

A meeting of the **EMPLOYMENT COMMITTEE** will be held in **THE CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 22 JUNE 2022** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as correct records the Minutes of the meetings of the Committee held on 9th February and 18th May 2022.

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

3. WORKFORCE INFORMATION REPORT (QUARTER 4) (Pages 11 - 32)

To consider an update on HR matters impacting on the performance of the organisation.

4. USE OF CONSULTANTS, HIRED STAFF AND TEMPORARY STAFF 2021/22
(Pages 33 - 42)

To consider and comment on a report by the Chief Finance Officer on the use by the Council of consultants and hired and temporary staff in 2021/22 compared with the previous year.

5. **WORKFORCE PROFILE REPORT** (Pages 43 - 50)

To consider and comment on the Annual Summary of the profile of the workforce of Huntingdonshire District Council by protected characteristics as defined under the Equality Act 2010.

6. **EMPLOYEE REPRESENTATIVES GROUP**

At the request of Employee Representatives to consider a range of issues.

14 day of June 2022



Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

Please contact Anthony Roberts ,Democratic Services, Tel: 01480 388015 / email Anthony.Roberts@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in the Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 9 February 2022

PRESENT: Councillor R J West – Chair.

Councillors D N Keane, C J Maslen, A Roberts and D Terry.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors P A Jordan, J M Palmer and D M Tysoe.

16 MINUTES

The Minutes of the meeting of the Committee held on 24th November 2021 were approved as a correct record and signed by the Chair.

17 MEMBERS' INTERESTS

No declarations of interests were received.

18 APPOINTMENT OF VICE-CHAIR

RESOLVED

that Councillor A Roberts be appointed Vice-Chair for the remained of the Municipal Year.

19 WORKFORCE INFORMATION REPORT - QUARTER THREE 2021-22

The Committee received and noted a report on Human Resources matters impacting on the performance of the Council during the period 1st October to 31 December 2021. The report included the latest position and trends relating to employee numbers, salary costs and sickness absence. A copy of the report is appended in the Minute Book.

The Committee was informed that the total number of employees at the end of the last quarter was higher than at the end of the previous quarter but that the total spend on pay costs for employees in 2021/22 was forecast to be £230k higher than the year's budget.

The Committee discussed the proportion of the workforce that was made up of contractors and the number of leavers during the period. It was confirmed that the latter did not include employees who had joined through the Kickstarter Scheme. However, the annual turnover figure was higher than normal partly because it included Kickstarter leavers together with changes following the review of One Leisure.

In response to a question by a Member, the Strategic HR Manager outlined measures being taken to recruit to the Development Management section. Comment was made on the need to recognise the additional workload experienced by remaining employees during periods of high turnover. Some turnover was desirable, but it was also necessary to build a structure that promoted succession.

Further discussion took place on sickness absence and the difficulties associated with confirming stress as a reason for absence when employees worked from home. Members then noted that the Employee Survey was being redesigned to reflect changed ways of working and employee needs.

The report indicated that two employees had retired in the quarter. Members recognised the employees' achievements and conveyed their congratulations to them. Whereupon, it was

RESOLVED

- a) that the contents of the report be noted, and
- b) that the Council place on record its recognition of and gratitude for the excellent contributions made by the two employees who have recently retired from their employment in the local government service and convey its best wishes to them for long and happy retirements.

20 PAY POLICY STATEMENT 2022-23

With the assistance of a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) the Committee considered the draft 2022/23 Pay Policy Statement. The Statement provided information about the Council's policies relating to the pay and reward of Chief Officers and other employees, as required by the Localism Act. The Statement would be published on the Council's website together with data on Senior Officers' salaries as required by the Code of Recommended Practice for Local Authorities on Data Transparency.

Having the requirement for the Statement to be approved by the Council, it was

RESOLVED

that the Council be recommended to approve the Pay Policy Statement for 2022/23.

21 EMPLOYEE REWARD UPDATE

Consideration was given to a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) outlining the terms of a review that would ensure the system of employee benefit and reward contributed towards securing an efficient and effective establishment. During her introduction, the Strategic HR Manager corrected the report by confirming that employees were not entitled to purchase parking permits at a discounted rate.

The Committee discussed various potential features of the benefits and reward package, particularly buying and selling annual leave. Members noted the

benefits of such a policy to some employees and the parameters that would be imposed by the Council. They then agreed that the themes of well-being, appreciation and development should be features of the review. Having noted that engagement with the Employee Representatives Group would form part of the review process, it was

RESOLVED

that the terms of the review of employee benefits and reward as set out in the report and the process to update relevant policies be endorsed.

22 EMPLOYEE REPRESENTATIVES GROUP

In response to a question about the Staff Survey, the Strategic HR Manager reported that a draft of the Survey had been produced and that detailed aims and the process through which it would be administered were being worked on.

Chair

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 18 May 2022

PRESENT: Councillors A M Blackwell, S Cawley, C M Gleadow, P A Jordan, D N Keane, B A Mickelburgh, S L Taylor and R J West.

APOLOGIES: None.

1 ELECTION OF CHAIR

RESOLVED

that Councillor P Jordan be elected Chair of the Committee for the ensuing Municipal Year.

Councillor Jordan in the Chair.

2 MEMBERS' INTERESTS

No declarations of interests were received.

3 APPOINTMENT OF VICE-CHAIR

RESOLVED

that Councillor A Blackwell be appointed Vice-Chair of the Committee for the ensuing Municipal Year.

Chair

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Workforce Report

Quarter Four 2021-22

This report looks at the workforce profile of Huntingdonshire District Council during the first Quarter of the financial year, **1 January 2022 to 31 March 2022**.

The key findings from the workforce profile report are:

- The permanent/fixed term employed workforce had a headcount of **656** and an FTE (full-time equivalent) total of **597.65** as of 31 March 2022. The total number of employees is higher than at the end of the previous Quarter there has also been an increase in the FTE total from 590.03 as of 31 December 2021. These figures do not include our Variable or Contingent workforce.
- Spend on pay costs for employees in 2021/22 was around **£44,000** over the budget for the year, this is an increase on what managers forecast in the previous Quarter. Spend on Hired staff (agency) further increases the overspend, however, some of those costs will be covered by grants received or by using earmarked reserves.
- The annual average sickness figure has increased to **6.6 days lost** per FTE from 6.0 days per FTE reported for the previous Quarter and has also increased compared to the same Quarter last year (Q4 2020/21 5.1 days lost), however, the leisure centres were closed during Q4 in the previous year. Note: in line with all other relevant quarters previously reported the absences linked to Covid-19 – which includes staff unable to work from home, who isolated – have not been counted. However, any sickness absences related to Covid-19 is included.
- The total number of sickness absence days lost in Quarter Four is higher than in the previous Quarter, with a decrease in short term but increase in long-term absences compared to the previous Quarter.
- **23%** of the workforce (151 employees) had a period of sickness absence during Quarter Four.
- The highest reported absence category in Quarter Four was Covid-19 this was at a time when the Omicron wave was hitting a peak and restrictions were easing.

- 11 employees had long-term sickness (absences of 28 days or longer) in Quarter Four, this has increased from the last quarter (9 employees) but lower than reported for Q4 last year (15 employees).
- The HR caseload increased in Quarter 4 compared to Q3 by around 19%. **66.2%** of the active cases managed in Q4 relate to either long-term or short-term sickness absences. 71.25% of all cases were managed informally, while 28.75% were dealt with under formal procedures and policies.

Authors: HR Manager

Contributors: Finance Business Partner, HR Advisor; Recruitment Business Partner

Date: 20 May 2022

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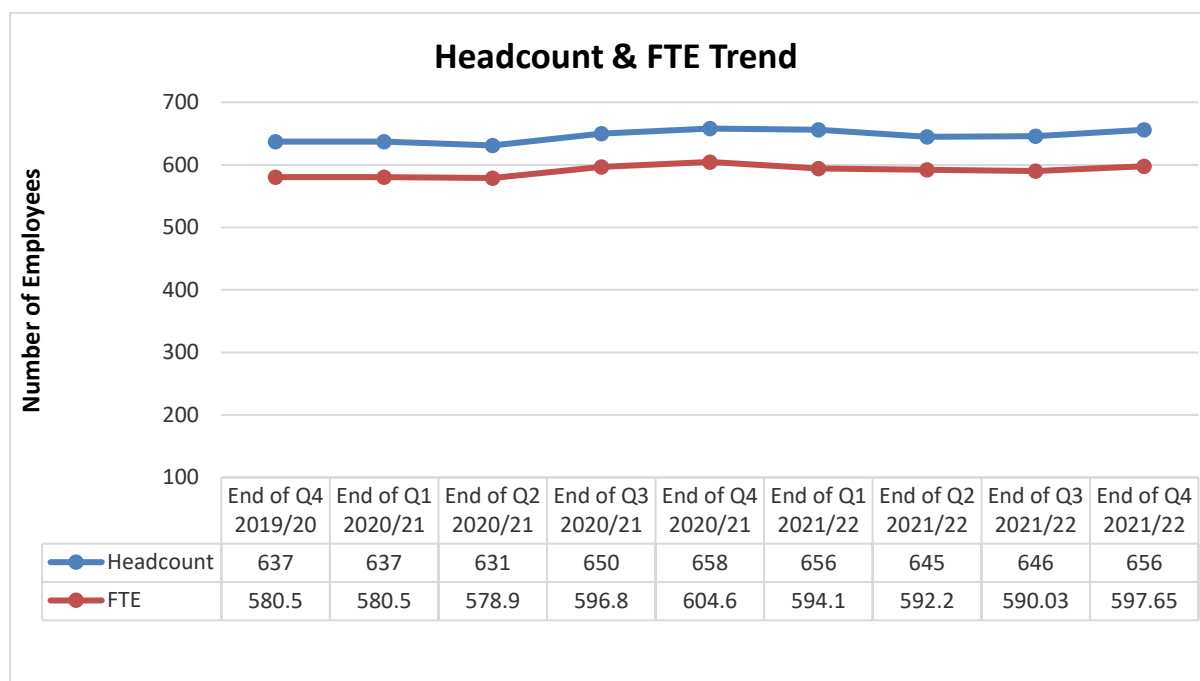
1.0 EMPLOYEE PROFILE

Definition: Headcount is the number of employees working within the Council, counting primary roles only.

