

A meeting of the **EMPLOYMENT COMMITTEE** will be held in the **GROUND FLOOR MEETING ROOM (CONINGSBY/BOURNE ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 26TH JUNE 2024** 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 17th April and 22nd May 2024 .

**Contact Officer: A Roberts - 388015**

**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.

**Contact Officer: Democratic Services - 388169**

**3. WORKFORCE STRATEGY** (Pages 11 - 40)

To consider and comment on the Workforce Strategy and Action Plan prior to its submission to the Council.

**Contact Officer: N Bane - 388422**

**4. WORKFORCE INFORMATION REPORT QUARTER FOUR 2023-24** (Pages 41 - 58)

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

**Contact Officer: N Bane - 388422**

**5. WORKFORCE PROFILE REPORT** (Pages 59 - 70)

To consider a report by the Strategic HR Manager containing the annual summary of the profile of the workforce by their protected characteristics as defined under the Equality Act 2010.

**Contact Officer: N Bane - 388422**

**6. USE OF CONSULTANTS, HIRED STAFF AND TEMPORARY STAFF 2023/24**  
(Pages 71 - 78)

To consider and comment on a report by the Director of Finance and Corporate Services on the use by the Council of consultants and hired and temporary staff in 2023/24 compared with the previous year.

**Contact Officer: K Sutton - 387072**

**7. REPRESENTATIVES OF EMPLOYEES**

At the request of representatives of employees to consider a range of issues.

18th day of June 2024

***Michelle Sacks***

Chief Executive and 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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The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

**Please contact Anthony Roberts ,Democratic Services, Tel: 01480 388169 / email [Anthony.Roberts@huntingdonshire.gov.uk](mailto: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 GROUND FLOOR MEETING ROOM (CONINGSBY/BOURNE ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Wednesday, 17th April 2024

PRESENT: Councillor P A Jordan – Chair.

Councillors A Blackwell, S Cawley, L Davenport-Ray, C M Gleadow and D N Keane.

APOLOGY: An apology for absence from the meeting was submitted on behalf of Councillor J E Kerr.

### **34 MINUTES**

The Minutes of the meeting of the Committee held on 7th February 2024 were approved as a correct record and signed by the Chair.

### **35 MEMBERS' INTERESTS**

No declarations were received.

### **36 COUNCILLOR RICHARD WEST**

The Committee placed on record its appreciation of the achievements of Councillor Richard West during the six years that he had been Chair of the Employment Committee. Councillor West had recently ceased to be a Member of the Council, and his inclusive, detailed and fair approach was recognised.

### **37 WORKFORCE STRATEGY - PILLAR 2 - ENGAGEMENT**

Consideration was given to a report by the Strategic HR Manager to which was attached the draft Pillar 2 (Engagement) of the Workforce Strategy. A copy of the report is appended in the Minute Book. By way of introduction N Harpham, HR Manager – Projects, outlined the scope of the involvement of employees and the uses to which their feedback had been put. The Chair expressed support for the structure of the document.

Following a question by Councillor Cawley, the Strategic HR Manager informed the Committee that training of managers would be important in enabling employees to adopt new ways of working post-covid. Investment and support would be necessary for this purpose. However, individual Officers also had personal responsibility to adapt to different ways of working. In that context, it was recognised that there now was insufficient space to allow all Officers to work from Pathfinder House full-time and that new patterns of work had been established.

In response to a question from Councillor Davenport-Ray, the Employee Representatives expressed support for the Engagement key priorities.

The Committee expressed its gratitude to for the work that had been undertaken on the Strategy to date. It was then

RESOLVED

that the ongoing work towards the development of the Strategy be endorsed.

**38 POLICY UPDATE - DISABILITY AT WORK, LEAVE ARRANGEMENTS, PATERNITY LEAVE AND PROBATION POLICIES**

By means of a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) the Committee was acquainted with the outcome of reviews of the Disability at Work, Leave Arrangements, Paternity Leave and Probation Policies. Members' attention was drawn to the changes that had been made.

Councillor Davenport-Ray asked a question about the role to the Employee Representative Group (ERG) under the Disability at Work Policy. In response, it was reported that the ERG area of the intranet would be revised to show Representatives' key strengths so that individuals knew where to go.

Following a question by the Chair about Probation Policy timeframes, the Strategic HR Manager informed the Committee that all Officers were required to complete probation, but that those who were appointed on a short-term basis had shortened probation periods.

In response to a question by Councillor Davenport-Ray on Paternity Leave eligibility, the Strategic HR Manager confirmed the Policy's terms reflected the legal framework. Furthermore, it was planned to combine all family policies to create an all-encompassing policy.

Regarding carry-over of leave, it was reported that while Officers were encouraged to take such leave within three months, it could be taken at any time in the year according to the needs of services. Having noted that if carried-over leave was not taken within the year it expired, it was

RESOLVED

that the Disability at Work, Leave Arrangements, Paternity Leave and Probation Policies appended to the report now submitted be endorsed.

**39 PAY AWARD 2024 AND PAY PROCESS.**

The Committee received and noted a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) on the outcome of the 2024/25 pay discussion process. Members were informed that agreement had been reached and payment of the new rates had commenced.

Members' attention was drawn to the terms of a new Pay Award Process, which was appended to the report by the Strategic HR Manager. The Process had been Management, the union and the Employee Representative Group with support from the Advisory, Conciliation and Arbitration Service. In response to a

question by Councillor Davenport-Ray, it was reported that as agreement had been reached it had not been necessary to use the whole process. Whereupon, it was

RESOLVED

- a) that the report be received and noted, and
- b) that the Pay Award Process appended to the report now submitted be endorsed.

Chair

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# HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Wednesday, 22nd May 2024

PRESENT: Councillors A Blackwell, S Cawley, L Davenport-Ray, S A Howell, P A Jordan, P Kadewere, D N Keane and C Lowe.

APOLOGIES: None.

## 1 ELECTION OF CHAIR

RESOLVED

that Councillor A Blackwell be elected Chair of the Committee for the ensuing Municipal Year.

**Councillor A Blackwell in the Chair.**

## 2 MEMBERS' INTERESTS

No declarations of interests were received.

## 3 APPOINTMENT OF VICE-CHAIR

RESOLVED

that Councillor P Kadewere be appointed Vice-Chair of the Committee for the ensuing Municipal Year.

Chair

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** HDC Workforce Strategy and Action Plan

**Meeting/Date:** Employment Committee – 26 June 2024

**Executive Portfolio:** Cllr Lara Davenport Ray (LDR)

**Report by:** Strategic HR Manager (NB)

**Ward(s) affected:** N/A

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### **Executive Summary:**

Further to the April 2024 Employment Committee where we shared the second Pillar of the Workforce Strategy, we are pleased to present the full workforce strategy that includes the final Pillar (which focuses on Well-being) to you.

Employees across HDC have once again had the opportunity to contribute to the strategy. Through testing our preliminary ideas on the workforce strategy content and conducting interactive workshops across the three pillars, we have achieved a high level of employee engagement in shaping the workforce strategy. With over **73%** of the staff, which amounts to **472** employees participating in both online and in-person engagement sessions, there is a strong collective effort in forming the recommendations and driving the strategy forward.

The involvement of senior leaders, ERG groups, elected members, and the integration of external networking and research further enriches the process, ensuring that the strategy aligns with best practices and industry standards.

Overall, this strategy is:

1. Working to achieve one of the actions under priority three of the Corporate Plan that is focused on 'Doing our core work well' and 'Delivering good quality, high value-for money services with good control and compliance with statutory obligations.'
2. Meeting one of the agreed actions from the Corporate Plan 'Complete the remaining elements of the Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and ensure we can continue to attract, retain and nurture talent.'

From the feedback from the engagement sessions we have also created a draft action plan, which is also presented to you today. There is still work to be done on the prioritisation of the plan but this will demonstrate the scope of the activities that will be explored.

**Recommendation(s):**

The Committee is asked to:

- a) consider and endorse the full Workforce Strategy, and
- b) recommend the Council to approve the Strategy at its meeting on 17th July 2024.

## **1. PURPOSE OF THE REPORT**

- 1.1 The report draws Committee attention to the Workforce Strategy and asks for endorsement to implement the use of it.

## **2.1 WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.2 Under Priority 3, 'Deliver good quality, high value-for-money services with good control and compliance for statutory obligations', of HDC's Corporate Plan one of the identified actions was to "Deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent."
- 2.3 To achieve this action a project was initiated to understand what the workforce strategy needed to be and then to engage with our workforce to ensure that the strategy is truly collaborative and reflective of our staff views.
- 2.4 As presented at the November 2023 Employment Committee, various engagement activities have been taken to launch the project. The final area completed is the engagement on the third "pillar" Well-being.

## **2.5 KEY IMPACTS / RISKS**

- a. The world of work is changing at a faster rate than ever before and HDC needs to be ready for these changes. This strategy will give us the framework and direction to ensure we are ready to meet the challenges of now and in the future. The strategy will impact across our entire workforce and whilst not all actions will impact everyone, some will impact everyone. This is why we have dedicated time to our engagement work to ensure we have captured as much feedback and ideas as possible, and whilst it may not be possible to implement all of the ideas either immediately, or at all, we will ensure feedback is given on the reasons for this.

## **2.6 WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- a. The implementation for the strategy is in a three-stage approach, as we will launch each "pillar" following each engagement piece.
- b. The timetable for this means that Pillar 3, Well-being, is being presented alongside the full strategy and supporting action plan. The action plan shows what we expect to do as a Council to achieve the strategy.
- c. **HDC Workforce Strategy Action Plan**  
The workforce analysis and planning framework forms the foundation of our comprehensive workforce strategy action plan. Developed through extensive staff engagement and external research, the framework identifies the key focus areas we must address to align our workforce capacity and capabilities with HDC's strategic objectives.

Central to this plan is projecting our future workforce needs based on service delivery plans and budget forecasts. By thoroughly assessing our current workforce, demographics, skills, and gaps, we can then develop targeted recruitment, retention, and reskilling strategies. Underpinning the entire plan is a commitment to fostering an engaged, high-performing, and inclusive, organisational culture. Below is a brief summary of the proposed action plan for the workforce strategy:

#### **Attraction and Retention**

- Develop strategies to attract and recruit talent while promoting HDC's employer brand, delivering on our employee value proposition (EVP).
- Implement initiatives to retain skilled and experienced staff, such as career development opportunities, competitive compensation, and a framework for employee well-being.

#### **Workforce Planning**

- Align workforce capacity and capability with HDC's strategic objectives.
- Implement succession planning for critical roles.
- Up-skill and re-skill the existing workforce.

#### **Organisational Design**

- Review of the council's organisational structure and job roles.
- Identify opportunities to improve efficiency, flexibility, and responsiveness.

#### **Employee Engagement and Culture**

- Initiatives to foster a positive and inclusive environment.
- Strategies to improve employee satisfaction, motivation, and productivity.

#### **Performance Management**

- Developing robust performance management systems.
- Linking individual objectives to overall Council priorities.

#### **Learning and Development**

- Invest in training and continuous professional development.
- Address identified skills gaps.

#### **Workforce Diversity and Inclusion**

- Promote equal opportunities and diversity in the workforce.
- Address any under-representation or barriers to employment.

#### **Digital Transformation**

- Leverage technology to enhance workforce productivity and efficiency.
- Upskill the workforce for digital ways of working.

#### **Partnership and Collaboration**

- Explore internal opportunities for shared services or joint working with other public sector organisations.
- Engage with external stakeholders to understand their workforce needs.

d. Whilst the action plan has been developed, our officers are already working on and launching some of the recommended priorities.

Here is what we have achieved so far:

- Upgrade to the Learning Management System.
- Changes to our Recruitment System.
- The Launch of our Planning Recruitment video.
- Corporate Narrative Sessions - employee voice.

