

Item: 4

Human Resources Sub-committee: 7 November 2023.

Human Resources – Annual Overview.

Report by Corporate Director for Strategy, Performance and Business Solutions.

1. Purpose of Report

To advise on key data relating to the Council's workforce and human resources related activity for financial year 2022/23.

2. Recommendations

The Sub-committee is invited to note:

2.1.

The statistics and data relating to the Council's workforce, as outlined in Appendices 1 and 2 of this report.

3. Background

3.1.

Although some elements of workforce data are reported to Service committees as performance indicators on a six-monthly basis, in terms of the Scheme of Administration, the Human Resources Sub-committee should receive an annual overview report covering key areas of information on the workforce and transactional activity.

3.2.

Officers have selected some key areas of data that are currently available and are considered useful. In future years, it is planned to expand this to other areas of information or data which elected members would find useful, or would like to scrutinise further.

4. Workforce and Human Resources Statistics

4.1.

There are a number of key transactional activities around workforce management and recruitment which are undertaken or co-ordinated by the Human Resources and Organisational Development service which are not generally brought to the attention of Elected Members as they are operational in nature. However, officers felt it would

be useful to provide an overview of these and then continue in future years so that a trend analysis can be built up.

4.2.

Included in the statistics, detailed in Appendix 1 to this report, is data on the following areas:

- Recruitment activity and associated processes.
- Occupational Health.
- Sickness Absence.
- Job Evaluation.
- Change in Establishment process.
- Staffing numbers.

4.3.

Appendix 2 contains statistics and data on the following areas:

- Formal employee processes.
- Leaver information.

5. Human Resources Implications

The human resource implications are contained within the body of this report.

6. Corporate Governance

This report relates to the Council complying with governance and its duties as an employer and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

7. Financial Implications

There are no financial implications arising from this report. The cost of compiling the data is met from existing service budgets.

8. Legal Aspects

8.1.

There are no direct legal implications arising from the recommendations of this report.

8.2.

Under Section 50A(4) of the Local Government (Scotland) Act 1973, the public should be excluded from the meeting in respect of any discussion relating to Appendix 2 to this report. Appendix 2 contains exempt information as defined in paragraph 1 of Part 1 of Schedule 7A of the Act.

9. Contact Officers

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10. Appendices

Appendix 1: HR stats 2022-23.

Appendix 2: Data on Formal employee processes.

Appendix 1.

HR Statistics for 2022/23

1. Recruitment Activity

	2020/21	2021/22	2022/23
Advertised vacancies	444	800	1,104
Re-advertised vacancies	110	211	511
Offers made	675	875	761
Total number of job applicants	N/A	N/A	3,386

Some trend information is included in the above table for context. The figures show recruitment activity was significantly lower during 2020/21 due to the Covid-19 pandemic. Since then the figures show a significantly increased amount of recruitment activity and an increasing number of re-advertisements being required, reflecting the challenging recruitment market the Council is operating within. The figures include all types of recruitment, permanent, temporary and relief, casual and supply engagements.

Associated with recruitment, the number of PVG scheme checks required in 2022/23 totalled 545. This number includes other non-employment related checks the Council carries out such as those for Elected Members, Foster carers, Students and Volunteers.

1.1. New employees recruited to Council (2022/23)

	Permanent	Relief	Temporary
All Council	154	136	54
ELH	54	76	40
ESR	24	9	4
NSI	28	13	6
OHAC	38	37	3
SPBS	10	1	1

1.2. Current employees moving jobs or taking up additional jobs (2022/23)

	Permanent	Relief	Temporary
All Council	239	24	33
ELH	81	5	24
ESR	27	0	2
NSI	26	3	5
OHAC	87	16	2
SPBS	18	0	0

2. Occupational Health

Activity	Number
Pre-employment Questionnaire	244
Pre-employment Assessment	31
Management Referrals	70
Review Appointments	60

These figures show the number of new employees who require to complete a pre-employment questionnaire as part of assessing their fitness to work. This figure is lower than the total number of new starts as many employees who may be transferring between jobs within the Council do not require to have their fitness re-assessed if the work is of a similar nature. Pre-employment assessments occur when a questionnaire identifies issues that the Occupational Health service requires to assess in more detail with an assessment.

The other main activity within Occupational Health is referrals of existing staff for assessment of health issues that may be impacting on their ability to work and subsequent reviews.