A **full time equivalent** (referred to as FTE) is a measure of an employee's workload to make the position comparable across the workforce based on a 37-hour full-time working week. For example, an FTE of 0.5 indicates that the employee works half of a full-time working week (18.5 hours).

1.1 HEADCOUNT AND FTE

At the end of Quarter Four (31 March 2022), the total number of permanent and Fixed term employees employed by Huntingdonshire District Council was 656 (excluding those employed on a variable or casual hour basis) with the number of full-time equivalent posts at 597.65



1.2 WORKFORCE BY CONTRACT TYPE

Data on Variable employees (zero hours basis contracts) is included in the below table. However, data on Variables are not included in the other areas of the workforce reporting. Variables are typically employed in multiple positions across Leisure services; though a small number of Variables are employed in Operations, Recovery Services, ICT. At the end of Q4 HDC had 406 individuals employed in 911 posts. Variables who have not worked in 6-month period are removed from our books.

Below table numbers may vary as includes employees with multiple contracts/ positions.

Employment Type	Count of Type
Fixed Term	58
Permanent	589
Secondment	14
Grand Total	664
Variable employees	406

1.3 PAYBILL

The following table shows the Council's budget and actual spend on pay costs (including National Insurance and pension contributions) for all employees but excludes hired staff (agency staff). Spend on pay costs for employees in 2021/22 was around **£44,000** over the budget for the year, this is an increase on what managers forecast in the previous Quarter. Spend on Hired staff (agency) further increases the overspend, however, some of those costs will be covered by grants received or by using earmarked reserves.

Year	Budget (£)	Actual (£)
2015/16	22,555,973	20,779,737
2016/17	22,526,917	21,903,947
2017/18	24,591,631	23,536,053
2018/19	25,230,515	23,192,646
2019/20	24,871,268	23,941,696
2020/21	25,679,601	24,240,402
2021/22	25,377,310	25,421,307

1.4 HIGH EARNERS

Definition: High earners are classified as employees who are paid at £50,000 or above. This information is already published annually in line with the Government's commitment to improve transparency across the public sector and the target hasn't changed since it was introduced. The Councils pay policy distinguishes authorisation of salaries over £75,000 per annum.

At the end of Quarter Four 30 employees were paid at FTE salaries of £50,000 or above, representing 4.6% of the total workforce. Just over 1% of the workforce are paid salaries over £75,000. The total number of employees classed as high earners is the same as at the end of the previous Quarter.

1.5 LEAVERS

During Quarter Four, **26** full-time/part-time employees on permanent or fixed-term contracts left the organisation, which is **lower** than the total leaving in the previous Quarter (30).

The table below sets out the length of service of all leavers in Q4 except for Kickstart placements. 1 of the 26 leavers in Q4 were Kickstart placements ending at the end of their funded 6 months placement. Of the 6 leavers within 1 year, one of the individuals actually re-joined within 4 weeks into the same post.



15 of the leavers from Q4, resigned to take up other posts with either commercial or public sector employers, with 73% of those resigning for other posts going to private sector and 27% remaining in public sector employment. The 2 leavers who retired had a combined Service with local government, of 53 years.

Leaving Reason	Fixed Term	Permanent	Total
Leaver – Early Retirement	0	1	1
Leaver - End of Contract	3	0	3
Leaver – Retirement	0	1	1
Leaver – Settlement Agreement	0	1	1
Leaver - Voluntary Resignation	2	18	20
Total	5	21	26

The tables below show the above leavers by age band and then service and whether they left voluntarily or not. Turnover was highest in age band under 24.

Age Band	Voluntary	Involuntary	Total	% of leavers
<24	8	1	9	34.62%
25-29	1	1	2	7.69%
30-34	2	0	2	7.69%
35-39	0	1	1	3.85%
40-44	2	0	2	7.69%
45-49	1	0	1	3.85%
50-54	2	1	3	11.54%
55-59	3	0	3	11.54%
60-64	2	0	2	7.69%
65-59	1	0	1	3.85%
Grand Total	22	4	26	

Service	Voluntary	Involuntary	Total	Turnover by service*
3CICT	4	1	5	5.9%
Chief Operating Officer	8	0	8	4.6%
CLT/Exec Support/Transformation	0	2	2	10.5%
Corporate Resources	2	0	2	3.5%
Leisure & Health	3	1	4	3.9%
Operations	5	0	5	3.4%
Recovery Services	0	0	0	0%
Grand Total	22	4	26	

* Turnover calculated by leavers against service size.

In the last quarter, 19 completed leavers questionnaires were received, representing 86% of voluntary leavers. The top reasons for voluntary leavers leaving the organisation can be grouped as follows: Job Change (42%); Salary/Benefits (32%); Family Reasons (21%). In terms of the feedback - the top-rated response for leavers questionnaires about what they most liked about working for HDC related to people they worked with; gym discount and sense of belonging. In response to the question what they least liked about working for HDC the answers which came up more than once were not feeling valued; high workloads; impact of contractors.

1.6 TURNOVER

In the 12 months to 31st March 2022, 185 employees left the Council. As a proportion of the average number of permanent/Fixed Term employees over this period, the overall annual turnover rate for employees is 28%, which is higher than the previous

quarter. During the last 12 months, 15 of the leavers (as at end of Q4) included fixed term Kickstart placements, a scheme that we supported which offered funded work placements for a 6 month period.

This figure is the overall turnover rate, which includes all leavers – retiring, leaving through redundancy and dismissals (including end of contracts). However, if the turnover was based on purely voluntary leavers such as resignations or early retirement (representing departures that are unpredictable and can have adverse impact on the organisation) the ‘true’ annual turnover rate would be 17.2%.

EELGA (East of England Local Government Association) shares benchmark data from other Local authorities across the region. The last reporting was deferred due to covid, so the data still relates to 2020. Across the 19 Authorities (that participated) the average benchmark was 14.68%, however, when comparing the definition of Turnover and reducing the benchmark pool to those 8 authorities that take the same approach as HDC to calculating employee Turnover, the average across those 8 authorities is 15.02%. CIPD (HR professional body) report that Turnover levels can vary widely between occupations and industries and can vary from region to region - with higher turnover levels typically found in retail, leisure, call centres.

1.7 RECRUITMENT METRICS

Recruitment activity looks to have increased from last quarter, however, the total number of roles worked on was higher as there were multiple variable positions across One Leisure that do not get advertised. As before a number of roles are having to be readvertised or closing dates extended as the application rate remains low. Vacancies throughout the UK remain high and the market remains very competitive with salary levels rising due to shortage of talent. The message is being continued to be pushed that Managers must be quick to respond to any applicants and this seems to be working. Managers must treat resourcing activity as a priority, especially when candidates are often in receipt of multiple offers.

Of the 22 offers made 8 were existing HDC staff, promoted or moving into other positions around the council. HR team will continue to support the business with creating opportunities to grow and develop our workforce; careers and mobility around services. These things will benefit the organisation in attracting and retaining talent; increasing collaboration, succession planning and allowing us to better meet skills shortage challenges.

One Leisure recruitment remains consistently high with variable recruitment but the Recruitment team are working with Leisure to look at better ways of resourcing that are more cost effective, provide more security to the candidates and will ultimately make rota management an easier process.

Focus for 2022 will remain around retention of staff and ensuring managers are looking at most cost effective ways of resourcing to vacancies in their team.