## **2.7 LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES**

*(See Corporate Plan)*

- a. This is a direct action of the Corporate Plan under Priority 3: Delivery good quality, high value-for-money services with good control and compliance for statutory obligations.

## **2.8 CONSULTATION**

- a. All staff have had the opportunity to give feedback and ideas into what we do well and how we can better attract and retain employees, promote employee engagement and well-being, and what we need to do as a council to ensure we are fit for our workforce now and in the future. A total of **333** employees attended these sessions, which were held at most HDC sites and conducted both online and in person.
- b. The process of engaging the workforce to develop the renewed workforce strategy has been carefully structured to ensure that a wide range of perspectives has been captured and incorporated by using a variety of engagement channels to reach a broad cross-section of employees including:
  - Conducting a staff-wide survey to collect employee input and feedback on our preliminary ideas.
  - Holding employee engagement sessions from different departments, levels, and backgrounds.
  - Organising town hall meetings to present the draft strategy proposals and gather additional input.

The project team communicated the engagement process, shared findings, and explained how employee input influenced the final workforce strategy. This transparency has built trust and accountability.

By using this multi-faceted approach, we have gained a comprehensive understanding of the workforce's needs and priorities. This has led to the development of a truly collaborative workforce strategy for HDC.

- c. In addition, we have engaged with the Senior leadership Team, UNISON and ERG to gain their feedback and we have held two sessions for this Committee to provide input.

## **2.9 REASONS FOR THE RECOMMENDED DECISIONS**

- a. Adoption of the strategy will ensure we are working towards what our employees need now and what they will need in the future, and we will be achieving one of the actions to support the Corporate Plan.

## **2.10 LIST OF APPENDICES INCLUDED**

Appendix 1 – HDC Workforce Strategy (Pillars 1, 2, & 3)

## **CONTACT OFFICER**

Name/Job Title: Nicki Bane - Strategic HR Manager  
Tel No: 01480 388422  
Email: [nicki.bane@huntingdonshire.gov.uk](mailto:nicki.bane@huntingdonshire.gov.uk)



# Workforce Strategy

Summer 2024



I am pleased to introduce our Workforce Strategy for Huntingdonshire District Council.

A workforce strategy is about collaboratively working together to define the organisation we want and need to be - not only now but for our future.

With that said, this strategy has been developed with you, our staff. Developing a workforce that feels connected to and can meet the current and future needs of our residents is vital if we are to achieve the ambitious outcomes set out in our Corporate Plan.



Our iCare values provide an excellent foundation for us to build upon but this strategy goes a step further. It sets out how we will address the workforce challenges we face.

People's needs and expectations of work are changing. Our aim is to build a workforce where there are opportunities for development and growth, and where every staff member feels valued, included, and appropriately rewarded.

As the world evolves, so do the needs and expectations of our workforce. The recent pandemic has accelerated this transformation, opening up new possibilities and ways of working. Looking to the future, we must ensure we have the right resources and skills to equip us for the challenges it may bring.

We are committed to supporting the well-being of staff as well as attracting, retaining, and growing our workforce, particularly in hard-to-recruit areas. Our focus is on creating compelling career pathways that benefit not only our staff but also contribute to the broader well-being of our community.

It is a privilege to lead a workforce with such a diverse range of skills and experience who provide such important services to Huntingdonshire residents every day. Whether you are an existing member of staff or thinking of joining us, thank you for taking the time to consider our Workforce Strategy.

***Michelle Sacks, Chief Executive Huntingdonshire District Council***



# What is the Workforce Strategy?

At the heart of our council's success is our ability to attract, develop, and retain a talented workforce who truly connect with, and deliver, our priorities and values. This is what a Workforce Strategy delivers.

The Workforce Strategy provides a framework for how we are going to achieve the vision set out in the Corporate Plan. It sets the roadmap we will follow and the broad areas that are our priorities for delivery. Like all good strategies, it does not prescribe the detailed actions we will take. It will be regularly reviewed to ensure it is still fit for purpose and will change if the evidence supports new approaches being introduced.

We are renewing our Workforce Strategy to prepare the council for the changing skills needed in its future workforce and to ensure that we can continue to attract, retain, and nurture talent. This strategy will encompass the well-being, happiness, and inclusion of our staff. Whilst looking to offer varied and fulfilling careers that are adaptable in an ever-evolving work environment. We know that to have the best talent we need to invest in our employees; so we will look to develop and grow our talent where possible



# Why do we need one?

A talented and aligned workforce is crucial for bringing our priorities to life and ensuring the organisation delivers on its outcomes.

Getting it right delivers significant benefits:

- ✓ **Higher quality services for our customers, greater staff engagement and retention, and lower levels of stress.**
- ✓ **Value for money services with our workforce made up of the right people in the right places, as direct people costs make up circa 40% of the council's expenditure, the cost of getting it wrong can be significant.**
- ✓ **To ensure that we can deliver our organisational priorities with our workforce.**
- ✓ **Become an employer of choice by providing training and empowering an innovative workforce.**

# Developing the strategy

At the heart of the Workforce Strategy are our staff which is why we have involved them at every step of the way. So far this has involved:

- Regularly engaging with Employee Representative groups and a number of staff who are acting as our Workforce Strategy Champions.
- Testing our initial thoughts on the content of the Workforce Strategy and running interactive workshops with a combined attendance of over 300 staff from across the council, spread across the 3 pillars who have helped to shape the recommendations in this strategy. Senior Leaders and Elected Members have also been engaged with with.
- Undertaking external research to understand industry best practice and take learnings that we can bring to the Council.





# Attraction and Retention

The Workforce Strategy has been broken down into three key areas or “Pillars” that cover the core areas that need to be focused on to be an employer of choice. This part of the strategy explains the key priorities under **Attraction and Retention**.

## Recruitment

- A large focus on the work we do will be on recruitment as we move to attract top talent into the Council. To do this we need to develop a strong Employee Value Proposition (EVP) which will help us to sell the organisation. An EVP simply put is the value, through benefits, rewards and culture, that we can offer to potential new employees in return for their talent, skills and experience.
- To help build a workforce for the future and to fill any potential skills gaps there should be a plan to grow our own talent through apprenticeships and training posts.
- Once the right people have been sourced there needs to be an effective onboarding and induction programme which will help to retain the talent that has been found.

## Learning and Development

A key part of retaining our staff will be:

- Ensuring that they are trained to effectively undertake their roles with key competencies being covered. This will be through formal courses and informal on the job training.
- Creating career pathways will also help to develop our staff and give a route to progression opportunities within the Council.
- Focussing on diversity and inclusion across the Council will ensure that we embrace all employees and their differences.

## Reward

This is ensuring that the Council has:

- A competitive rewards package for our employees, including pay, benefits such as pension, high street discounts and by providing financial guidance and support to those who want it.
- Support to our employees and ensuring that we have flexible ways of working in a hybrid world.
- A focus on performance output rather than attendance.

# Engagement

This part of the strategy explains the key priorities under **Engagement**.

## Communication

- Have a clear sense of purpose and buy in with managers and leaders leading and facilitating this.
- Having open, accessible two-way communication paths which are clear and transparent and available to all.
- When communicating across the workforce we should approach this in a tailored manner so that we get the widest reach possible, using the resources available to us. One size does not fit all and not all staff have the same level of understanding. Communication does not have to be big; team meetings, open doors, and posters all help to engage people in different ways.
- Actively seeking feedback from employees both formally and informally so that we can ensure that messages are being heard and that feedback is acted on.

## Recognition

- Being given informal recognition when its due. A simple and genuine 'thank you' goes a long way.
- Provide opportunities for formal recognition to take place, either through a formal process or an awards event.
- Make celebrating our successes part of our every day. Proudly sharing both internally and externally our achievements.

## Positive Working Environment

- Create a positive working environment for all staff with managers who are trained and skilled in supporting this environment.
- Hybrid working has changed the work environment for many and it is important that those who work like this and manage hybrid workers have the support, skills, and guidance to do this effectively.
- Collaboration is a regular activity, not only within teams but across services, to help bring the most rounded ideas and outcomes for our residents.
- Facilitating a network of inclusivity groups across the Council.
- Further embedding the iCare values so they are a core part of the Council and all we do.

# Well-being

The key priority under **Well-being** is to create an effective framework.  
This encompasses:

## Physical, Mental & Emotional well-being

- The first, and biggest, part of the framework will cover an individual's physical, mental and emotional wellbeing, with employees needing different things at different stages of their life & career.
- A number of the activities under this part of the framework are self-directed and driven and are founded on the key principle of knowing your own self and body.
- Support can then be offered by HDC to enhance good physical, mental and emotional health through our support services and good working practices.

## Workplace Social well-being

- Workplace social well-being meets the need for employees to interact in a positive and supportive manner.
- Teams should be given space to be able to connect, building and forming relationships outside of purely work-related activities.
- By encouraging role modelling wellbeing behaviours and creating space for open conversations, whether they are with colleagues, managers, employee reps, mental health first aiders or through the employee assistance programme.

## Financial well-being

- The final part of the framework to ensure all-round well-being is to support financial well-being of employees.
- This can be through offering guidance and support through the Employee Assistance programme and other financial guidance tools.
- Providing discounts via our online lifestyle platform and seeking further opportunities to offer discounts on HDC products.



# Future ways of working

With a decreasing pot of government funding, rising costs and inflation and greater pressure on our services we will need to find ways to save money or generate income in order to continue providing high-quality services. As a result of this, the council will not be able to continue to work in the same way and we will have to work out how to do more with less.

A key element of our Corporate Plan sets out that Do, Enable, Influence is a key strategic response to these challenges for the Council. We will play more of an enabling role and will make more use of partnership working and empower people to reduce demand for traditional public services.

**DO.** Using all our services and ways of working to best serve Huntingdonshire.

**ENABLE.** Huntingdonshire residents and businesses to thrive by listening and working with them.

**INFLUENCE.** Partner organisations and stakeholders by creating a shared vision that benefits Huntingdonshire.

The results of feedback, ideas and input from across the workforce has told us that we need to be:

**Customer Focused** – ensuring residents, contractors, members, and colleagues receive the best customer service at all times and are treated with respect.

**Understanding of Council values and priorities** – we all need to be very clear about the direction of the organisation and understand how they contribute to achieving our priorities.

**Flexible, adaptable, and innovative** – to deal with a changing environment as well as finding innovative ways to deliver services considering the need to drive down demand and make the best use of technology.

**Able to deliver effective hybrid working** – supporting managers and employees working in a hybrid world.

**Outcome focused and high performing** – whatever we do will need to have identifiable outcomes and meet the needs of our residents. We will need to work to the best of their ability and give 100%.

**Well led and managed** – with managers who demonstrate visible, fair, and pro-active leadership ensuring that our staff are supported, and where poor performance is identified it is managed effectively.

**Working in a safe, healthy, and supportive environment** – ensuring that we are safe at all times and work in a healthy and supportive environment enabling them to be at their best.

**Engaged, motivated and resilient** – we all need to feel well informed, clear on the direction of the organisation and resilient to meet the challenges that lay ahead.

# Next steps

1

We will provide continuous communication back to the organisation, including a 'what are we going to do' page and appropriate comms to all staff.

2

We will invest in the action plan, through funding and resource to ensure we can deliver the agreed actions and will continue to work with employees across the council and the employee representative groups to deliver the work.

3

Follow the relevant governance procedures to ensure that the strategy and subsequent action plan are delivered. This will include reporting progress on the action plan to Elected Members via the Employment Committee.

