

Report to: Personnel Committee



Date of Meeting 30<sup>th</sup> November 2021

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

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## People Data Reporting Proposals

### Report summary:

Proposals for the frequency and content of key workforce data to the Personnel Committee, to support policy decision making and an overview of workforce matters.

### Is the proposed decision in accordance with:

Budget Yes  No

Policy Framework Yes  No

### Recommendation:

That Committee agree to the people data reporting proposals set out in this report.

### Reason for recommendation:

To provide clarity on future workforce data reporting arrangements.

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### Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

**Equalities impact** Low Impact

**Climate change** Low Impact

**Risk:** Low Risk;

**Links to background information** Scrutiny Committee, 7<sup>th</sup> October 2021: [Agenda item - Further report on proposed actions to improve staff morale - East Devon](#) and [071021 Performance report quarter one 2021-22 - Committee report.pdf \(eastdevon.gov.uk\)](#)

**Link to [Council Plan](#)**

Priorities (check which apply)

- Better homes and communities for all
  - A greener East Devon
  - A resilient economy
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## Report in full

### 1. Introduction

- 1.1. This report proposes that key people/workforce data is provided to the Personnel Committee on a regular basis to inform policy decisions and to provide an overview on workforce matters. The paper provides information on the data already provided to Members and proposals for future reporting.

### 2. Current Reporting

- 2.1. The following workforce data is currently reported to Members as part of the Scrutiny Committee Quarterly Monitoring of Performance:
  - 2.1.1. Sickness absence (working days lost)
  - 2.1.2. Headcount (Total average for the quarter)
  - 2.1.3. Turnover (Cumulative Staff Turnover as a percentage of all staff (voluntary leavers))
  - 2.1.4. Redundancies (number as of year to date).
- 2.2. In addition, Scrutiny receive the annual People Data Report for each financial year, which includes additional information such as the number of disciplinaries and grievances, learning and development and apprenticeship activity and the workforce age profile.
- 2.3. Alongside the data we provide internally, the Council also has a number of external workforce reporting obligations related to the:
  - 2.3.1. Gender Pay Gap
  - 2.3.2. Public Sector Apprenticeship Target
  - 2.3.3. Data Transparency (senior salaries, organisation chart, pay multiple, trade union facility time)
  - 2.3.4. Pay Policy Statement.

### 3. Proposed Changes

- 3.1. Although the above is useful information, there are additional areas that it would be helpful to report on, considering current workforce priorities, the significant proportion of the budget spent on workforce and the impact of staffing on service delivery. For example, vacancy data is of particular current concern due to the recruitment and retention challenges that the Council is experiencing which incurs additional costs to the Council and places a significant risk on service delivery. Having more detailed information on trends, such as regarding sickness absence and headcount, and comparing the Council's workforce data against comparable benchmarks may also assist with policy planning and decision making. Alongside this, to support the Council's Equality Duty, information on a broader range of protected characteristics (e.g. ethnicity) will help the Council to identify improvements to its policy and practice.
- 3.2. The appendices at the end of this paper summarise the proposed content of the people data reports to be provided to the Personnel Committee. Two reports are proposed:
  - 3.2.1. **For each Committee meeting** (approximately every other month) – a summary of key data since the last Committee meeting, based on monthly reporting undertaken by the HR Team. Areas of particular concern requiring regular monitoring (for example headcount, vacancies and sickness absence) will be the focus of this report. (Appendix 1).

3.2.2. **An annual report** (for the summer Committee meeting). This will summarise a range of people data for the previous financial year and will build on the current People Data Report to include, for example, a broader range of equality and diversity information. It will also reference the external reporting requirements by providing information on areas such as the Council's Gender Pay Gap and Apprenticeship Target. (Appendix 2).

3.3. The reports above will replace the workforce information currently included in the Scrutiny Committee Quarterly Monitoring of Performance and will be available to all members via the Council website.

3.4. The proposals take into account relevant workforce data that is already available to the HR Team, for example via the Council's HR and Payroll System, and also considers what additional data needs to be collated by HR. Some of this additional data may take further time to develop and this forms part of the Team's work plan. It should also be noted that some data is dependent on employee's providing the relevant information – for example, although the Council asks employees to complete Exit Interviews to provide information on their reason(s) for leaving, we cannot obligate individuals to do so, which limits our ability to use such data to inform policy and practice.

3.5. As these reports will be available on the Council's website they may also assist with more efficiently responding to Freedom of Information and other requests regarding workforce data.

#### **4. Conclusion**

4.1. These proposals set out people data requirements based on the Council's current workforce priorities, which will help to inform policy decisions and retain oversight. It is suggested that this is kept under review, with data requirements changing if new areas of focus emerge. However, this will need to be balanced with the availability of relevant data, the need to have consistency in data to provide meaningful trend analysis and the capacity of the HR Team.

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#### **Financial implications:**

There are no direct financial implications identified.

#### **Legal implications:**

The report does not identify any legal implications requiring comment.

## Appendix 1 – People Data Report for each Committee meeting

A summary of key data for the period since the last Committee meeting, based on monthly reporting undertaken by the HR Team.