Recruitment Metrics		Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22
Advertised Roles	Advertised Roles	32	29	33	39	46	33	38
Offers of employment made	Total Offers made:	43	19	27	50	79	43	22
	Permanent offers			20	27	26	16	12
	FTC/Temporary offers			7	9	16	4	0
	Variable (zero hours basis) offers			0	12	37	23	10
	Offers made and candidates Withdrawn			1	2	5	3	0
Advertised Roles per business area	ICT	11	7	6	7	13	6	4
	Corporate Services (HR, Finance, Facilities, Dem Services)	3	5	4	9	4	3	2
	COO (Development/Planning, Community, Revs & Bens, Customer Services)	3	10	6	4	8	9	18
	Strategic Housing & Growth	0	0	3	1	0	4	1
	One Leisure	5	1	3	21	7	5	8
	Recovery Services (Car parking; Countryside, Parks & Open Spaces)	0	0	2	4	4	1	1
	Operations (Waste, CCTV, Grounds Maintenance, Street Cleaning)	9	5	8	8	8	5	4
	Executive/Transformation/Communications	1	1	1	0	2	0	0
Grade of roles advertised	A	0	0	0	0	1	1	4
	B	2	4	0	0	5	1	0
	C	9	6	11	21	14	8	20
	D	3	2	3	9	5	3	2

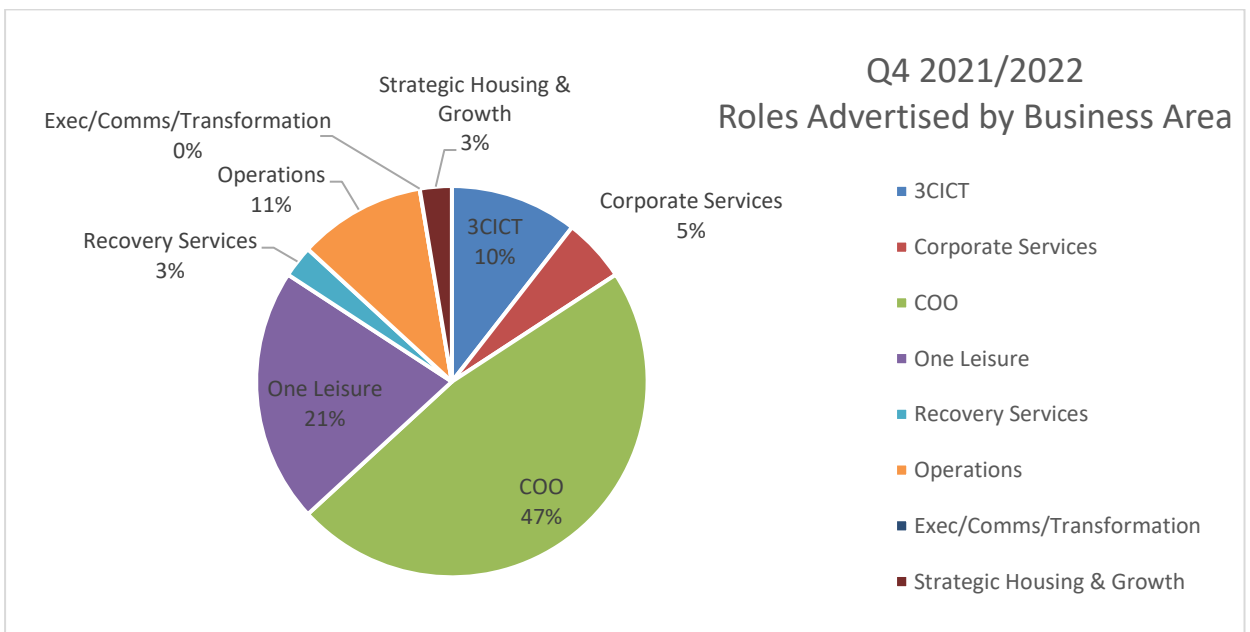
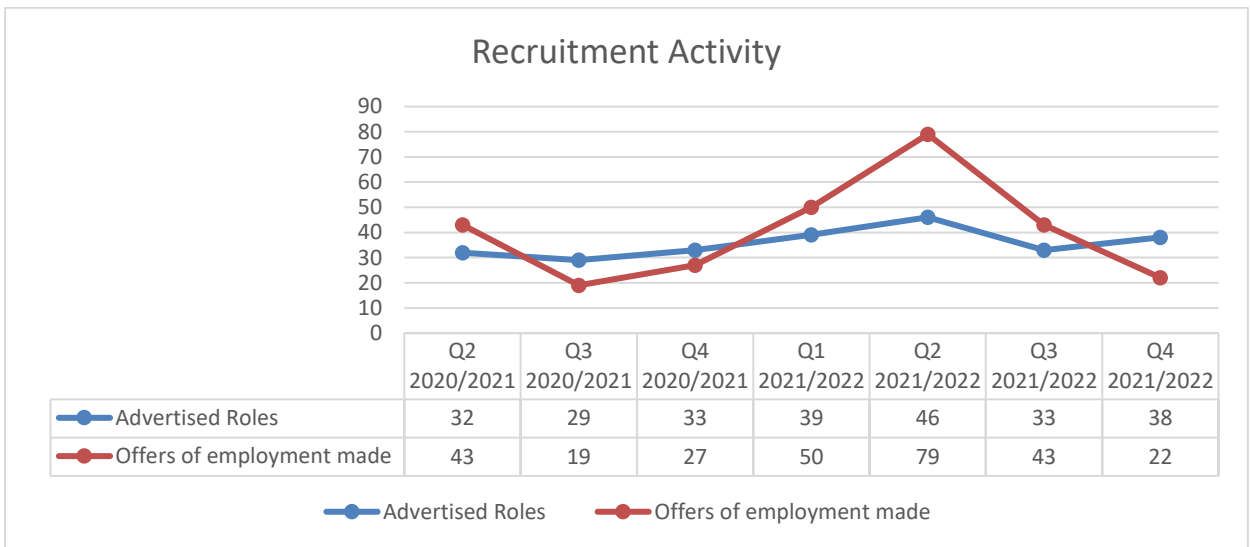
	E	3	3	3	3	2	7	2
	F	3	5	3	8	7	4	3
	G	10	4	6	7	8	6	4
	H	0	3	3	4	1	2	1
	I	2	2	3	2	1	1	1
	SM	0	0	0	0	0	0	1
	AD	0	0	1	0	1	0	0
	Director	0	0	0	0	0	0	0

The following table compares most popular source of recruitment to the previous quarter:

Most popular source of recruitment - candidate shortlisted for interview		Q3 21/22	Q4 21/22
	First	Internal	Indeed
	Second	HDC Website	HDC Website
	Third	Agency	Internal candidate
Most Popular source of recruitment - candidate offered	First	Internal	Indeed
	Second	HDC Website	Internal
	Third	Agency	HDC Website/Agency

Recruitment Metrics		Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22	Q4 21/22
Average time from Date Job Advertised to closing date	Calendar Days. Note this may not be the full days vacant on establishment but is the date when hiring manager starts recruitment activity.	16	19	14.5	18	14	16	15
Average time from Date Job Advertised to shortlisting completed		20	22	15	20	15	18	17

Average time from Date Job Advertised to offer		32	32	26	36	28	32	30
Average time from Date Job Advertised to employment start date		55	55	52.5	62	52	54	56



2.0 SICKNESS ABSENCE

Definition: Long term sickness is classified as a continuous period of absence of 28 or more calendar days. All other periods of absence are defined as **short term**.

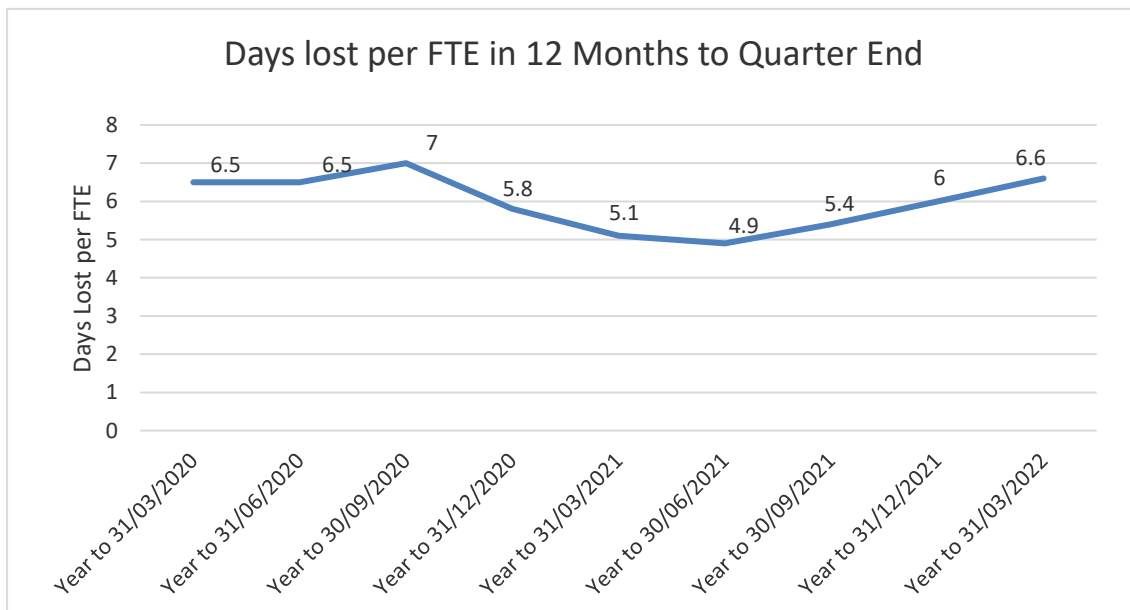
The absence data is calculated per full-time equivalent (FTE) as per the guidelines set out in the previous Best Value Performance Indicators (former statutory dataset) for sickness to account for adjustments in working hours.