4

Ensure we monitor impact, with the following as initial metrics:

- Feedback: from managers and staff via briefings
- Staff survey(s)
- Employment Committee Data reporting:
  - Staff turnover
  - Staff sickness
  - Success of Recruitment campaigns
- Satisfaction rates from Engagement Surveys.

## HDC Workforce Strategy Action Plan

We are pleased to present the HDC Workforce Strategy Action Plan. This plan outlines the proposed action items for the HDC Workforce Strategy, organised by the identified pillars to address the workforce-related challenges and opportunities identified during our engagement sessions.

### Key Points

**Draft Status:** This is a draft document we wanted to provide this as soon as possible to give you early insight into the work to be delivered.

**Prioritisation, Resources, and Dependencies:** The current action items are based on the feedback from the engagement sessions. However, we still need to prioritise these items, identify the necessary resources, and map out any dependencies between them.

**Ongoing Actions:** There are several actions that we can and are already undertaking. We will work to expedite these initiatives as part of the overall strategy.

Pillar	Theme	Activity	Resources required	Estimated Timeframe
Attraction and Retention	Create an employee value proposition (EVP)	Understanding what is HDC's EVP. Then building on this and embedding it across the organisation.	SLT, Members, HR, Comms, Managers, Rep Groups, employees	3-5 years
		Internal branding - have a consistent brand and message.		
		External branding - who do we sell to candidates.		
		Work to make employee HDC brand ambassadors.		

Attraction and Retention	Careers website	Create an updated careers website to ensure it is fit for purpose and attracts new candidates.	HR, ICT, and comms	Complete
Attraction and Retention	Online Presence	Build a stronger HDC online presence to show potential applicants what it is like here. Make use of social media channels.	HR, Comms, employees	12 months
Attraction and Retention	Attend employer events	Attend jobs fairs or schools/college careers to showcase our roles and opportunities. Raising HDC's profile.	HR, managers, employees	6 months
Attraction and Retention	Targeted recruitment	For specific roles look at specialist job boards or publications. Use talent sourcing.	HR, hiring managers	6 months
Attraction and Retention	Talent pools	Look to engage with groups that widen the normal talent pools. E.g., ex-offenders, armed forces leavers.	HR, SLT, Hiring manager	2 years
Attraction and Retention	Consider Staff referral programme	Explore the opportunity and benefit of launching a staff referral scheme.	HR	3 months

Attraction and Retention	Candidate assessment days	Review opportunities to hold assessment days for candidates. Allowing for more in-depth assessment of candidates.	HR, hiring managers	no fixed timeline
Attraction and Retention	Application form review	Review the current application form to ensure it is comparable to competitors and is easy to navigate and accessible.	HR	3 months
Attraction and Retention	Hiring time frame review	Review the timeframe from advert to offer and understand if there are opportunities to reduce this timeframe.	HR, hiring managers	On-going no fixed timeline
Attraction and Retention	Onboarding and induction	Ensuring face to face inductions for all new starters, and not just a day one event. Have an induction plan in place. Gather feedback from new starters.	HR, Hiring managers, teams	12-18 months

Attraction and Retention	Broader organisational induction	Allowing new starters to be inducted to HDC not just the specific team they work in through events such as the directors welcome. This should include political awareness information.	HR	On-going no fixed timeline
Attraction and Retention	Buddy programme for new starters	Ensure all new starters have a "buddy" who is not their line manager to allow them to have an alternative point of contact.	HR, hiring managers	Complete
Attraction and Retention	Succession planning and career development	Create a succession planning tool, to allow for "talent" to be spotted and trained.	HR, SLT, Managers	6 months
		Have opportunities for employees to undertake training in alternative areas to allow for development.		
Attraction and Retention	Mentoring and coaching	Create a cohort of mentors and coaches to supporting a development culture. This will require training for mentors.	HR, SLT, Managers, Employees	3 years
Engagement		Create shadowing programme for those looking for internal progression.		
Attraction and Retention	Facilitate communities of practice	Facilitate groups of employees with shared	Employees, Rep Groups, HR	6-12 months

		interest to connect and collaborate.		
Attraction and Retention	Learning and Development	Ensuring mandatory training is accessible to all.	HR	6-12 months
		Seek opportunities to offer life skills such as ESOL.		
Engagement		Training programme for managers.		
		Provide access or guidance to IT training.		
		Offer opportunities for employees to access CPD. and professional development opportunities.		
Attraction and Retention	Equality, Diversity & inclusion (ED&I)	Highlight our commitment to ED&I.	HR, Comms, employees	12 months
Engagement		Facilitate employee networking groups.		
Well-being				
Attraction and Retention	Celebrating success	Establish a culture of recognition.	Employees, Rep Groups, HR, Comms, Managers, SLT	2 years
		Celebrating achievement both internally and externally.		
Engagement		Verbal gratitude is a key factor.		
Well-being		Encouraging staff to recognise their peers.		

Attraction and Retention	Pay & Reward	Review of the current pay structure to ensure it is fit for purpose. Consideration to be given performance related pay.	SLT, Members, HR, Comms, Reps Groups, Manager	12 months
		Increment process reviewed and managed consistently.		
		Ensure current pay structure is understood.		
Attraction and Retention	Financial education	Offer financial education programmes to staff.	SLT, Reps Groups, HR	3 months
Well-being				
Attraction and Retention	Employee Assistance programme	Ensure benefits of the EAP are communicated to employees.	HR, Comms, Procurement	4 months
Well-being		Make sure service is fit for purpose and covers all areas needed including financial advice.		
Attraction and Retention	Reward	Review current reward offer with Vivup and advertise further.	HR, SLT, Comms, Reps Groups	Ongoing no fixed timeline
		Look at other rewards that could be offered such as e-vehicles, payroll savings, health cash plans.		



Attraction and Retention	Retirement planning	Offer retirement planning support	HR, comms	Complete
Attraction and Retention	Healthcare	Offer healthcare insurance	HR, SLT, partners, Comms	6 months
		Review any support from partners		
Attraction and Retention	Work life balance	Continue to offer work life balance, look to see if any other options could be given	HR, SLT, Rep Groups, Manager	On-going no fixed timeline
Engagement		Consider any alternative policies that can be in place to support work life balance		
Well-being				
Attraction and Retention	Clear Employment policies	Ensure that polices are up to date and in line with best practice	HR, SLT, Rep Groups, Manager	On-going no fixed timeline
Engagement		Ensure consistent application of policies across the whole of HDC		
Well-being		Provide policy training to managers		

Attraction and Retention	Family friendly policies	Review offers in family friendly policies to see if they can be further enhanced	HR, SLT, Rep Groups, Manager	3-6 months
Attraction and Retention	Staff support groups	Facilitate groups of employees with shared experiences to connect and offer support	Employees	12 months
Attraction and Retention	Family-Friendly events	Explore family friendly events to allow employees to involve their families in work	SLT, HR, Comms, Reps groups, employees	12 months
Engagement	Have clear objectives at all levels	Ensure that all staff understand the objectives of the council and how they fit into those objectives	SLT, HR, Comms, Reps groups, Managers, employees	12 months
Engagement	Communication	Ensure that communication is effective to all areas of the council	SLT, HR, Comms, Rep Groups, Managers, Employees	On-going no fixed timeline
		Review of management team meeting to ensure correct audience and messaging		
		Review of quarterly staff briefings to ensure they reach the widest possible audience and give appropriate information. Including guest speakers on relevant topics		

		Review of current comms for effectiveness and reach Encourage 2-way feedback		
		Explore active listening training for managers		
		Open door policy - more access to SLT for those not at Pathfinder House		
		Ensure regular feedback to check that messages are reaching all audiences		
Engagement	ICT access	Review how to ensure all staff can access IT systems	SLT, ICT, HR, Rep Groups	3 months
Engagement	Team management	Schedule regular team meetings in the most appropriate form for team	SLT, HR, Managers	6-12 months
		Regular one to ones for all staff - appropriate to the role and employees career aspirations		
		Promote teamwork and collaboration, not only in own service but across the council		
Engagement	Continuous Improvement culture	Establish a culture of continuous improvement and questioning the norm	SLT, HR, Manager, Rep Groups, Employees	2-3 years
Engagement	iCare Values	Work to embed the values	SLT, HR, Manager, Rep	12-18 months

		Communicate the purpose Offer further training Bring the values to life Updated iCare values video Continue and look to expand iCare awards	Groups, Employees	
Engagement	Long Service Awards	Review current long service award offer and based on best practice expand to consider other lengths of service	SLT, HR, Reps Groups, Employees	6 months
Engagement	Hybrid working	Establish clear hybrid working guidance for the council	SLT, HR, Reps Groups, Managers, Employees	6 months
Well-being				
Well-being	Create a Well-being strategy	Assess the requirement of the council	SLT, HR, Reps Groups, Managers, Employees	12-18 months
		Consider Mental, physical, and emotional well-being		
		Consider workplace social well-being		
		Consider financial well-being		
		Explore and embed workplace well-being champions		
		Consider obtaining workplace well-being charter accreditation		
		Create a well-being awareness calendar		
Provide well-being education				

Well-being	Employee Handbook	Ensure all employees have access to the employee handbook as a source of information and support	Managers, Employees, HR	3 months
Well-being	Workplace adjustments	Create an adjustment passport for those with alternative needs in the workplace	Managers, Employees, HR	Complete
Well-being	Mental Health first aid	Raise awareness	SLT, Managers, HR, employees, MHFA's, Rep Groups	6-12 months
		Provide resources to support mental well-being		
		Train managers in skills of spotting and supporting people with mental health issues		
		Raise profile of MHFA's		
		Recognises MHFA's and offer support to them		
Well-being	Sickness Absence	Ensure all managers are trained on the policy	HR, Managers, Rep Groups	Ongoing no fixed timeline
		Monitor return to work forms for completion and detail		
		Upskill managers in support services		
Well-being	Social well-being	Foster a culture of inclusivity	SLT, HR, Managers, Rep	18-24 months

		Peer networking groups	Groups, Employees	
		Team building activates		
		Social responsibility initiatives such as volunteering days		
		Opportunities/time to donate blood during working hours		
		Team "social" events		
Attraction and Retention	Use of Technology	Working with AI to enhance activity in the workplace	SLT, HR, Managers, Employees, ICT	TBC based on ICT timelines
Well-being				
Well-being	Dedicated personal time	Consider the implementation of a permitted well-being/personal development hour	SLT, HR, Rep Groups	6-12 months
Well-being	Social Committee	Form a social committee who will lead on social events for the council from book groups and sports teams to family days	Employees	12 months
Well-being	Gym memberships	Consider expanding one leisure discounted membership to family membership too	SLT, OL Management, HR	3 months
		Explore if discounts to other gyms may be beneficial		
Well-being	Recreation facilities	Consider pool tables/games consoles etc	SLT, Finance, Managers, HR	3-6 months

		Offer mindfulness/yoga/meditation sessions		
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## Workforce Report Quarter Four 2023-24

### Report Highlights

Report Section	Measure	Trend	Q3	Q4
1.1	<a href="#">Headcount</a>	↓	650	649
1.1	<a href="#">FTE</a>	→	591.20	591.19
1.2	<a href="#">Variable Employees</a>	↑	437	456
1.4	<a href="#">High Earners</a>	↓	52	50
1.5	<a href="#">Leavers</a>	↑	19	20
1.6	<a href="#">Turnover</a>	↓	13.4%	12.4%
1.7	<a href="#">Employment Offers Made</a>	↑	59	67
2.0	<a href="#">Sickness Days Lost per FTE</a>	↑	7.8	8.2
2.3	<a href="#">Sickness Absence – Long-Term</a>	↑	61.8%	64.5%
3.0	<a href="#">HR Caseload</a>	↓	105	89
3.1	<a href="#">HR Caseload – Sickness Absence Management</a>	↓	68%	56%
5.0	<a href="#">Accidents/Incidents Reported</a>	↓	8	4
			2023/24 Budget	2023/24 Actual
1.3	<a href="#">Paybill – Total</a>	↑	£28.2m	£28.5m
1.3	<a href="#">Paybill – Employees</a>	↓	£27.8m	£27.1m
1.3	<a href="#">Paybill – Contract &amp; Agency Staff</a>	↑	£0.3m	£1.3m

