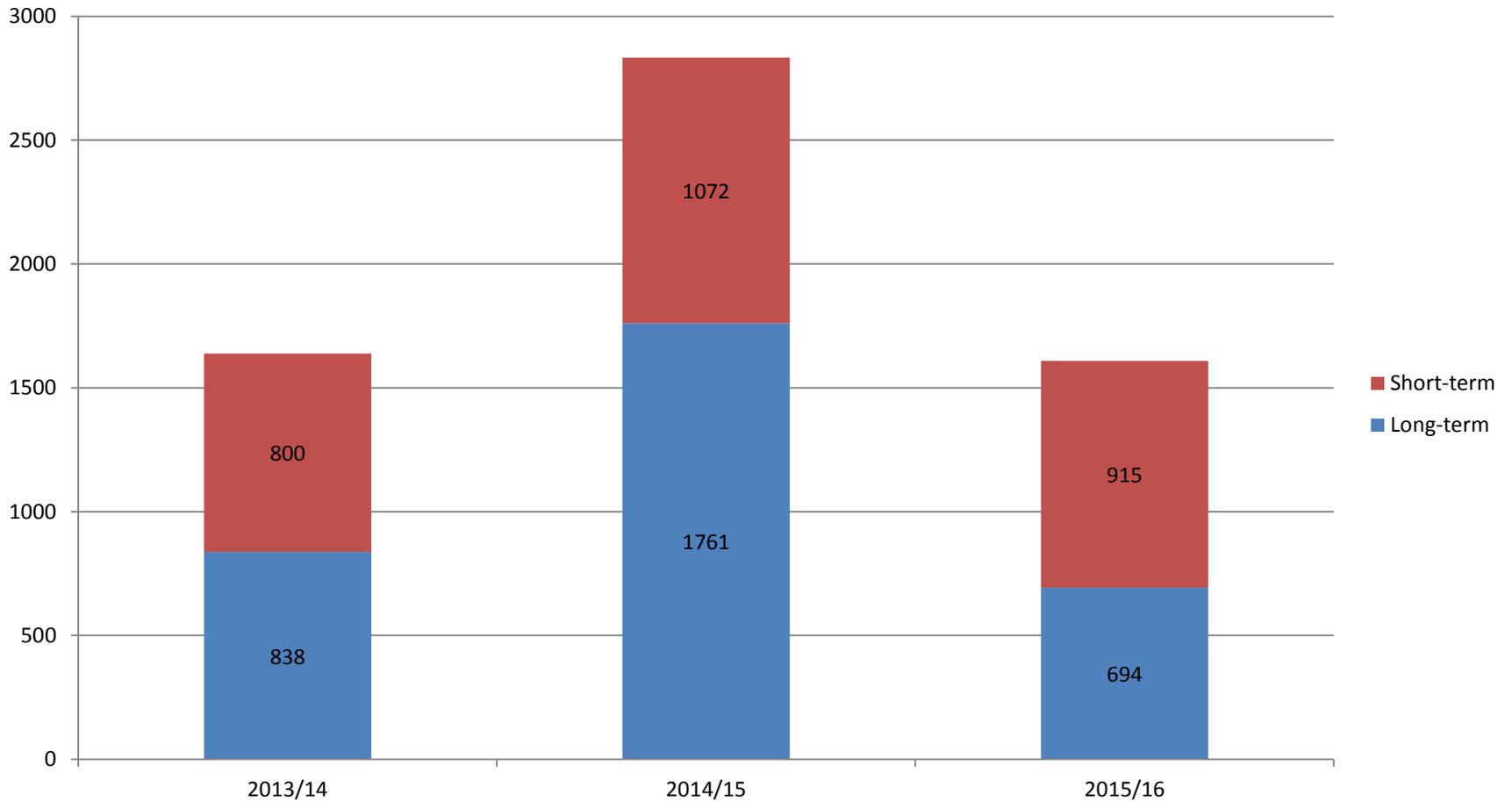
Staff turnover



M/F by Grade

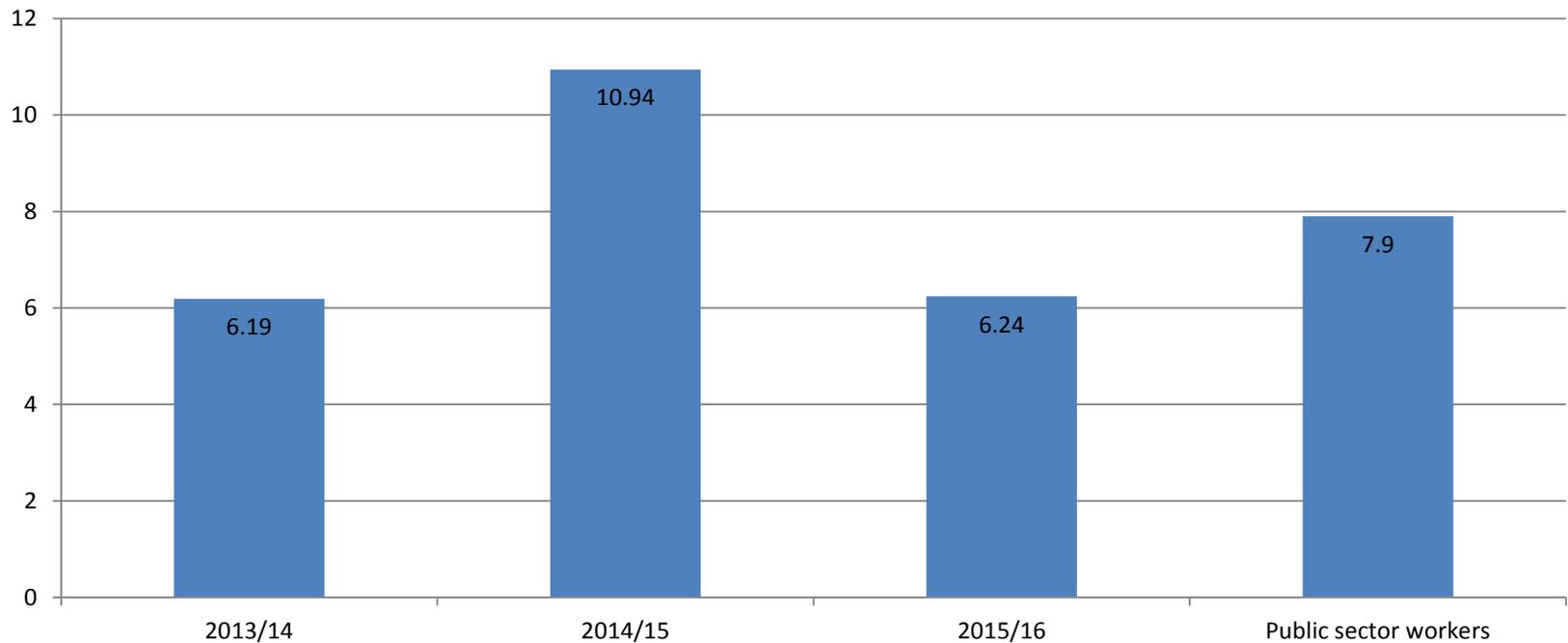


Days lost to sickness



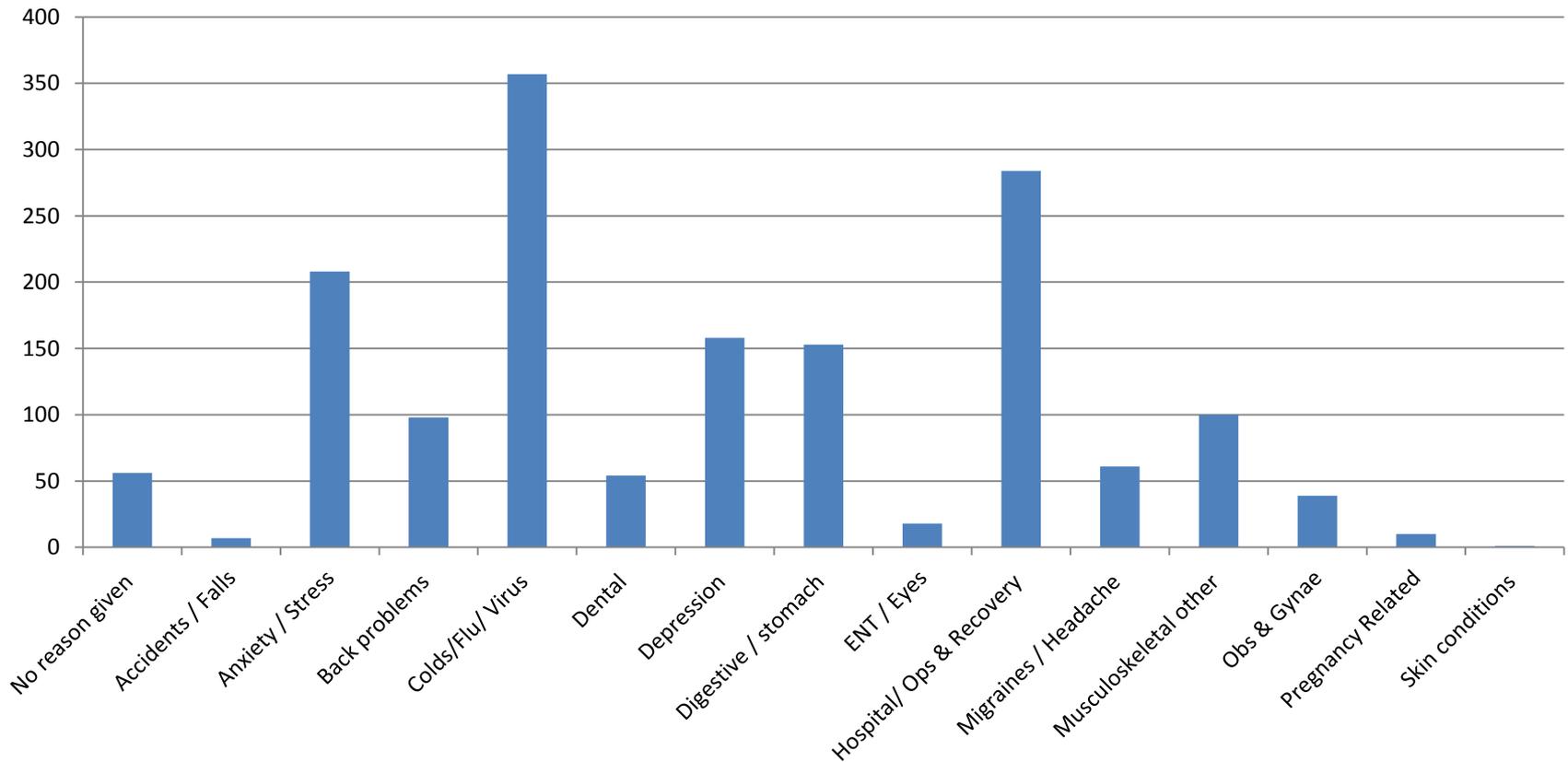
Average days sickness per full-time employee

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 Separation	2
Life event / Bereavement	2
Service Enquiry	2
Trauma / Critical Incident	1
TOTAL	10



Health Assured, an employee assistance programme that stands out from the crowd.

We don't know when you might need us.
That's why we're here 24 hours a day.