Trigger points for management action under HDC policy are as follows:

- 3 or more periods of absence in a rolling 3-month period
- 6 or more periods of absence in a rolling 12-month period
- 8 working days or more in a rolling 12-month period
- Long term absence of 28 calendar days or more
- Pattern of absence (e.g. regular Friday and/or Monday; repeated absences linked to holidays)

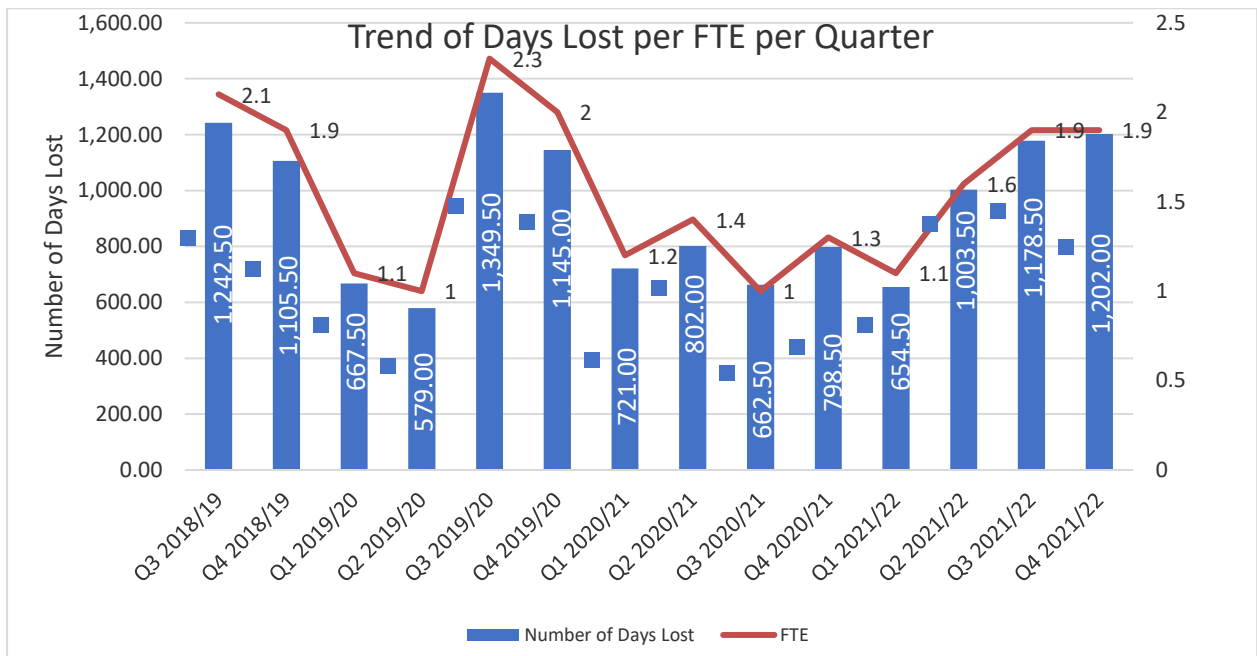
2.1 TREND OF WORKING DAYS LOST ACROSS HDC OVER ROLLING 12 MONTH PERIOD

The graph shows the trend in sickness absence per FTE employee over a rolling 12-month period to the end of each Quarter since March 2020. It shows that sickness absence to the end of Quarter Four has increased, to 6.6 days per FTE.



2.2 TREND OF WORKING DAYS LOST ACROSS HDC BY QUARTER

The total number of working days lost in Quarter Four (1202) is higher than in the previous Quarter; as is the days lost per FTE (1.9) for sickness absence. Covid sickness absences are included within sickness absences (however, those Isolating unable to work from home or shielding and unable to work from home are not included).



2.3 REASONS FOR SICKNESS ABSENCE

Please see sickness reporting by category below: -

Absence Reason	Quarter 4 2021/2022		
	Days Lost	Employees	Percentage
Asthma chest respiratory heart cardiac circulatory	132	7	10.98%
Benign and malignant tumours or cancers	175	4	14.56%
Blood Disorders	1	1	0.08%
Cough cold flu influenza eye ear nose and throat problems (including infec	86	24	7.15%
Covid-19	347.5	59	28.91%
Endocrine / glandular - diabetes thyroid metabolic	2	1	0.17%
Gastrointestinal - abdominal pain vomiting diarrhoea gastroenteritis	107	34	8.90%
Genito urinary and gynaecological	50.5	2	4.20%
Headache migraine dental oral	22	16	1.83%

Injury fracture	50	4	4.16%
Musculoskeletal problems inc back and neck	139	6	11.56%
Stress Anxiety Depression	90	13	7.49%

Absences have increased across 6 categories since the last quarter but reduced significantly in the categories of Cold/Cough/Flu and Stress Anxiety and Depression category last quarter, both of which were the highest categories in the last quarter. This is also the first time that Stress has dropped out of the top 3 reasons for sickness.

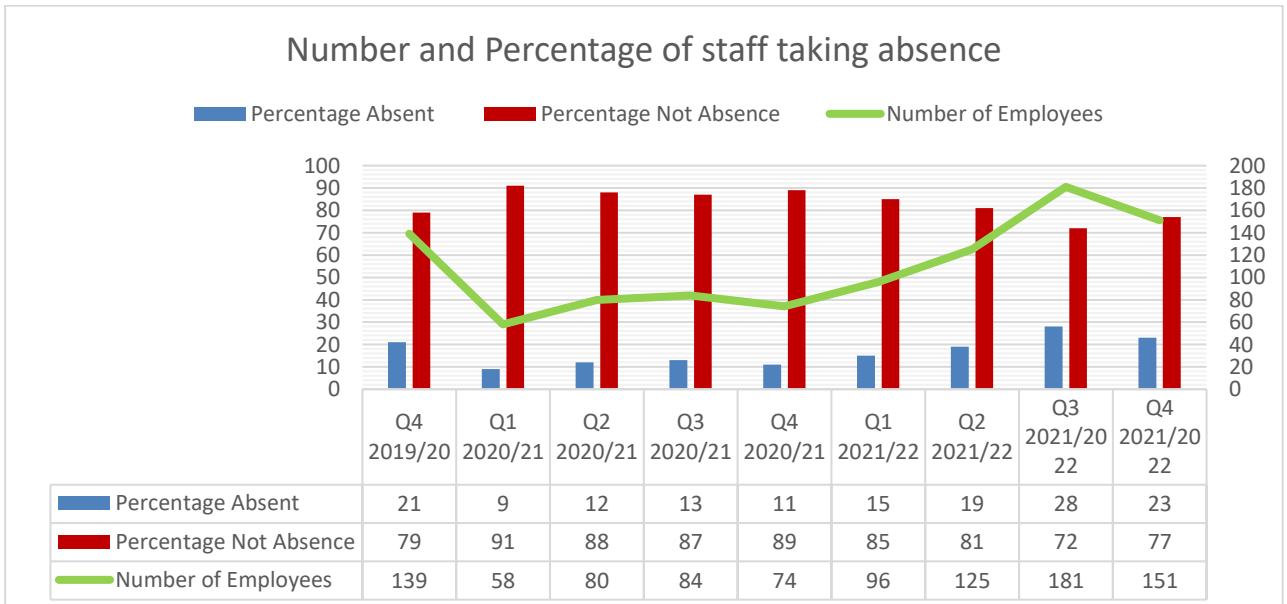
The highest reporting absence trends over Q4, is Covid 19, which was during a period where the Omicron variant was reaching a peak and as restrictions were being reduced.

Reason for Stress related Absence	Days Lost	No of People	Percentage of days absent
Stress Anxiety Depression (Personal)	62	9	68.89%
Stress Anxiety Depression (Work and Personal)	26	4	28.89%
Stress Anxiety Depression (Work)	2	1	2.22%
Total	90	14	

The total no of employees is 14 here as 1 employee had 2 separate periods of absence in the Q4 and they were for different reasons.

2.4 NUMBER OF EMPLOYEES WITH ANY DAYS OF SICKNESS ABSENCE IN QUARTER

151 employees were absent due to sickness in Quarter Four which is 23% of all those employed during the period (excluding those with variable/casual posts only). Q4 is typically a higher reporting absence period.



2.5 LONG-TERM SICKNESS ABSENCE BREAKDOWN

Quarter	Employees taking long-term sick leave	Total days of long-term sickness	% of total absence long-term
Q4 2018/19	17 (10% of those sick)	503	45%
Q2 2019/20	13 (12%)	391.5	55%
Q3 2019/20	12 (10%)	310	50%
Q3 2019/20	26 (14%)	833	59%
Q4 2019/20	28 (20%)	724.1	63%
Q2 2020/21	18 (31%)	551.4	76%
Q3 2020/21	15 (19%)	517.3	65%
Q3 2020/21	15 (18%)	412	62%
Q4 2020/21	15 (18%)	541	68%
Q2 2021/22	6 (6%)	259	40%
Q3 2021/22	9 (4.9%)	375	31.8%
Q4 2021/22	11 (7.2%)	556	46.2%

Days lost due to long-term sickness has increased in Q4, from the previous Quarter.

2.6 SICKNESS ABSENCE REPORTING BY SERVICE

The table below shows that sickness (overall) has increased from last quarter and in 3 services, with reduction in absences across 5 of the services, compared to Q3.

Service	Number Employees absent in Quarter 4	Total days sick Q4	Total days sick Q3	
Chief Operating Officer	47	346.5	350.5	↓
CLT/Exec Support/Transformation	6	25	7	↑
Corporate Resources	3	9	34	↓
Digital & ICT Services	19	75.5	104	↓
Growth	4	15	22	↓
Leisure and Health	17	144	87	↑
Operations	48	510	404.5	↑
Recovery	7	77	169.5	↓
OVERALL	151 (23% of HDC employees)	1202	1178.5	↑

The following two tables provide the split by service for long term and short-term sickness absences. The number of days recorded for the previous quarter are listed in brackets in the second column.