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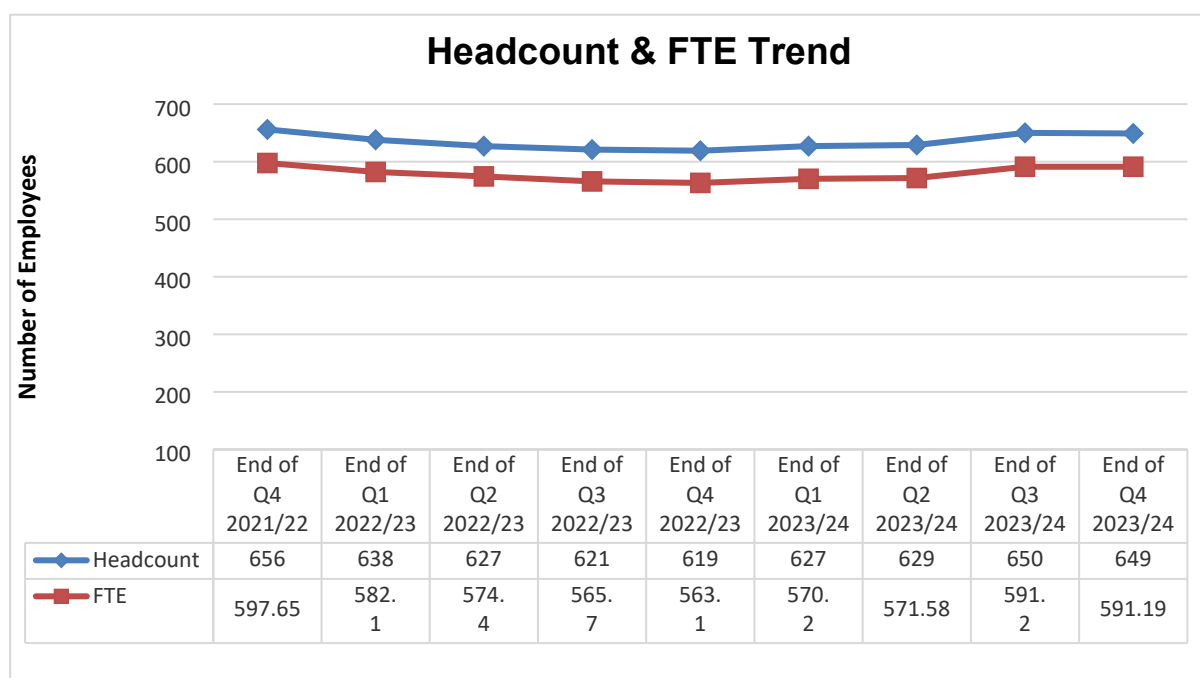
## 1.0 EMPLOYEE PROFILE

**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 2024), the total number of permanent and Fixed term employees employed by Huntingdonshire District Council was 649 (excluding those employed on a variable or casual hour basis) with the number of full-time equivalent posts at 591.19.

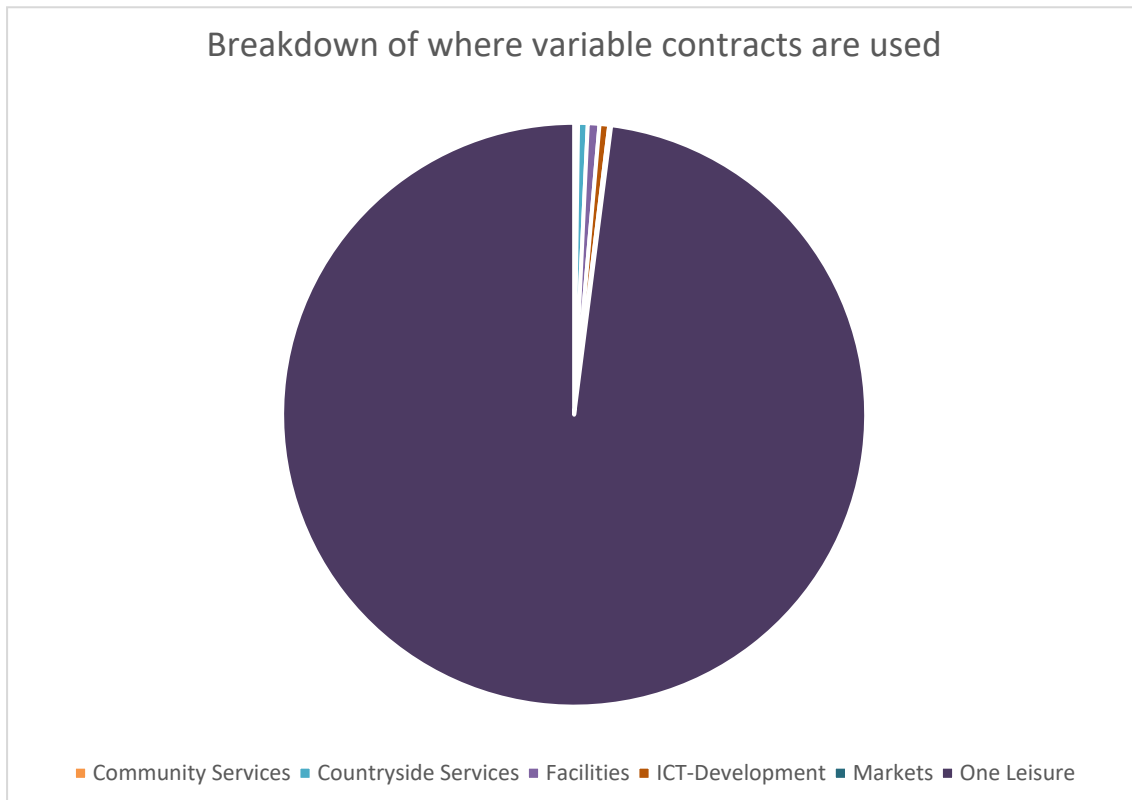


### 1.2 WORKFORCE BY CONTRACT TYPE

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, and ICT. At the end of Q4 HDC had 456 individuals employed in 939 posts. This is an increase from quarter three.

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

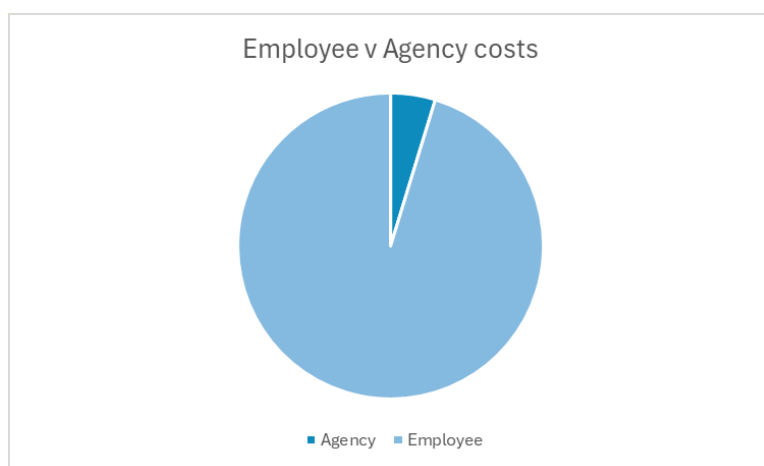
Employment Type	Quarter Four	Quarter Three
Fixed Term	52	46
Permanent	577	586
Secondment/Acting Up	23	23
<b>Grand Total</b>	<b>652</b>	<b>657</b>
Variable employees	456 (939)	437 (911)



### 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 2023/24 was around £690,000 under the budget for the year. In contrast to this there is an overspend of £1,021,281 on contractors and agency staff compared to a budget of £326,000. Netting out at an overspend of around £330,000 against staffing budget when the underspend and the existing budget are taken into account.

Year	Budget (£)	Actual (£)	Forecast (£)
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	
2022/23	27,330,175	26,467,958	
2023/24	27,848,427	27,157,627	



## 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 50 employees were paid at FTE salaries of £50,000 or above, representing 7.7% of the total workforce. 1.3% of the workforce are paid salaries over £75,000. The total number of employees classed as high earners is has decreased since the previous Quarter (52).

## 1.5 LEAVERS

During Quarter Four, 20 full-time/part-time employees on permanent or fixed-term contracts left the organisation, which is higher than the total leaving in the previous Quarter (19).

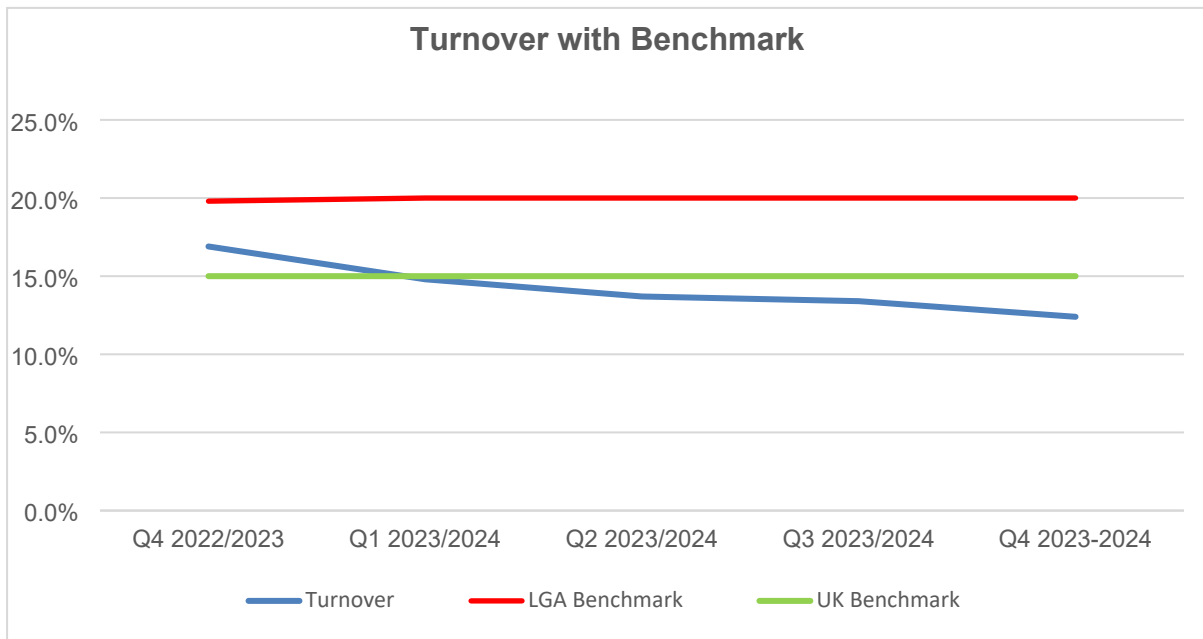
4 of the leavers from Q4, resigned to take up other posts with either commercial or public sector employers, this is a decrease from the 8 in last quarters report. There

were 4 individuals who retired that had a combined Service with local government of 27 years.

Leaving Reason	Fixed Term	Permanent	Total
Voluntary Resignation	2	9	11
Retirement	1	3	4
Dismissal – Ill Health	0	1	1
Leaver – End of Contract	2	0	2
Failed Probation	1	0	1
Settlement Agreement	0	1	1
<b>Total</b>	<b>6</b>	<b>14</b>	<b>20</b>

## 1.6 TURNOVER

In the 12 months to 31 March 2024 80 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 12.4%, which is lower than the previous quarter.