3. Sickness Absence (FTE Days)

Reason for Sickness Absence	ELH	ESR	NSI	OHAC	SPBS	Council overall	%
Minor Illness/Conditions	1967.03	216.28	805.31	1167.84	85.31	4241.77	18.40
Injuries/Accidents	63.84	50.43	270.24	437.41	5	826.92	3.59
Injuries/Accidents – work related	81	0	25.68	67.37	0	174.05	0.75
Recurring Medical Conditions	640.57	15	76.43	373.49	42.4	1147.89	4.98
Acute Medical Conditions	899.69	203.73	775.51	1058.59	32	2969.52	12.88
Hospitalisation for Treatment	428.13	262.45	219.49	431.6	98	1439.67	6.24
Musculoskeletal Injuries	733.21	113.4	413.99	1405.22	0	2665.82	11.56
Stress	809.07	343	203.31	396.32	1.8	1753.53	7.61
Stress – work related	331.37	20	442	504.60	29	1326.97	5.76
Mental Ill Health	607.50	314.14	269.54	1114.13	0	2305.31	10.00
Maternity/Pregnancy Related	85.45	40.20	20.54	53.92	0	200.11	0.87
Phased Return to Work	171.25	0	68.91	229.85	14	484.01	2.10
Other	532.04	83.46	63.24	707.84	20	1406.58	6.10
COVID-19	791.10	95.65	211.94	923.84	65.6	2088.13	9.06
Menopause Related	16.57	0	0	0	0	16.57	0.07
No Reason Given	0	8	0	0	0	8	0.03
Totals	8157.82	1765.7	3866.13	8872.05	393.11	23054.85	100
% of Council	35.38%	7.66%	16.77%	38.48%	1.71%	100%	

Sickness absence rates are produced regularly as part of the Council's suite of cross Council Performance Indicators and reported to service committees every 6 months as well as annually as part of the Local Government Benchmarking Framework.

We already know from this that absence rates have been increasing in total within the Council, which mirrors the trend across other Authorities and indeed the UK workforce as a whole.

The above table provides a different analysis across reasons for absence which will be important for us to track and monitor for trends so we know how best to support employees and reduce absence levels.

The figures show that minor illnesses or conditions is the most prevalent cause of absence. The 'Other' and 'Covid-19' category need to be considered alongside this category and as such when totalled accounts for a third of all employee absences.

The second highest cause of absence relates to mental health and stress related absences. When totalled these 3 categories account for just over 23% of employee absences, highlighting the importance of the work being undertaken to improve our approach to employee mental health and wellbeing. This will continue to be a focus moving forward.

4. Job Evaluation

Service	Number	% of Council
Education, Leisure and Housing	9	10.5%
Enterprise and Sustainable Regeneration	29	33.7%
Neighbourhood Services and Infrastructure	29	33.7%
Orkney Health and Care	16	18.6%
Strategy, Performance and Business Solutions	3	3.5%
Council (overall)	86	100%

Job Evaluation is the process by which a pay grading for most jobs within the Council are assessed, and therefore their remuneration. This is undertaken in accordance with the nationally agreed SJC Job Evaluation Scheme. Job Evaluation is required when new unique jobs not previously evaluated are created, or when job roles are substantively altered and therefore require re-evaluation. This process can be fairly time intensive for the managers of roles under evaluation and for Human Resources and Organisational Development.

5. Establishment Changes

Service	Number	% of Council
Education, Leisure and Housing	270	49.8%
Enterprise and Sustainable Regeneration	92	16.9%
Neighbourhood Services and Infrastructure	61	11.2%
Orkney Health and Care	89	16.4%
Strategy, Performance and Business Solutions	31	5.7%
Council (overall)	542	100%

These figures denote the number of Change In Establishment forms approved; it should be noted that many individual forms cover multiple posts/changes so the actual number of approved establishment changes is significantly higher.

Change in establishment exists in order to accurately track changes to the Council's staffing establishment and to ensure appropriate sign off in accordance with the Scheme of Delegation to Officers is undertaken.

6. Staffing Numbers

6.1. Number of Employees as at 01/04/2022

	Number of Employees (Head Count)			
	Total	Permanent	Temporary	Relief
All Council Employees	2,694	1,923	237	534
ELH	1,299	860	154	285
ESR	263	183	14	66
NSI	428	337	20	71
OHAC	719	482	43	194
SPBS	100	87	9	4

	Full-time Equivalent (FTE)			
	Total	Permanent	Temporary	Relief
All Council Employees	1,646.2941	1,469.2970	176.9971	0.0000
ELH	735.6704	629.8448	105.8256	0.0000
ESR	172.6372	159.1515	13.4857	0.0000
NSI	283.7299	265.0847	18.6452	0.0000
OHAC	376.1995	344.6588	31.5407	0.0000
SPBS	78.0571	70.5571	7.5000	0.0000

6.2. Number of Employees as at 01/04/2023

	Number of Employees (Head Count)			
	Total	Permanent	Temporary	Relief
All Council Employees	2,723	1,974	200	549
ELH	1,346	890	142	314
ESR	285	200	14	71
NSI	401	334	13	54
OHAC	709	473	33	203
SPBS	109	99	4	6

	Full-time Equivalent (FTE)			
	Total	Permanent	Temporary	Relief
All Council Employees	1,679.3478	1,514.3456	165.0021	0.0000
ELH	760.7366	647.7596	112.9770	0.0000
ESR	189.8808	176.4345	13.4463	0.0000
NSI	272.8476	264.3668	8.4811	0.0000
OHAC	368.6396	342.5562	26.0834	0.0000
SPBS	87.2429	83.2286	4.0143	0.0000

The figures on total staffing establishment are shown for the start and end of 2022/23. This shows an increase in total FTE of 41 FTE through the year. The figures include all permanent, temporary and relief/casual/supply employees.

Glossary

ELH	Education, Leisure and Housing
ESR	Enterprise and Sustainable Regeneration
NSI	Neighbourhood Services and Infrastructure
OHAC	Orkney Health and Care
SPBS	Strategy, Performance and Business Solutions