Service	Total days sick – short-term		Employees absent in Quarter – short-term sickness
Chief Operating Officer	190.5 (205.5)	↓	44
CLT/Exec Support/Transformation	25 (7)	↑	6
Corporate Resources	9 (34)	↓	3
Digital & ICT Services	75.5 (104)	↓	19
Growth	15 (22)	↓	4
Leisure and Health	69 (87)	↓	15
Operations	233 (265.5)	↓	44
Recovery	29 (75.5)	↓	6
OVERALL	646 (803.5)	↓	141 (21.4% of all HDC employees)

Service	Total days sick – long-term		Employees absent in Quarter – long-term sickness
Chief Operating Officer	156 (142)	↑	3
CLT/Exec Support/Transformation	0 (0)	→	0
Corporate Resources	0 (0)	→	0
Digital & ICT Services	0 (0)	→	0
Growth	0 (0)	→	0
Leisure and Health	75 (0)	↑	2
Operations	277 (139)	↑	5
Recovery	48 (94)	↓	1
OVERALL	556 (375)	↑	11 (1.6% of all HDC employees)

Note: Numbers of employees shown as absent in the short-term and long-term tables do not necessarily add up to totals shown in the first table because some individuals had both long-term and short-term absences.

2.7 LONG TERM/SHORT TERM ABSENCE TRENDS

This Table shows an increase in working days lost due to Long-Term absences but reduction in Short-Term sickness compared to Q3. HR and managers continue to monitor absences and short-term absences are more likely to hit triggers through absence management process.

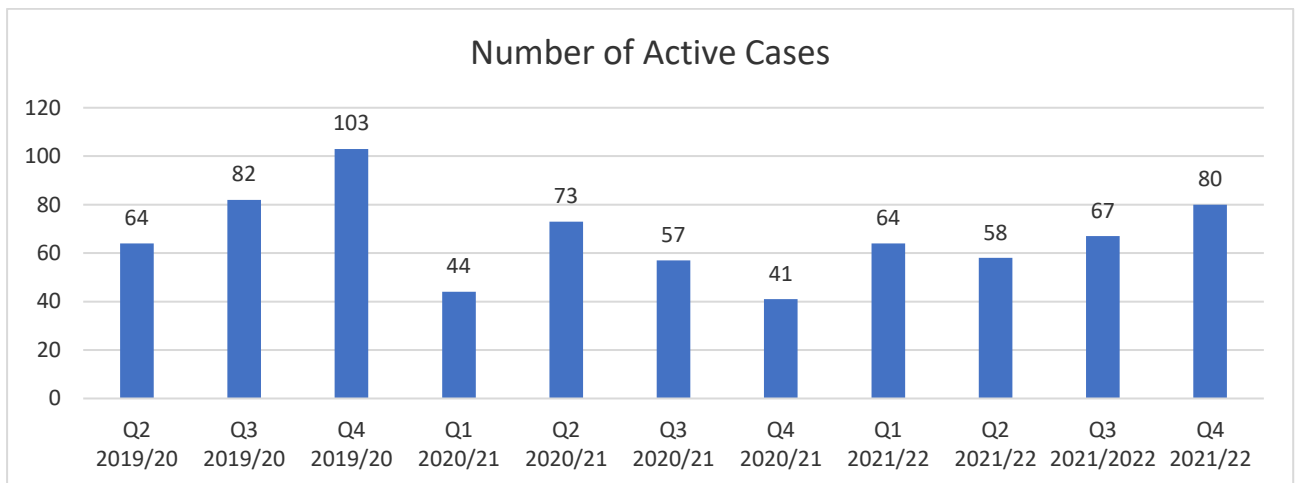
Quarter	Total Working days lost (Short term sickness)	Total working days lost (Long term sickness)
Q3 2020/21	285	517
Q4 2020/21	257.5	541
Q1 2020/21	395.5	259

Q2 2021/22	532.5	471
Q3 2021/22	803.5	375
Q4 2021/22	646	556

3.0 HR CASELOAD

The HR Team's caseload is recorded to provide an indicator of the type of HR issues that the organisation has been dealing with over time.

3.1 BREAKDOWN OF HR CASES BY TYPE FOR THE QUARTER



During Quarter Four, there were 80 cases in progress, of which 23 (28.7%) were dealt with under formal procedures. The Overall total was higher than in the previous Quarter, with cases for the previous Quarter also shown below for comparison purposes. Some more complex case work will continue across quarters to manage.

Type of Case	Informal Cases	Formal Cases	Total Q3	Previous Quarter
Appeals	0	1	1	1
Capability – Long Term Sickness	14	1	15	10
Capability – Short Term Sickness	28	10	38	29
Capability – Performance	5	0	5	6
Consultations (including TUPE)	5	0	5	2
Bullying and Harassment	2	3	5	6
Disciplinary	0	6	6	7
Employment Tribunals	0	1	1	1
Grievance	0	1	1	1
Probation	3	0	3	3
Subject Access Request	0	0	0	0
Other	0	0	0	1
Total	57	23	80	67

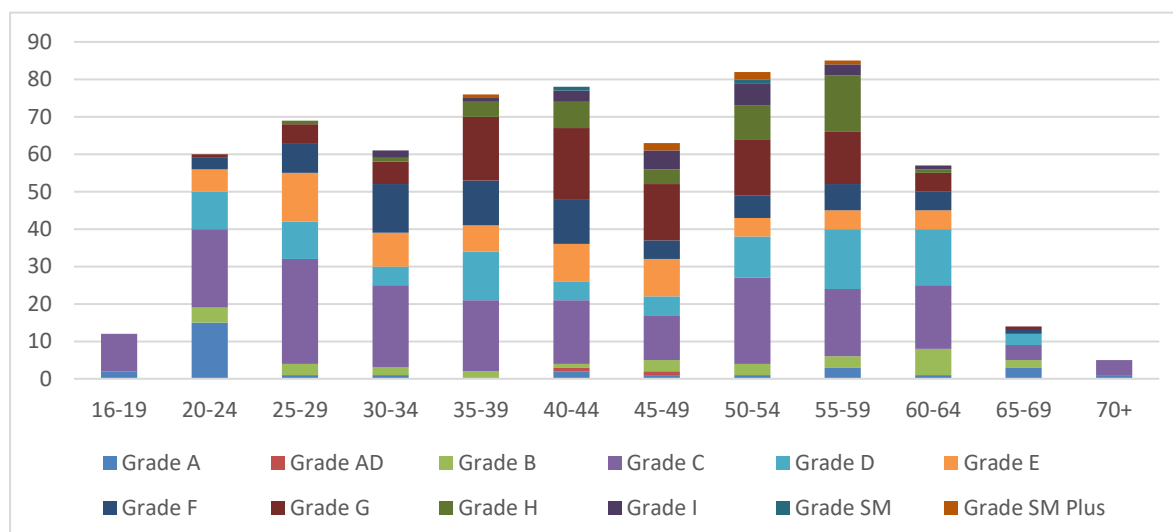
4.0 EQUALITIES DATA

As part of our commitment to promoting Equality; Diversity and Inclusion in employment, we have added more Equalities data through our workforce reporting, (trend data where applicable will be captured over time).

Equality Data may be presented using percentages and not specific numbers as in some cases the sharing of specific numbers would mean that a small group of people could be easily identified.

4.1 WORKFORCE BY AGE AND PAY GRADE

The number of employees by 5-year age band is depicted below by pay grade. Please note that where an employee has two jobs on different grades, they have been counted within their age band against both grades. 63.4% of the workforce are younger than 50 years of age.



For the purposes of simplifying this graph, employees who have transferred into the Council on existing terms and conditions have been linked to Huntingdonshire District Council pay grades based on their current salary levels.

4.2 GENDER PAY GAP

Employers with 250 or more employees must publish figures externally comparing average pay by gender across the organisation. This data is produced and published annually, as per the regulations. The below report published in line with the regulations, relates to data as at 31 March 2021. This data is included in Q4 reporting as the first available report following publication but will not be repeated in Q1-3.

GENDER PAY GAP REPORTING - 31 MARCH 2021

The gender pay gap is the difference between the average pay of men compared to

the average pay of women within an organisation, across all levels of the business. We look at both the mean (average) and median (middle) for pay gap reporting.

The mean is the difference in the average hourly pay (excluding overtime) of females compared to males; (calculated by adding all female pay rates together and dividing by the total number of females and then doing the same for males in the organisation).

The median difference is the difference in hourly pay between the middle paid male employee and middle paid female employee (the person at the mid-point if you were to line all employees up, by gender; from low to high pay).

The proportion of females to males in the organisation has changed by only 1 per cent since the last gender pay gap report, with 53 per cent females to 47 per cent males.