Turnover continues to decrease this is in line with what we are seeing in the current employment market where the number of vacancies decreased, this is a continuing trend which is expected to continue in the current financial climate.

## 1.7 RECRUITMENT METRICS

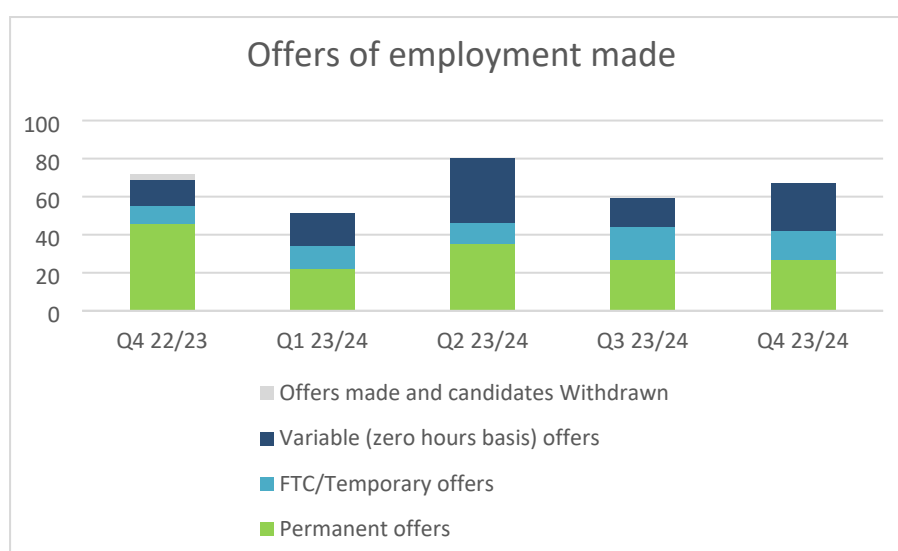
Recruitment activity has increased from last quarter which is what you'd expect at the start of a new year.

Of the 67 offers made 9 were existing HDC staff, promoted or moving into other positions around the council. The HR team will continue to support the business with creating opportunities to grow and develop our workforce, careers, and mobility around services.

Advertised Roles	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
	48	39	65	41	46

Advertised Roles per business area	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
ICT	2	4	5	5	7
Corporate Services (HR, Finance, Facilities, Dem Services)	3	6	6	4	15
COO (Development/Planning, Community, Revs & Bens, Customer Services)	3	6	11	5	2
Strategic Housing & Growth	2	0	1	0	2
One Leisure	18	7	11	12	6
Recovery Services (Car parking; Countryside, Parks & Open Spaces)	0	9	9	0	3
Operations (Waste, CCTV, Grounds Maintenance, Street Cleaning)	17	3	22	12	11
Executive/Transformation/Communications	3	4	0	3	0

Number of candidates applied	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
	296	356	341	322	362



## 1.8 RECRUITMENT CHALLENGES/SUCCESSSES

Following the successful launch of our dedicated careers in planning microsite, we are delighted to report that we successfully recruited to all five vacant roles in the recruitment campaign – two of which had had three previous failed attempts. We utilised our social media networks to showcase the range of opportunities here at HDC and our inspiring video allowed potential candidates to hear from existing colleagues, not only about the exciting projects they'll get to work on, but what it's really like working at our Council. Google analytics showed we had just shy of 1500 views on the various planning pages which attracted 23 candidates to apply.

The data shows a continued improvement in our reach of candidates with 362 applying this quarter compared to 322 on the previous one. This is encouraging and we are paying close attention to our new LinkedIn advertisements to see if they further increase our reach. Early indications look promising with a 136% increase in non-employee LinkedIn followers and a 58% increase in company views.

Environmental Health continues to be a challenging recruitment area for us, we are working with the team to review roles and explore if we can accommodate a non-qualified position to enable us to grow our own talent.

## 1.9 EMPLOYEE ENGAGEMENT

Activities that have taken place in the last quarter to help support employee engagement and aide in retention the following activities have taken place:

- The 4 Industrial Placement students from Cambridge Regional College (CRC), including 2 returners from last year, have completed their placements with us. The placements were successful in that the managers are thinking ahead with a view to offering apprenticeship opportunities for at least one student within the 3C ICT service area.  
These placements allow college students the opportunity to gain valuable work experience while bringing new ideas to HDC and allowing us to be showcased at CRC as a potential place of work for their students in the future.
- In February we celebrated National Apprenticeship Week with a comms campaign spotlighting a apprentice on every day of the week, and during the week held a celebration lunch for apprentices past and present with a view to developing a network for apprentices.
- Engagement sessions for the third pillar of the workforce strategy have been held.

Planned future activities are:



- Nominate two successful apprentices for the EEGLA apprenticeship of the year awards, which is a development opportunity.
- Planning for a second cohort of level 3 leadership and management apprentices.
- Continue to work with managers and individuals to explore apprenticeship opportunities and to provide up to date apprenticeship information when required.
- Move to deliver the Workforce strategy action plan.
- Launch quarterly nominations for the annual iCare awards.

## Apprenticeships

From the beginning of January through to the end of March 2024 there were 31 current apprentices, Learning and Development have signed up 1 new apprentice who is undertaking a Level 5 leadership and management programme. All 31 apprentices are existing employees.

The first cohort undertaking a Level 3 in Leadership and Management consisted of 22 employees, one will sit their End Point Assessment in June 2024, the others have completed their apprenticeship programme and gained 19 distinctions and 2 passes which is a fantastic achievement for them all.

The figures shown in the table below are as at the end of March 2024.

Q	Live apprenticeships	Level 3	Level 4	Level 5	Level 6	Level 7	Signed up
Q4	31	7	8	8	1	8	1

## 1.10 TIME OFF FOR TRADE UNION DUTIES

Following the agreement of the Time off for Trade Union Duties this report will capture the facilities time for Stewards. The details in quarter 4 are:

Period	Training Hours	Official Duties Hours
Q1	111	22
Q2	0	41
Q3	37	25.5
Q4	0	47

The training hours are reflective of new Steward training.

ERG representative hours are as follows: note this data was only requested in November 2023 so full years reporting will be from April 2024.

Period	Training Hours	Official Duties Hours
Q1		
Q2		
Q3	0	44.5
Q4	45	100.75

In line with UNISON, ERG reps are granted reasonable time to complete their duties, but it is a statutory requirement to capture and report only trade union official's time.

## 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**.

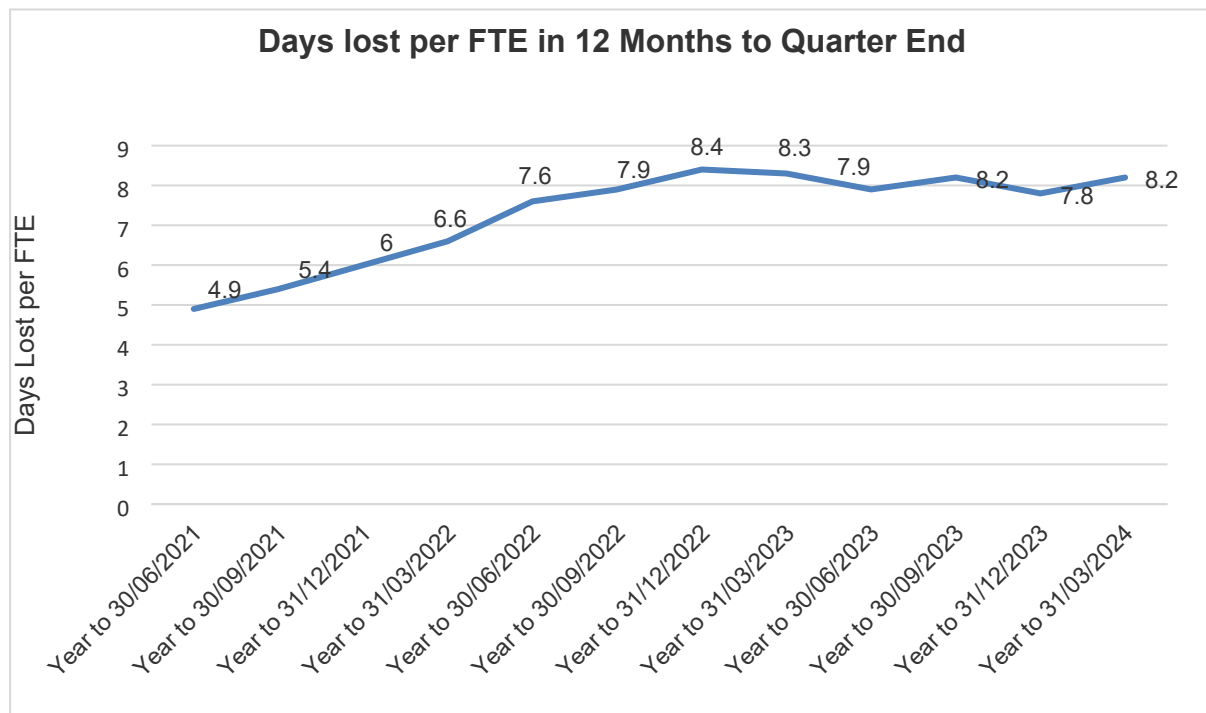
The absence data is calculated per full-time equivalent (FTE) as per the guidelines set out in the previous Best Value Performance Indicators (former statutory dataset) for sickness to account for adjustments in working hours.

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

The graph shows the trend in sickness absence per FTE employee over a rolling period to the end of each Quarter since June 2021. It shows that sickness absence to the end of Quarter Four has increased, to 8.2 days per FTE.



## 2.2 REASONS FOR SICKNESS ABSENCE

Please see the top 5 reasons for sickness absence by category below: -

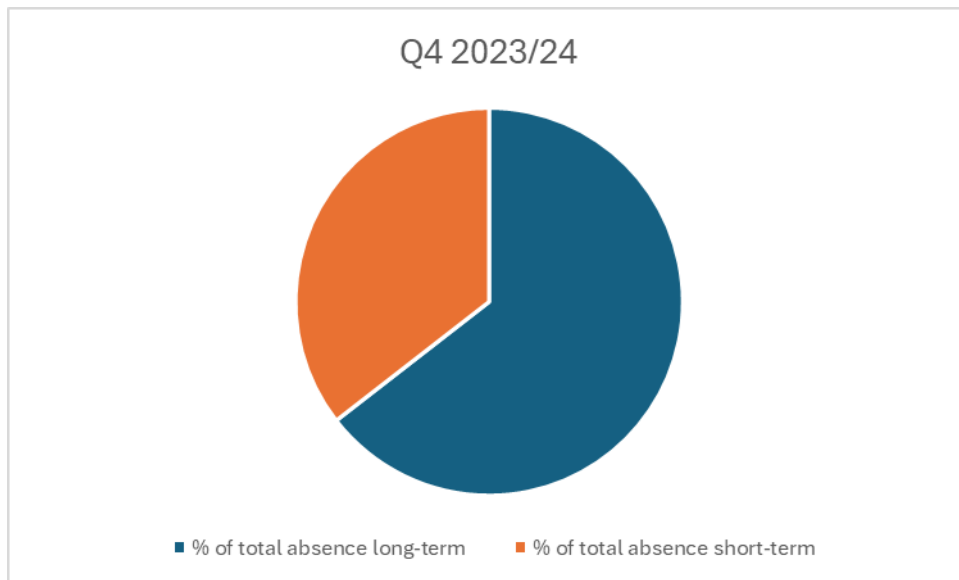


## 2.3 SICKNESS ABSENCE BREAKDOWN

Days lost due to long-term sickness has increased in Q3, from the previous Quarter. The % of absence increased due to the reduction in headcount.