- **Headcount**
  - Actual headcount and Full Time Equivalent (FTE)<sup>1</sup> based on the most recent month's report
  - Actual headcount and FTE over the last 12 months
  - Budgeted headcount for this financial year
  - At Council and Service Lead level
  
- **Vacancies, Agency Workers and Recruitment**
  - Number of current vacancies based on the most recent month's report at Council and Service Lead level
  - Average length of time a vacancy is open (in calendar days) based on the most recent month's report
  - Number of posts currently subject to a market supplement based on the most recent month's report
  - Number of posts currently filled by agency staff based on the most recent month's report (unable to provide costs as this is held locally by service areas)
  - The above compared to equivalent data over the last 12 months (the first reporting will be in November 2021 so this trend analysis will not initially be available) and benchmarking data (if available - this is currently being explored).
  
- **Turnover**
  - Voluntary turnover rate based on the most recent month's report
  - Non-voluntary turnover rate based on the most recent month's report and number of redundancies to date this financial year
  - Combined voluntary and non-voluntary rates based on the most recent month's report
  - At Council and Service Lead level
  - The above compared to equivalent data over the last 12 months
  - Appropriate benchmarking data (e.g. district councils in Devon), if available
  
- **Sickness Absence**
  - Number of working days lost based on the most recent month's report
  - The above compared to equivalent data over the last 12 months
  - At Council and Service Lead level
  - Appropriate benchmarking data (e.g. district councils in Devon), if available
  - Top three reasons for absence this month
  - Number of working days lost due to Covid reported sickness absence case based on the most recent month's report

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<sup>1</sup> 'FTE' is a unit to measure employees in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of hours of a full-timer. A full-time person is therefore counted as one FTE, while a part-time worker is a proportion of one FTE. For example, a part-timer employed for 18.5 hours a week where full-time work consists of 37 hours, is counted as 0.5 FTE.

## Appendix 2 – Annual People Data Report

Presented each summer to the Committee.

- **Headcount and employment costs**
  - Actual headcount and Full Time Equivalent (FTE) per month for the financial year compared to data for the previous 5 years
  - Actual headcount and FTE by grade for the year compared to the previous year
  - Budgeted headcount for this financial year compared to the preceding 5 years
  - At Council and Service Lead level
  - Annual salary costs for this financial year compared to last 5 years
  - Staff travel costs for this financial year compared to last 5 years
  
- **Vacancies, Agency Workers and Recruitment**
  - Vacancies per month for the financial year compared to preceding data for the previous year at Council and Service Lead level (the first reporting will be in November 2021 so this trend analysis will not initially be available)
  - Average length of time the vacancy is open in the financial year, compared to the average for the previous year (the first reporting will be in November 2021 so this trend analysis will not initially be available. This will be in calendar days.)
  - Number of posts filled by agency staff for the financial year compared to data for the previous year (the first reporting will be in November 2021 so this trend analysis will not initially be available. We are unable to provide agency costs data as this is held locally.)
  - Number of market supplements in place and overall cost at the end of the financial year compared to the preceding 5 years
  - Information on recruitment activity and impact (e.g. number of applications for posts this year compared to preceding year)
  
- **Turnover**
  - Voluntary turnover rate per month for the financial year compared to data for the previous 5 years
  - Non-voluntary turnover rate per month for the financial year compared to data for the previous 5 years including number of redundancies and dismissals this financial year compared to the last 5 years
  - Combined voluntary and non-voluntary rates for the financial year compared to data for the previous 5 years
  - Appropriate benchmarking data (e.g. district councils in Devon), if available
  
- **Sickness Absence & Wellbeing**
  - Number of working days lost per month for the financial year compared to data for the previous 5 years
  - Number of working days lost per FTE for the financial year compared to previous 5 years
  - Appropriate benchmarking data (e.g. district councils in Devon), if available
  - Short-term absence (8 days or less) rates and reasons, compared to previous 5 years
  - Medium-term absence (9 days – 2 months) rates and reasons, compared to previous 5 years
  - Long-term absence (more than 2 months) rates and reasons, compared to previous 5 years
  - Number of occupational health referrals during this financial year compared to last year
  - Number of Employee Assistant Programme (EAP) counselling self-referrals during this financial year compared to last year

- **Employee relations and engagement**

- Number of cases of disciplinary action (excluding absence warnings) this year compared to last financial year
- Number of grievances this year compared to last financial year
- Trade union facility time (taken from the Data Transparency information)
- % staff survey response rate this year compared to last annual survey
- Key findings from staff survey for this year

- **Learning and development and 'growing our own'**

- % of the workforce undertaking mandatory training, by service area
- % of the workforce accessing e-learning this year compared to previous year
- Number of training events delivered this year and number of attendees
- Number of new recruits on apprenticeship programmes
- Number of existing staff undertaking apprenticeship qualifications
- Apprenticeship Levy contribution and spend for this year compared to last year
- Public Sector Apprenticeship Target submission for this financial year compared to last year
- Key learning and development/'grow our own' successes and demonstration of impact (e.g. awards, staff feedback, new initiatives etc.)

- **Workforce Profile**

- Workforce numbers/proportions by age, gender, ethnicity and disability for this year compared to previous year, relevant benchmark and EDDC population data
- Gender Pay Gap submission for this financial year compared to last year
- Pay multiplier (ratio between highest and lowest paid, as reported in the Pay Policy Statement and under the Data Transparency requirements)