PAY

- Our 2021 **mean** gender pay gap is **3.3 per cent**. The UK average gender pay gap in favour of men is 7.9 per cent (source Office for National Statistics).
- The **median** gender pay gap is **negative 2.3 per cent**; meaning that the median rate of pay for women is greater than the median rate of the men.
- Top salary quartile has 48.3 per cent males and 51.7 per cent females
- Upper middle salary quartile has 44.5 per cent males and 55.5 per cent females
- Lower middle salary quartile has 47.4 per cent males and 52.6 per cent females
- Lower salary quartile has 47.4 per cent males and 52.6 per cent females

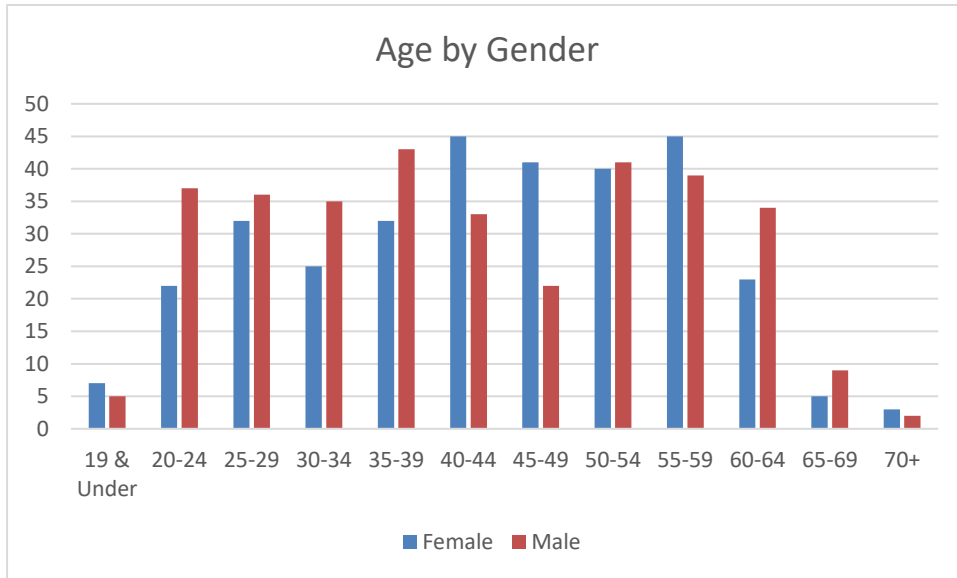
Bonus Payments

- Women's bonus pay is 0.7 per cent higher (mean) and 0 per cent lower (median).
- The same number of males received bonuses to females in the reporting period; the difference in the average is due to the differing gross payments (linked to the individual's personal statutory deductions) of the females who received the long service bonuses; compared to the males.
- 2.52 per cent of men and 2.23 per cent of women received some form of the following bonus pay in the relevant period:
 - Performance Bonus - fixed gross amount of £200.00 applied to all eligible employees
 - Long Service Award – fixed net amount of £200.00 applied to all eligible employees. The gross amounts can vary according to an individual's personal statutory deductions, however, the pay gap calculation based on actual fixed net amount received would be 0.0 per cent different.

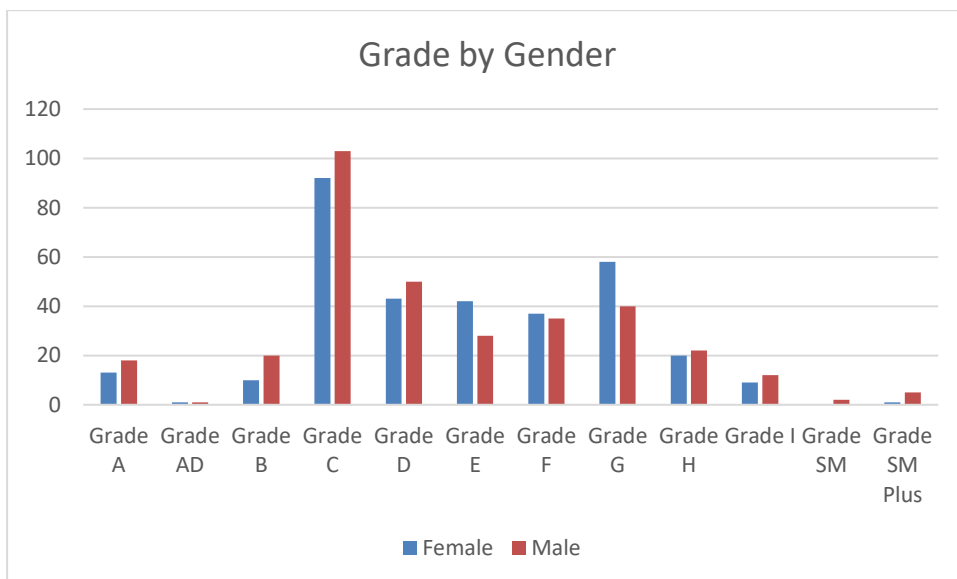
4.3 WORKFORCE BY GENDER



4.3 AGE BY GENDER



4.5 EMPLOYEES BY GRADE BY GENDER



4.6 WORKFORCE BY ETHNICITY

Ethnicity	% of workforce
Asian	1.98%
Black	0.46%
Mixed	0.61%
Other	0.61%
White	71.49%
Workforce Stated	75.30%
Not Declared	24.85%

4.7 DISABILITY DATA

Disability Status	% of work force
No	28.35%
Yes	4.88%
Not Known	1.37%
Not Declared	65.40%

*Not Declared

Like most similar employers, the Council does not have data that is 100% up to date – with some of the workforce either preferring not to state or simply not responding. We recognise this can make it difficult to draw conclusions that are statistically robust. There has been a small shift in data collected since last quarter as the HR team have engaged with staff about the importance of collecting this data and this has resulted in an increase as outlined in the table below:

Category	Q3 % (Not Declared)	Q4 % (Not Declared)	Difference in Percentage / increase by
Workforce by Ethnicity	30.80%	24.85%	5.95%
Disability Data	81.73%	65.40%	16.33%

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Subject Matter:	Use of Consultants, Hired Staff and Temporary Staff
Meeting:	Employment Committee
Executive Portfolio:	Strategic Finance
Report by:	Chief Finance Officer
Ward(s) affected:	All

Executive Summary:

Members requested this annual report in order to monitor the Council's use of interim staff (consultants and temporary staff).

Capital

During 2021/22, consultants have continued to be employed to provide technical and professional advice in respect of the Commercial Investment Strategy, Local Plans, future high street funding and development of market town prospectus for growth. There were also costs for temporary staff which have been employed on capital projects in the year.

Revenue

Overall, there was a net increase of £67k in the cost of interim staff in 2021/22 when compared to 2020/21. There is a continued use of interim staff to meet one off activities delegated from central government, to cover staff vacancies across the Council where recruitment has proved difficult, and to provide expert advice and interim capacity whilst the Council follows the current transformation programme, development of the Local Plans and other business efficiency improvements.

All costs relating to interim staff have been met from within current resources (central government grants, existing budgets or use of earmarked reserves) and the use of such staff has given the Council the flexibility and short-term capacity to undertake its transformation programme.

Recommendation:

Members are asked to consider the report and comment as they consider necessary.

1. PURPOSE OF THE REPORT

- 1.1 To advise of the use of consultants and temporary staff during the 2021/22 financial year.

2. BACKGROUND

- 2.1 In July 2014 the Employment Panel approved guidance notes for managers regarding the use of consultants and temporary staff.
- 2.2 The use of interim staff is an essential requirement in the day-to-day management of the Council's business. However, their use is limited to a range of specific purposes i.e., to meet a specialist skills gap where a full-time resource would not award the Council value for money, to cover for unplanned gaps in staffing or to meet short-term peaks in workload.
- 2.3 Increasingly, the Council is benefitting from successful bids which attract external funding to deliver projects that meet our corporate objectives. Use of interim staff to deliver these projects is therefore fully funded and does not represent an additional burden on the MTFS.
- 2.4 The Council's accepted definitions for consultants and temporary staff is shown below:

Consultants

Individuals contracted to the Council as a sole trader or employees of a contractor to provide specialist and/or professional skills and knowledge the Council lacks. This is often to deliver a specific task or project where it would be non-economic for the Council to retain these skills on a full-time basis. The contract terminates after a defined period of event (e.g., delivery of a report of advice).

Temporary Staff

Individuals contracted to the Council as employees of an agency or contractor to provide additional capacity. They may be providing short term cover for staff absences (e.g., refuse operatives) or medium-term cover (e.g., cover for vacant posts while permanent recruitment completes).

3. EXPENDITURE ANALYSIS

- 3.1 The analysis shown below is split between capital and revenue. The reason for this distinction is that interim staff employed for capital development projects are incidental to the project and can be financed from capital resources i.e., the sale of assets.

3.2 Capital

During 2021/22, there was a net increase of £1,280k in the cost of interim staff compared to 2020/21, a summary is shown below, and the detailed analysis is shown in **Appendix 1**.

Capital Comparison of consultants and temporary staff 2021/22 and 2020/21			
	Consultants	Temporary	TOTAL
	£000	£000	£000
2021/22	1,259	244	1,503
2020/21	125	99	224
Increase	1,134	145	1,279

This increase relates mainly to the Market Town/Future High Street programme and the decarbonisation of Council properties, both of which are externally funded.

3.3 Revenue

During 2021/22, there was a net increase of £69k in the cost of interim staff compared to 2020/21, a summary is shown below, and the detailed analysis is shown in **Appendix 2**.