Quarter	Total days of long-term sickness	Total Working days lost (Short term sickness)	% of total absence long-term	% of total absence short-term
Q2 2022/23	647 (11)	441.5	59.40%	40.60%
Q3 2022/23	771 (15)	635.5	54.82%	45.18%
Q4 2022/23	348 (8)	752	31.6%	68.4%
Q1 2023/24	590 (11)	411	58.9%	41.1%
Q2 2023/24	820 (20)	379	68.3%	31.7%
Q3 2023/24	878 (24)	541	61.8%	38.2%
Q4 2023/24	859 (29)	472	64.5%	35.5%

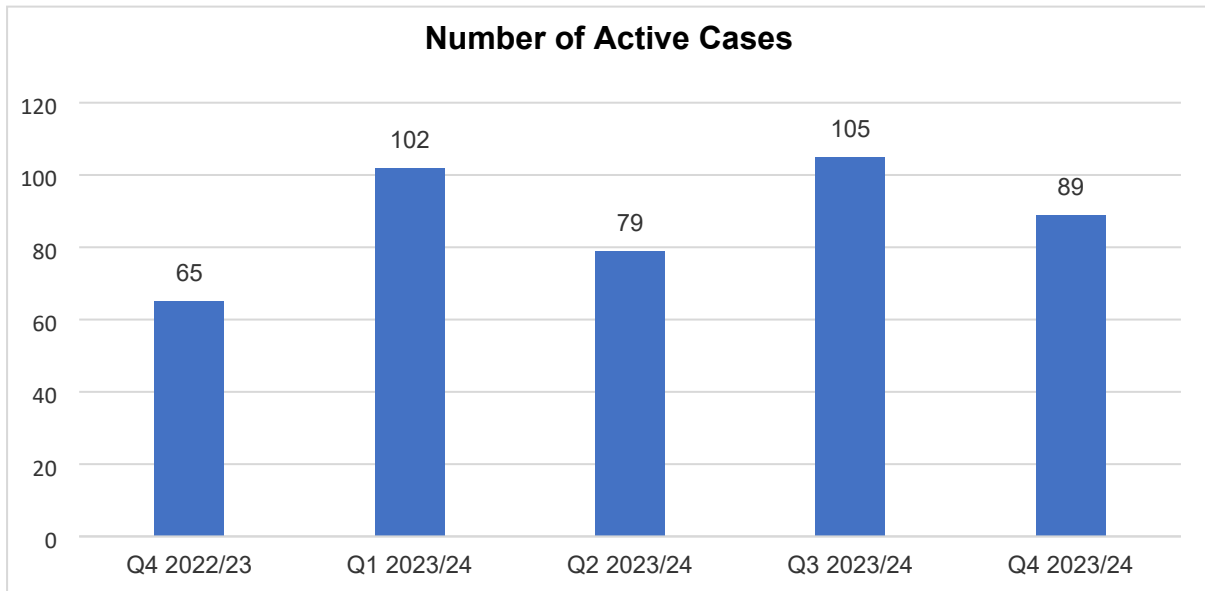
\*Brackets denotes number of employees absent.



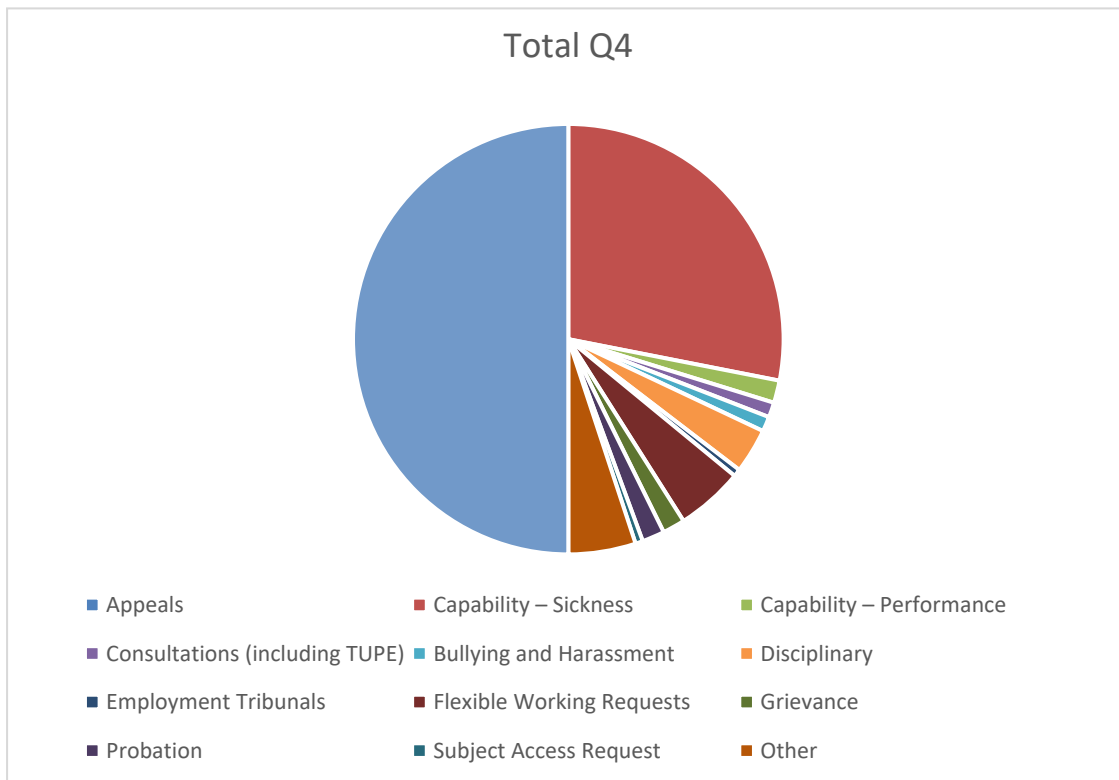
### 3.0 HR CASELOAD

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 the last 12 months.

### 3.1 BREAKDOWN OF HR CASES BY TYPE



During Quarter Four, there were 89 cases in progress, of which 23 were dealt with under formal procedures. The Overall total was lower than in the previous Quarter.

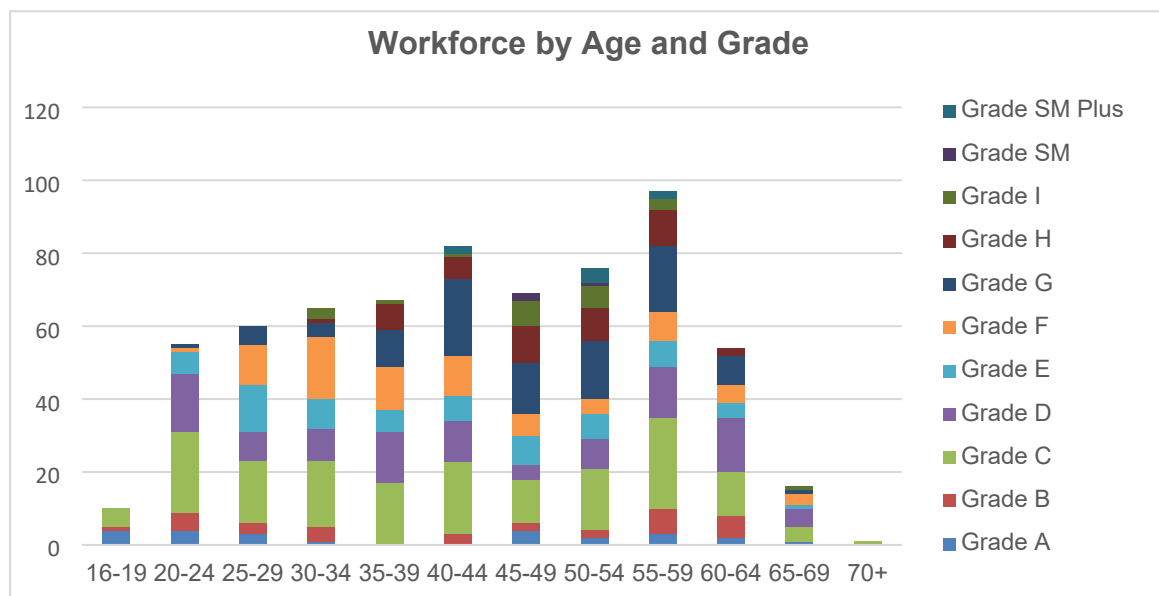


## 4.0 EQUALITIES DATA

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 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.

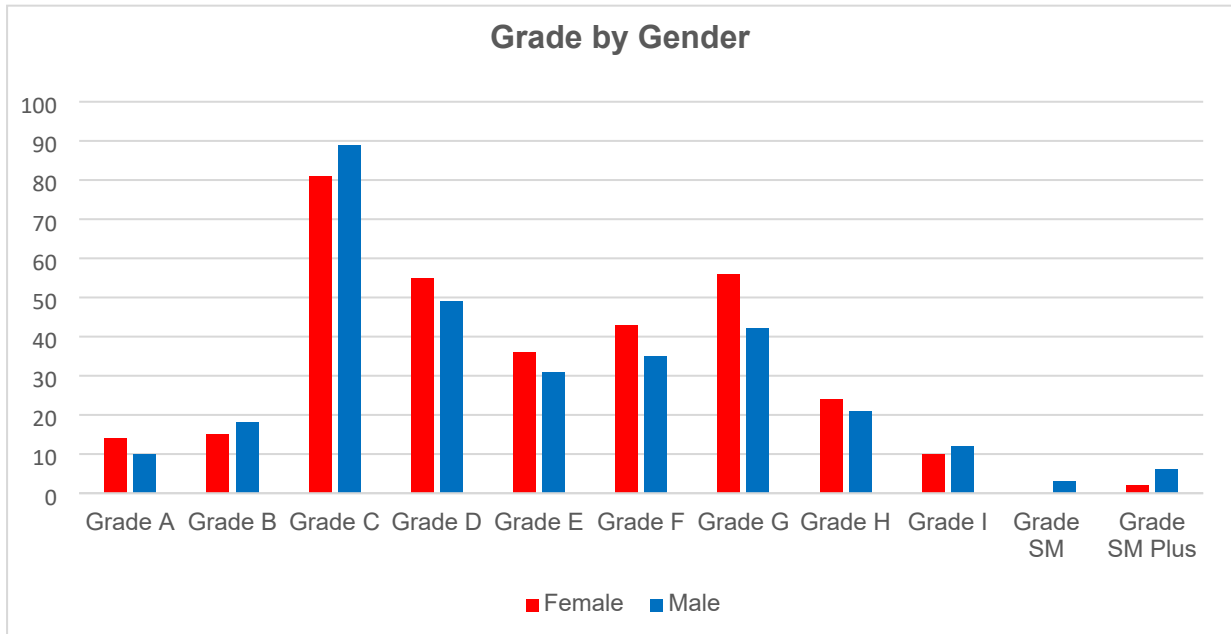


For the purposes of simplifying this graph, employees who have transferred into the Council on existing terms and conditions have been linked to Huntingdonshire District Council pay grades based on their current salary levels.

### 4.2 WORKFORCE BY GENDER



### 4.3 EMPLOYEES BY GRADE AND GENDER



### 4.4 WORKFORCE BY ETHNICITY

Ethnicity	% of workforce
Asian	1.85%
Black	1.69%
Mixed	1.23%
Other	0.62%
White	81.82%
Not Declared	12.79%

### 4.5 DISABILITY DATA

Disability Status	% of work force
No	72.11%
Yes	11.25%
Not Declared	15.25%
Not Known	1.39%



## 5.0 ACCIDENT / INCIDENT REPORTS

This section reports on the number and nature of accidents and incidents occurring in owned, managed and occupied premises or associated with work activities undertaken by the Council's employees, during the period 1<sup>st</sup> January to 31<sup>st</sup> March 2024.