24/7 confidential support; Legal • Financial • Counselling • Medical • Consumer • Work • Stress
Call us in strictest confidence on 0800 030 5182
(Outside the UK: +44 161 836 9498)



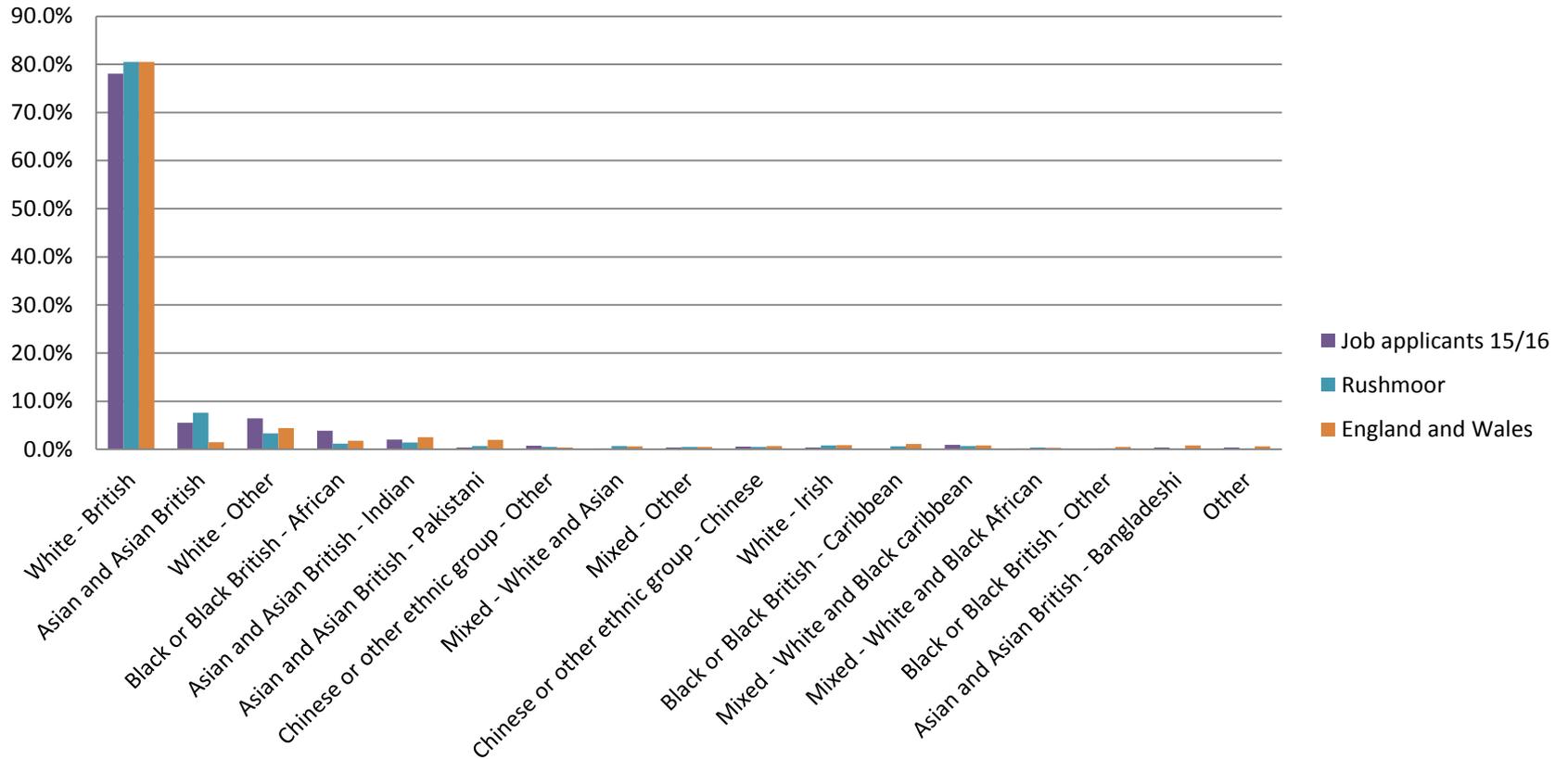
Online Health Portal -
www.healthassured.eap.co.uk



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](http://www.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