Revenue Comparison of consultants and temporary staff 2021/22 and 2020/21			
	Consultants	Temporary	TOTAL
	£000	£000	£000
2021/22	598	2,030	2,628
2020/21	932	1,627	2,559
(Decrease)/Increase	(334)	401	69

This increase can, in the main, be attributed to the additional burden placed upon the Council to deliver government initiatives, often on a time-limited basis. This additional burden has been funded by way of government grants.

4. KEY IMPACTS

4.1 The use of interim staff assists the Council in meeting services needs and objectives. If such resources are not used from time-to-time, then it is very likely that service delivery and priorities would be impacted, and the process of transformation would take considerably longer.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report.

6. RESOURCE IMPLICATIONS

6.1 Regarding capital, as the Commercial Investment Strategy matures there will be incidental costs relating to both the acquisition, and in time, disposal of assets. Also, over the life of a capital asset it is necessary for the Council to undertake some enhancement activity to ensure that such assets maintain their capital value, can continue to meet agreed lease standards and health & safety obligations.

6.2 New regulations came into force on 6 April 2017 changing the responsibility for assessing the tax status of consultants, interims, and temporary staff. If directly engaged (not through an agency), the Council must determine whether the individual is acting as if a member of staff and if appropriate, collect national insurance (NI) contributions and tax. The determination, based on HMRC guidance, considers a number of factors including duration, if a post holder, ability to substitute, etc. Failure to collect the correct tax and NI risks incurring fines, interest charges and back tax. The Management Team have been briefed and provided with links to the HMRC guidance and the HMRC online assessment tool. The Heads of Service have been tasked with identifying any consultants, interims and temporary staff that fall within the scope of the regulations and carrying out the appropriate assessment.

7. LIST OF APPENDICES INCLUDED

- Appendix 1 - consultants and temporary staff – capital expenditure
- Appendix 2 - consultants and temporary staff – revenue expenditure

BACKGROUND PAPERS

None.

CONTACT OFFICER

Sharon Russell-Surtees
Chief Finance Officer

CAPITAL EXPENDITURE

Comments on expenditure in excess of £10,000 are provided.

CONSULTANTS CAPITAL EXPENDITURE			
Head of Service	2020/21 £000	2021/22 £000	
COO	9	7	
Leisure & Health	23	13	Fees related to: St Ives changing rooms project £13k
		7	One Leisure Ramsey 3G
Operations	19	18	Fees relating to: Godmanchester Mill weir improvements *
		45	Hinchingbrooke Country Park St Neots Riverside path & cycle ways *
		22	Parklets *
		17	Town Walks *
		11	Back office improvements
		7	
Planning Policy	0	807	Project Management for the Market Town & Future High St Programme *
Resources	70	223	Project management for: Decarbonisation schemes *
		5	Alms Close development
		46	Oak Tree Drive remedial works
		31	Bridge Place car park £31k
Transformation	4	0	
TOTAL	125	1,259	

* externally funded

TEMPORARY STAFF CAPITAL EXPENDITURE			
Head of Service	2020/21 £000	2021/22 £000	
ICT Shared Services	0	9	
Operations	0	7	
Planning Policy	0	120	Project Management for the Market Town & Future High St Programme *
Resources	99	2	Additional support in relation to sale of Bridge Place Car Park
		58	Project management costs relating to the Alms Close
		11	Project management costs relating to the Oak Tree Car Park redevelopment
		37	Project management costs relating to the Oak Tree Centre
TOTAL	99	244	

* externally funded

REVENUE EXPENDITURE

Comments on expenditure in excess of £10,000 are provided.

CONSULTANTS REVENUE EXPENDITURE				
Head of Service	2020/21 £000	2021/22 £000	Expenditure for 2021/22 includes	Justification for Spend
COO	135	53	Support for: Planning applications 7 Licensing	Specialist advice not available within establishment
Corporate Leadership	0	7		
Housing	90	9 7	Support for: Market Town Programme * Housing strategy	Specialist knowledge not available within the establishment.
ICT Shared Services	169	18 31 5 16 15 11	Support for ICT applications: IDOX Yotta Phoenix Northgate NTA Other areas	Specialist knowledge not available within the establishment.
Leisure & Health	12	1		
Operations	168	17 10	Support for: Civil parking enforcement implementation project ** Other areas	Specialist advice not within establishment.
Planning Policy	112	8		
Programmes	9	0		
Resources	205	55 43 126 20	Support for: Covid-19 initiatives * Commercial Estates ** Treasury, valuations and pension fund administration Other areas	Specialist knowledge not available within the Council and that is required for financial stewardship and audit.

Transformation	32	139	Support for ongoing transformation projects *	Creation of business efficiencies
TOTAL	932	598		

* externally funded or funded from earmarked reserves/increased income

** budgeted in MTFS

TEMPORARY STAFF REVENUE EXPENDITURE				
Head of Service	2020/21 £000	2021/22 £000	Expenditure for 2021/22 includes	Justification for Spend
COO	247	488	Agency staff for: Development Management	Cover to maintain service delivery Additional workload due to Covid
		101	Benefits Administration *	
Housing	1	0		
ICT Shared Services	167	189	Specialist staff employed to assist with software and project implementation **	Cover for vacant posts and project delivery
Operations	334	406	Agency staff for: Waste Management **	Requirement to back fill vacancies and holidays with agency staff to maintain service delivery
		24	Street Cleansing **	
		15	Other areas	
Planning Policy	138	168	Temporary staff *	Market town programme manager costs
Resources	740	362	Agency staff for: Covid-19 cover *	Staff employed as a direct result of Covid-19 To support the income generating portfolio of property Maternity cover Vacancy cover Vacancy cover
		160	Commercial Estates *	
		90	Finance	
		10	HR **	
		17	Other areas	
TOTAL	1,627	2,030		

* externally funded or funded from earmarked reserves/increased income

** budgeted in MTFS

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WORKFORCE PROFILE

as at 31 March 2022



Equality Act 2010: Public Sector Equality Duty

The purpose of this report is to provide an annual summary of the profile of the workforce of Huntingdonshire District Council (HDC) by their protected characteristics as defined under the Equality Act 2010.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its directly employed workforce on a regular annual basis. The latest workforce information for HDC is based on data obtained as at 31 March 2022.

The three aims of the Equality Duty are:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

As equality monitoring questions are optional, the Council does not hold a full set of information for every employee. Where employees did not answer or did not want to state their protected characteristics, these are shown as “not declared”

Huntingdonshire District Council 2021/22 - Headcount and Gender



656
TOTAL HEADCOUNT



597.65
TOTAL FTE



320

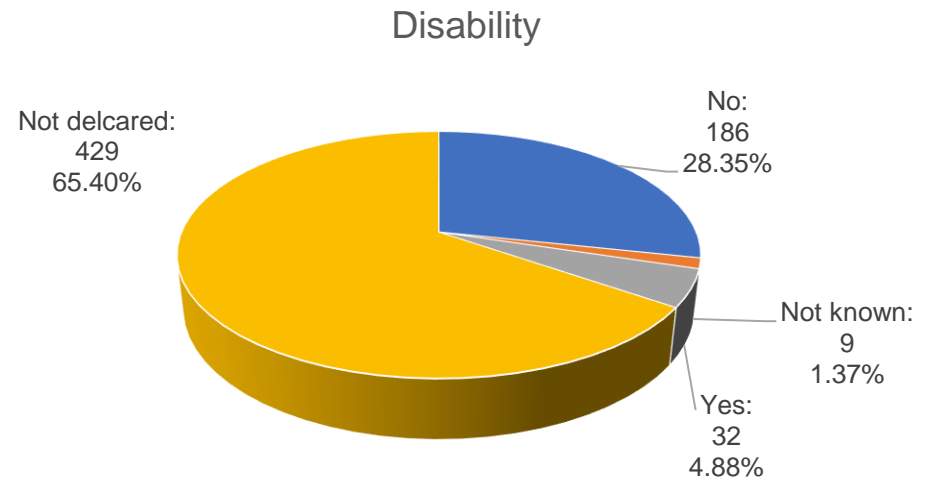


336

The figures are spilt by Total Headcount

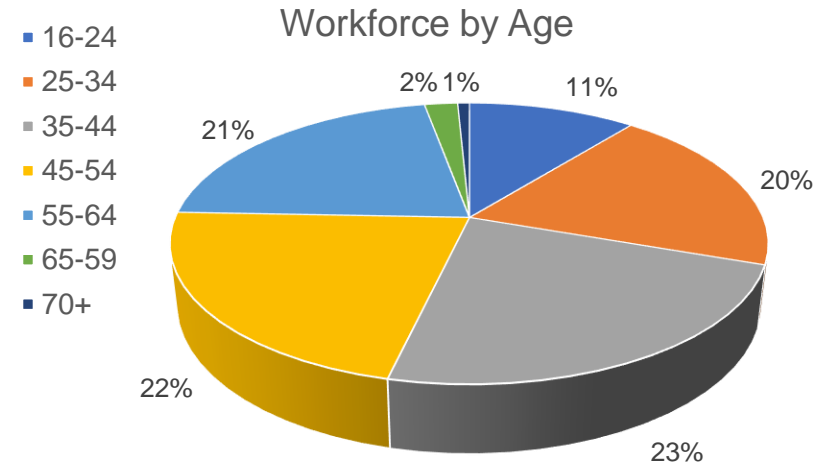
Huntingdonshire District Council 2021/22 - Disability