**Definition:** Accidents reported to the Incident Control Centre under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations are referred to as RIDDOR accidents.

### 4.1 OPERATIONS SERVICES

There were no RIDDOR accidents reported.  
There were Three non-RIDDOR accidents relating to employees recorded.  
There was one non-RIDDOR accident relating to a non-employee recorded.

The table below summarises these by nature:

Type	Category	No of cases			
		Q1	Q2	Q3	Q4
Non-RIDDOR accident	Struck by a moving vehicle	0	0	1	0
Non-RIDDOR accident	Slips, trips or falls on same level	2	2	3	1
Non-RIDDOR accident	Struck by moving, including flying/falling, object	2	0	1	1
Non-RIDDOR accident	Strike against something fixed or stationary	1	0	0	0

### 4.2 OFFICE-BASED PREMISES

There were no RIDDOR accidents reported.  
There were none non-RIDDOR accidents relating to employees recorded.  
There were none non-RIDDOR accident relating to non-employees recorded.

The table below summarises these by nature and severity:

Type	Category	Severity	No of cases			
			Q1	Q2	Q3	Q4
Non-RIDDOR accident	Struck by moving, including flying/falling, object	First aid	1	0	0	0
Non-RIDDOR accident	Slips, trips or falls on same level	First aid	0	1	1	0
Non-RIDDOR accident	Injured while handling, lifting or carrying	First aid	0	0	0	1

### 4.3 ONE LEISURE AND ONE LEISURE ACTIVE LIFESTYLES

There were no RIDDOR accidents reported.

There was one non-RIDDOR accident relating to an employee recorded.

The following table summarises these by nature and severity:

Type	Category	Severity	No of cases			
			Q1	Q2	Q3	Q4
Non-RIDDOR accident	Slips, trips or falls on same level	Taken to Hospital	1	0	0	0
Non-RIDDOR accident	Strike against something fixed or stationary	Hospital Recommended	1	0	0	0
Non-RIDDOR accident	Struck by moving, including flying/falling, object	First Aid	2	1	0	1
Non-RIDDOR accident	Slips, trips or falls on same level	First Aid	1	0	0	0
Non-RIDDOR accident	Other kind of accident	First Aid	0	0	1	0
Non-RIDDOR accident	Exposure to fire or heat	First Aid	0	0	1	0

A total of ninety four accidents were recorded involving non-employees.

There were no RIDDOR reportable accidents involving non-employees recorded.

There were eight recommendations to seek further medical attention and six ambulances were called.

At the meeting in February 2024 near miss data was discussed, we do not currently hold this but will report as and when we do.

# WORKFORCE PROFILE

as at 31 March 2024



## 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 2024.

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”

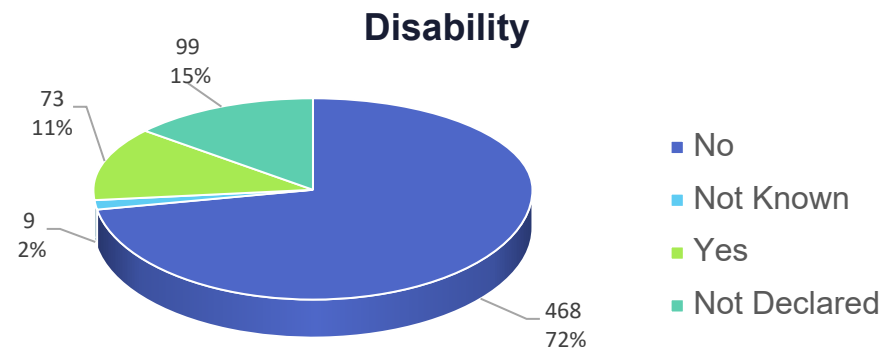
## Huntingdonshire District Council 2023/24 - Headcount and Gender



The figures are spilt by Total Headcount

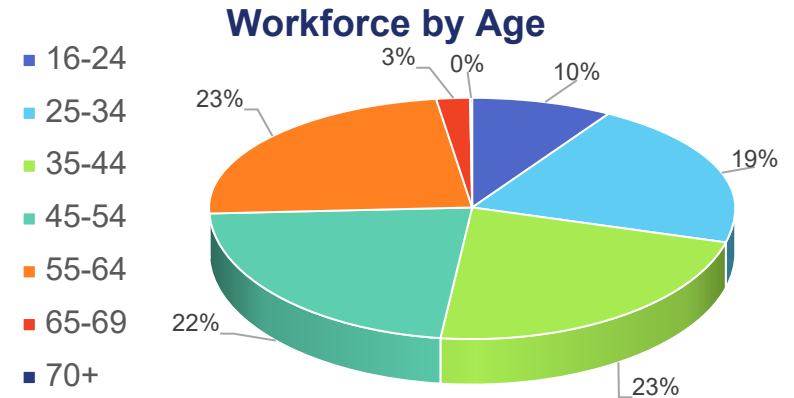
## Huntingdonshire District Council 2023/24 - Disability

Year	No	Yes	Not Known	Not Declared
2022	186 (28.35%)	32 (4.88%)	9 (1.37%)	429 (65.40%)
2023	400 (64.62%)	65 (10.5%)	8 (1.29%)	146 (23.59%)
2024	468 (72.11%)	73 (11.25%)	9 (1.39%)	99 (15.25%)



## Huntingdonshire District Council 2023/24 - Age

Age Group	16-24	25-34	35-44	45-54	55-64	65-69	70+
Number of Employees & percentage	65 10%	125 19.3%	147 22.7%	145 22.3%	150 23.1%	16 2.5%	1 0.2%



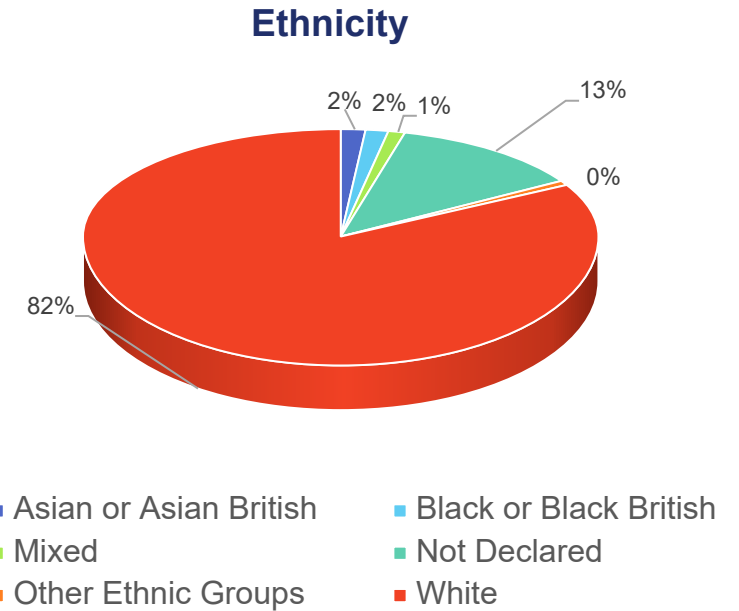
## Huntingdonshire District Council 2023/24 - Sexual Orientation

Sexual Orientation	No of Employees and percentage
Bisexual	7 (1.08%)
Gay	2 (0.31%)
Heterosexual	425 (65.49%)
Lesbian	4 (0.62%)
Other	1 (0.15%)
Prefer not to say	26 (4.01%)
Not Declared	184 (28.35%)



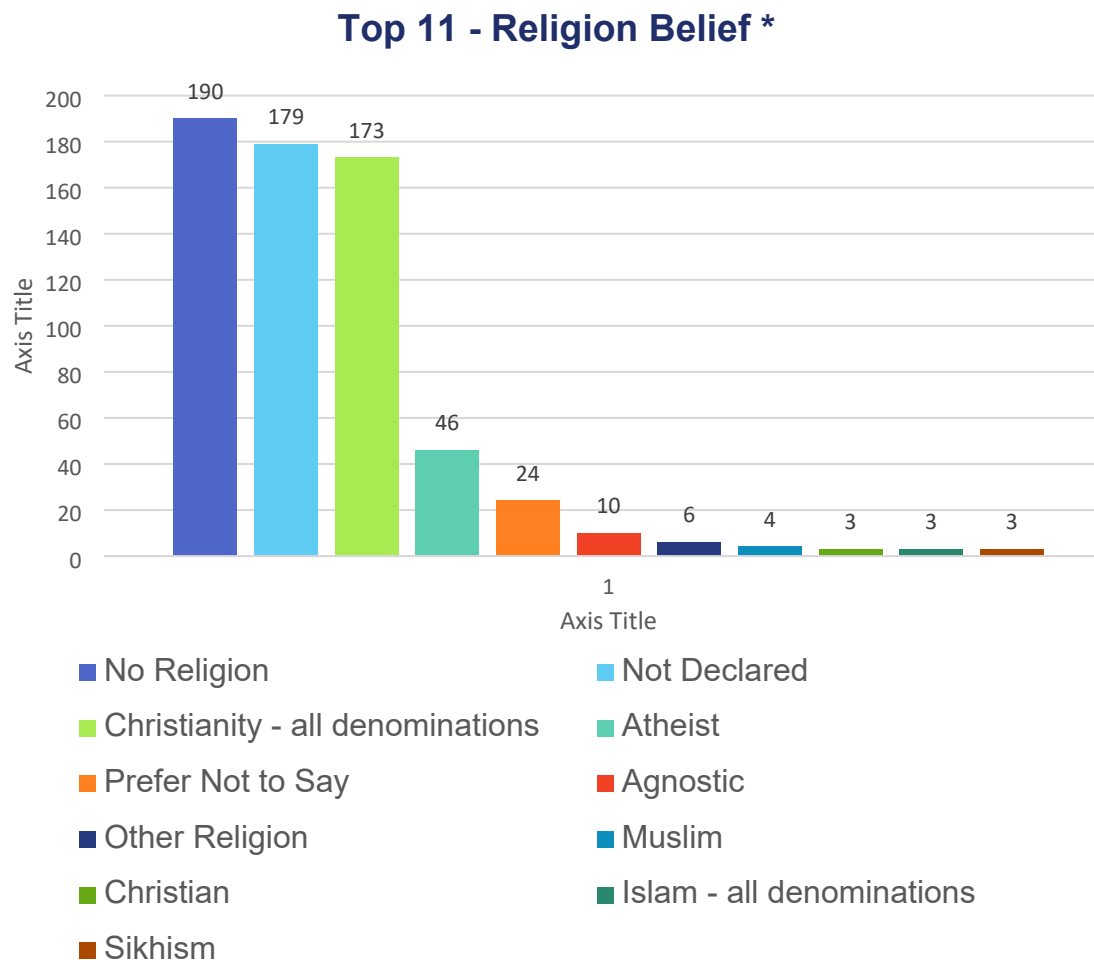
## Huntingdonshire District Council 2023/24 - Ethnicity

Ethnicity	Asian	Black	Mixed	Other	White	Not Declared
Number of Employees 2022	13 1.98%	3 0.46%	4 0.61%	4 0.61%	469 71.49%	163 24.85%
Number of Employees 2023	13 2.1%	7 1.1%	6 1%	4 0.6%	470 75.9%	119 19.2%
Number of Employees 2024	12 1.85%	11 1.69%	8 1.23%	4 0.62%	531 81.82%	83 12.79%



## Huntingdonshire District Council 2023/24 - Religion Belief

Religion	Number of Employees and Percentage
Agnostic	10 (1.5%)
Atheist	46 (7.1%)
Buddhism - all denominations	1 (0.2%)
Christian	3 (0.5%)
Christianity - all denominations	173 (26.7%)
Hindu	1 (0.2%)
Islam - all denominations	3 (0.5%)
Judaism	2 (0.3%)
Judaism - all denominations	2 (0.3%)
Muslim	4 (0.6%)
No Religion	190 (29.3%)
Other Religion	6 (0.9%)
Prefer Not to Say	24 (3.7%)
Rastafarian	1 (0.2%)
Sikhism	3 (0.5%)
Taoism	1 (0.2%)
Not Declared	179 (27.6%)

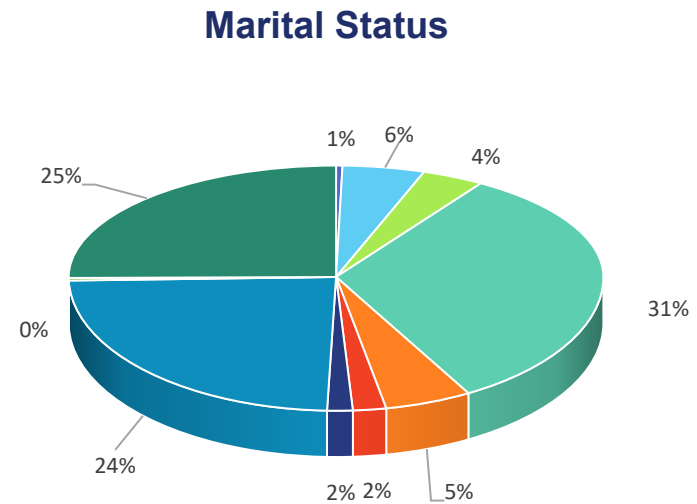


\* Other categories have 2 or less employees



## Huntingdonshire District Council 2023/24 – Marital Status

Marital Status	Number of Employees and percentage
Civil Partnership	3 (0.5%)
Co-habiting	38 (5.9%)
Divorced	27 (4.2%)
Married	203 (31.3%)
Partner	34 (5.2%)
Prefer not to say	13 (2.0%)
Separated	10 (1.5%)
Single	156 (24%)
Widowed	2 (0.3%)
Not Declared	163 (25.1%)



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

## Recommendations

Work during 2023/2024 has been focused on increasing the declaration rate for protected characteristics. This has helped to improve the data and this will continue, recommendations and future steps include the following:

- Continue to work at increasing the data on protected characteristics.
- Carry out analysis on the data we have and compare this against census data and bring back to September Employment Committee.
- Continue to work on action plan from last year and bring an update to September Employment Committee.

## Equality Action Plan 2023/24

Equality Actions		Owned by
<b>Gender</b>	Update the website with the pledge and include this in advertisement of roles.	Sam Sanderson
	Further work needs to be done on education around menopause generally and in particular with managers so that they are able to support staff in the best way.	Kiran Hans
	Creation of Menopause champions to lead the work in this area.	Kiran Hans
<b>Disability</b>	Work is in progress to communicate the adjustments passport with managers and employees that have declared a disability.	Kiran Hans
	Ensure the new Disability at Work Policy is incorporated into existing processes for managing sickness to ensure employees are given a copy.	Kiran Hans
	Review sickness forms to enable reasonable adjustments to be a part of the discussions and documented.	Kiran Hans
	HDC will need to continue to increase the declaration rate	Kiran Hans
	Update the website with the Disability Confident Pledge and include this in recruitment adverts.	Sam Sanderson
	Explore with IT a Dyslexia friendly font, so that emails can be in the correct size, justified appropriately and using the correct font.	Leanne Harfield
	Explore Mindful employer charter, this charter is about taking positive approach to mental health at work.	Leanne Harfield
<b>Age</b>	The recruitment team have been going out to colleges to attract potential applicants and will continue to do this.	Julie Holland
	Work continues on Industrial Placements to attract younger candidates.	Julie Holland
	Continue to work on bringing in more Apprenticeships	Julie Holland
	Workforce strategy will speak to staff about what they value at HDC and what they want to see more of.	Nic Harpham

<b>Sexual Orientation</b>	Work needs to be done on the not declared rate and education on the categories on the system will help with this, as this could be contributing.	Kiran Hans
<b>Ethnicity</b>	Improve declaration rate and explore breaking down categories such as white into 'white other' to give a better comparison against Census data.	Kiran Hans
	Explore The Race at work charter and UNISON Anti Racism Charter to see which actions can be implemented at HDC.	Leanne Harfield
	Feed into the workforce strategy on culture and cultural celebrations and what employees feel could be done in this area.	Kiran Hans
<b>Religion and Belief</b>	As above feed into work force strategy to celebrate cultural days	Leanne Harfield
	More data is needed on the non-declaration rate.	Kiran Hans
	Explore combining some categories going forward to help with comparison	
<b>General Actions</b>	Work during 2022/2023 has focused on decreasing the number of employees that have not declared their protected characteristics. This has helped to improve the data but will need to continue through managers and individuals by explaining the benefits of capturing this information and by being specific about the data that is missing.	Kiran Hans
	Update the Equal Opportunities Policy.	Kiran Hans/Leanne Harfield/Lisa Morris
	Training on Equal Opportunities	
	HR involvement in Equality meetings with other Councils to share best practice.	Kiran Hans/Leanne Harfield
	Run unconscious bias training for managers relating to recruitment.	
	Make the roles advertised look more accessible to people who may not have the exact skills by advertising training opportunities relating to roles.	Leanne Harfield/Sam Sanderson

	Focussing more on transferable skills to allow more people to apply rather than being prescriptive, in addition asking for equivalent experience rather than the focus being on qualifications.	Leanne Harfield/Sam Sanderson
	Explore employee networks for different groups to support and develop each other, feed into HR Policies, communications, learning and development and Equality actions.	Leanne Harfield/Kiran Hans
	Review where and how we promote our roles, ensuring inclusivity.	Leanne Harfield/Sam Sanderson

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Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Subject Matter:</b>	Use of Consultants, Hired Staff and Temporary Staff
<b>Meeting:</b>	Employment Committee
<b>Executive Portfolio:</b>	Executive Councillor for Finance and Resources
<b>Report by:</b>	Director of Finance and Corporate Resources
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

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

### **Capital**

During 2023/24, 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 decrease of £315k in the cost of interim staff in 2023/24 when compared to 2022/23. There is a continued use of interim staff 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 2023/24 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 2023/24, there was a net decrease of £133k in the cost of interim staff compared to 2022/23, a summary is shown below, and the detailed analysis is shown in **Appendix 1**.

<b>Capital Comparison of consultants and temporary staff 2023/24 and 2022/23</b>			
	<b>Consultants</b>	<b>Temporary</b>	<b>TOTAL</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2023/24</b>	742	107	<b>849</b>
<b>2022/23</b>	827	155	<b>982</b>
<b>Decrease</b>	<b>(85)</b>	<b>(48)</b>	<b>(133)</b>

This decrease relates mainly to decreased reliance on consultants within the Market Town/Future High Street programme.

### 3.3 Revenue

During 2022/23, there was a net decrease of £315k in the cost of interim staff compared to 2022/23, a summary is shown below, and the detailed analysis is shown in **Appendix 2**.

<b>Revenue Comparison of consultants and temporary staff 2023/24 and 2022/23</b>			
	<b>Consultants</b>	<b>Temporary</b>	<b>TOTAL</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>2023/24</b>	1,168	1,360	<b>2,528</b>
<b>2022/23</b>	1,056	1,787	<b>2,843</b>
<b>Increase/(Decrease)</b>	<b>112</b>	<b>(427)</b>	<b>(315)</b>

This decrease can, in the main, be attributed to reduced reliance on agency staff to support the planning application processes and the recruitment of permanent staff for the Market Towns & Future High Streets.

## 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** 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**

Karen Sutton  
Director of Finance and Corporate Resources

**CAPITAL EXPENDITURE**

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

<b>CONSULTANTS CAPITAL EXPENDITURE</b>			
<b>Head of Service</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	
Chief Operating Officer	15		Replacement Environmental Health software
Corporate Resources	33	20 3	Fees relating to: Bridge Place car park Fareham works
Housing Strategy	706	380 127 79	Fees relating to Market towns & future high streets* Transport project* Old Falcon
ICT Shared Services	9	36	Fees relating to: Hardware replacement
Leisure & Health	3		
Operations	7		
Strategic Insight & Delivery	54	45 45 7	Fees relating to: Hinchingsbrooke Country Park St Neots Riverside changing places* St Neots Riverside path & cycle ways *
<b>TOTAL</b>	<b>827</b>	<b>742</b>	

<b>TEMPORARY STAFF CAPITAL EXPENDITURE</b>			
<b>Head of Service</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	
ICT Shared Services	73		
Housing Strategy	81	107	Fees relating to the Old Falcon
Corporate Resources	1		
<b>TOTAL</b>	<b>155</b>	<b>107</b>	

\* externally funded

## REVENUE EXPENDITURE

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

<b>CONSULTANTS REVENUE EXPENDITURE</b>				
<b>Head of Service</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>Expenditure for 2022/23 includes</b>	<b>Justification for Spend</b>
Chief Operating Officer	37	28 17 5	Support for: Licensing Benefits Management Customer Services	Specialist advice not available within establishment
Chief Planning Officer	215	121 57 9	Support for: Planning applications** Local plan** Other**	Specialist advice not available within establishment
Corporate Leadership	138	28	Support for: Place Strategy**	Specialist advice not available within establishment
Corporate Resources	327	266 89 73 66 6 14	Support for: Decarbonisation design* VAT reclaims** Treasury, valuations and pension fund administration** Commercial Estates** HR initiatives** Other areas	Specialist knowledge not available within the Council and/or that is required for financial stewardship and audit
ICT Shared Services	142	114	Support for ICT applications**	Specialist knowledge not available within the establishment

Leisure & Health	31	21	Support for: One Leisure operating model**	Specialist knowledge not available within the establishment
		9	Sales support programme	
		8	Other areas	
Operations	41	27	Support for: Garden waste project**	Specialist knowledge not available within the establishment
		8	Management training**	
		4	Waste transfer station feasibility**	
		3	ISO9001 management system**	
		5	Other areas	
Strategic Insight & Delivery	125	107	Support for: Biodiversity initiatives*	Specialist advice not within establishment.
		49	Civil parking enforcement implementation project*	
		24	Climate change strategy**	
		10	Other areas	
<b>TOTAL</b>	<b>1,056</b>	<b>1,168</b>		

\* externally funded or funded from earmarked reserves/increased income

\*\* budgeted in MTFS

<b>TEMPORARY STAFF REVENUE EXPENDITURE</b>				
<b>Head of Service</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>Expenditure for 2021/22 includes</b>	<b>Justification for Spend</b>
Chief Operating Officer	192	87 15	Agency staff for: Benefits Administration* Commercial team	A combination of cover to maintain service delivery and to cover additional workload re grant payments
Chief Planning Officer	243	70	Agency staff for: Development Management*	Cover to maintain service delivery
Corporate Resources	96	23 9	Agency staff for: Maternity cover* Commercial Estates*	A combination of cover to maintain service delivery and to support the income generating portfolio of property
Corporate Leadership	0	12	Agency staff for: MD team & Communications	
Housing Strategy	125	0		
ICT Shared Services	141	0		
Operations	990	842 231 22 10	Agency staff for: Waste Management* Street Cleansing* Vehicle maintenance* Other services	Requirement to back fill vacancies, sickness and holidays with agency staff to maintain service delivery
Strategic Insight & Delivery	0	39	Temporary PMO resource*	Specialist advice not within establishment.
<b>TOTAL</b>	<b>1,787</b>	<b>1,360</b>		

\* externally funded or funded from earmarked reserves/increased income/staff savings

\*\* budgeted in MTFS