No	Yes	Not Known	Not Declared
186 (28.35%)	32 (4.88%)	9 (1.37%)	429 (65.40%)



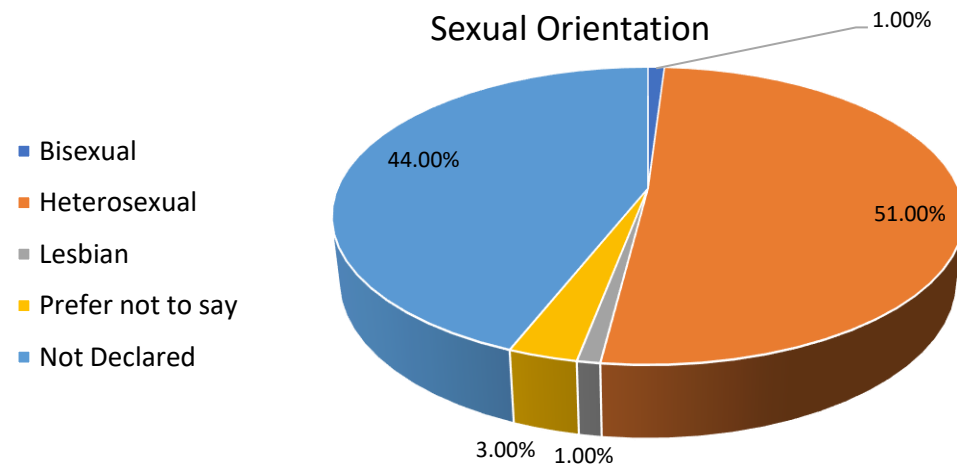
Huntingdonshire District Council 2021/22 - Age

Age Group	16-24	25-34	35-44	45-54	55-64	65-59	70+
Number of Employees and percentage	71 11%	128 20%	153 23%	144 22%	141 21%	14 2%	5 1%



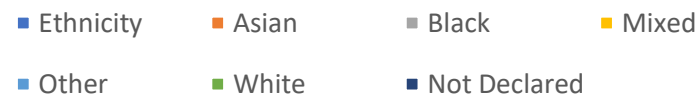
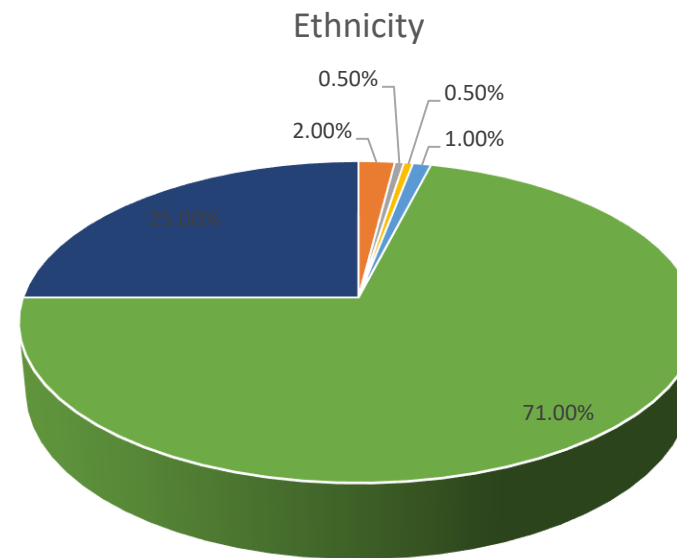
Huntingdonshire District Council 2021/22 - Sexual Orientation

Sexual Orientation	No of Employees and percentage
Bisexual	8 (1.22%)
Heterosexual	338 (51.52%)
Lesbian	3 (0.46%)
Prefer not to say	21 (2.59%)
Not Declared	286 (43.60%)



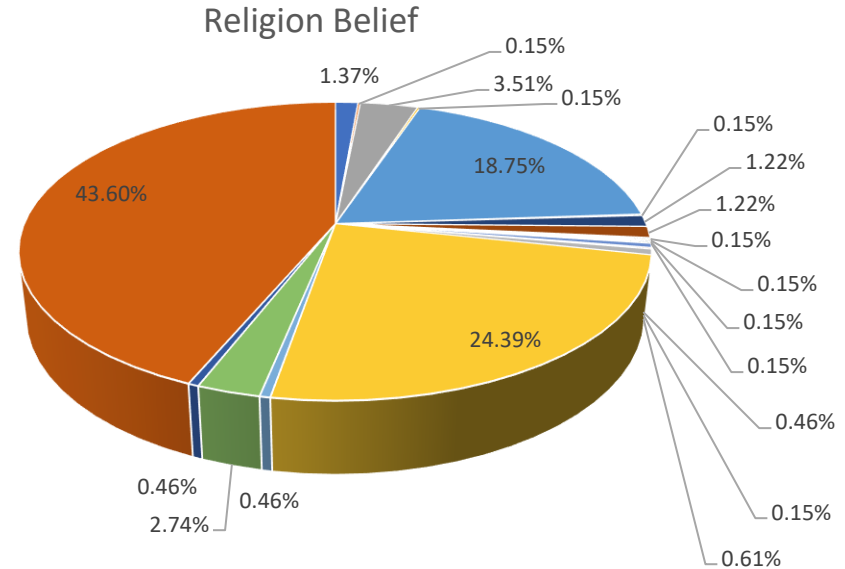
Huntingdonshire District Council 2021/22 - Ethnicity

Ethnicity	Asian	Black	Mixed	Other	White	Not Declared
Number of Employees	13	3	4	4	469	163
	1.98%	0.46%	0.61%	0.61%	71.49%	24.85%



Huntingdonshire District Council 2021/22 - Religion Belief

Religion Belief	Number of Employees
Agnostic	9 (1.37%)
Any Other Religion	1 (0.15%)
Atheist	23 (3.51%)
Buddhist	1 (0.15%)
Christian	123 (18.75%)
Christian - Orthodox	1 (0.15%)
Christian - Protestant	8 (1.22%)
Christian - Roman Catholic	8 (1.22%)
Christianity - all denominations	1 (0.15%)
Hindu	1 (0.15%)
Islam - Shiite	1 (0.15%)
Islam - Sunni	1 (0.15%)
Judaism	3 (0.46%)
Judaism - Reformed	1 (0.15%)
Muslim	4 (0.61%)
No Religion	160 (24.39%)
Other Religion	3 (0.46%)
Prefer Not to Say	18 (2.74%)
Sikhism	3 (0.46%)
Not declared	286 (43.60%)

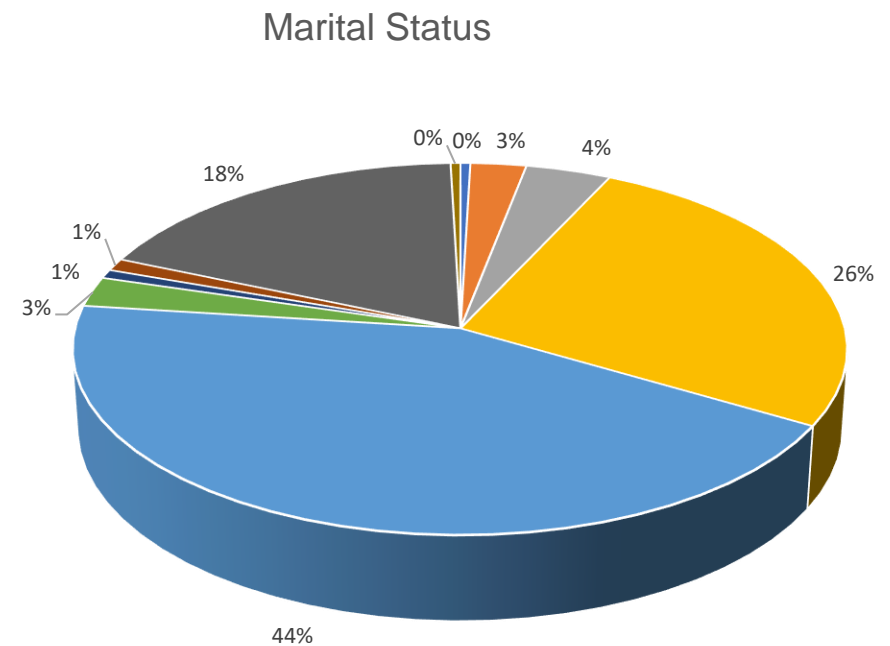


- Agnostic
- Any Other Religion
- Atheist
- Buddhist
- Christian
- Christian - Orthodox
- Christian - Protestant
- Christian - Roman Catholic
- Christianity - all denominations
- Hindu
- Islam - Shiite
- Islam - Sunni
- Judaism
- Judaism - Reformed
- Muslim
- No Religion
- Other Religion
- Prefer Not to Say
- Sikhism
- Not declared

Huntingdonshire District Council 2021/22 - Marital Status

Marital Status	Number of Employees and percentage
Civil Partnership	3 (0.46%)
Co-habiting	17 (2.59%)
Divorced	26 (3.96%)
Married	173 (26.37%)
Not declared	286 (43.60%)
Partner	17 (2.59%)
Prefer not to say	5 (0.76%)
Separated	7 (1.07%)
Single	119 (18.14%)
Widowed	3 (0.46%)

- Civil Partnership
- Co-habiting
- Divorced
- Married
- Not declared
- Partner
- Prefer not to say
- Separated
- Single
- Widowed



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