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Date: 24<sup>th</sup> November 2022

Our Ref: MM

Dear Sir/Madam,

**Employment Committee – Wednesday 30<sup>th</sup> November 2022**

I refer to Item 6, HR Metrics Data, on the Agenda for the Employment Committee scheduled for Wednesday, 30 November 2022 and attach a copy of the HR Metrics Data for the Employment Committee.

Yours faithfully,

BRENT DAVIS

Chief Executive

To: All Members of the  
Employment Committee

Councillor S. Croft (Chair)  
Councillors D. Brown, M. Green,  
T. Sheppard and M Tromans

**NUNEATON AND BEDWORTH BOROUGH COUNCIL**

**Report to:** Employment Committee  
**Date:** 30 November 2022  
**From:** Ruth Bartlett, Head of People and Culture  
**Subject:** HR Metrics Data  
**Portfolio:** Finance and Corporate [Cllr S. Croft]

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**1. Purpose of Report**

1.1 To give provide key statistical information for each key service provided by HR.

**2. Recommendation**

2.1 That the Committee note the contents of the report.

**3. The Human Resources Function**

3.1 The Council's Human Resources function provides an advice and guidance service to managers and employees in key areas such as:

- Employee Wellbeing – including attendance management
- Employee Relations – including advice and guidance in relation to formal HR processes and policies.
- Recruitment and Retention
- Training and Development

3.2 The HR team work closely with managers, employees, elected members and trade union colleagues to ensure a consistent and proactive approach in people management.

3.3 The HR team has access to advice and guidance from both West Midlands Employers and the Local Government Association. The Council also contributes data to a variety of sources to enable benchmarking and inform policies and ways of working.

3.5 The following sections aims to provide some key statistical information in relation to the HR services provided at the Council. Limited benchmarking data is

available for services provided by HR and work is ongoing to establish a sharing of specified data across the region to better enable this.

### **3 Employee Wellbeing**

4.1 The Council is committed to the wellbeing of its employees and offers a range of support to ensure a healthy and safe workforce.

#### **4.2 Employee Assistance Programme (EAP) and Counselling**

The Council introduced an EAP service in February 2021. This service is accessible to all employees and gives access to free 24/7, 365 confidential advice on a variety of issues and also includes downloadable self-help guides. In addition to 'in the moment' support for issues related to mental health, the service also offers employees and assessment and then up to six telephone counselling sessions per issue.

In addition to the EAP service, the Council continues to offer and arrange for counselling appointments via local providers. As with EAP this is offered as an assessment and then up to six sessions.

The intention of both the EAP and counselling offer is to provide support as an interim whilst employees await appropriate support via their GP or medical professional.

The table below gives an indication of counselling referrals made and sessions accessed via the EAP service:

Year	EAP referrals	Counselling referrals
2020/21	n/a	21
2021/22	26	10
2022/23 (to end of September 2022)	18	2

EAP sessions are offered via the Council's wider employee benefits platform and as such are provided at no cost to us. Based on an average cost per session of £35 and a complete course, the referrals made via the EAP service to date for 2022/23 would have cost the Council £4,410.

#### **4.3 Physio Referrals**

Where employees have been referred to and are awaiting support via the NHS, the Council offers interim access to a local physiotherapist. This support includes an initial assessment and then up to six sessions. The support is offered on the basis of either enabling employees to remain in work despite their condition or return to work from absence earlier than they would otherwise.

The table below shows the number of referrals made for physio:

Year	Number of physio referrals
2020/21	7
2021/22	14
2022/23	6

### 3.4 Occupational Health

The Council offers support to employees who may be absent from work and/or experiencing health issues via an Occupational Health provider. The main purpose of Occupational Health is to provide early intervention to enable employees to maintain appropriate attendance at work. This may include advice on adjustments at work, both temporary or permanent, or advice to employees to aid management of symptoms.

The table below gives details on referrals made to Occupational Health:

Year	Number of Pre-employment referrals*	Number of health referrals
2020/21	29	41
2021/22	17	52
2022/23	Not available	Not available

\*Pre-employment referrals are made where candidates have declared a medical issue that may require adjustments, etc

### 3.5 Support for Alcohol and Substance Misuse

The Council has an Alcohol and Substance Misuse Policy which has been in force since 2016. Under this policy, employees who declare an issue with alcohol and/or substance misuse are offered appropriate cessation support via both Occupational Health and counselling.

The policy also provides a framework for testing for alcohol and substances. This testing is carried out based on 'with cause' or post incident/accident. The Council also undertakes routine random testing.

The table below details the number of tests undertaken in line with the policy for 2021/22 to date. It should be noted that where testing is undertaken it is routinely for both alcohol and substances. Those noted as engaged in support will have undertaken several re-tests in line with their individual support plans:

Year	With Cause	Post Incident/Accident	Random	Employees engaged in support
2021/22	86	Nil	15	14
2022/23 (to end of November)	1	Nil	45	nil

### 3.6 Attendance Management

The Council has an Attendance Management policy which provides a framework to support employees in maintaining appropriate levels of attendance at work. This includes management of long-term absence, procedures for welfare contact and return to work interviews and a formal absence monitoring process.

The Council has a performance target against which various factors of the policy are measured. The tables below show performance against these targets:

#### Return to work Interview Compliance

Year	Target for completion	% compliance	Overall average days to complete
2020/21	3 days	72.2	3.91
2021/22	3 days	74.01	3.29
2022/23 (to end of September)	3 days	69.48	3.61

Days to complete	% Completed		
	2020/21	2021/22	2022/23 (to end of Sept)
1 day or less	59	44.42	43.67
2 days	8.25	26.09	19.18
3 days	4.95	3.5	6.94
4 days	7.20	6.07	4.08
5+ days	20.60	19.92	26.13

Several teams achieved 100% compliance for both 2020/21 and 2021/22, although of these several lost nil days to sickness throughout the year.

The worse performing area for 2020/21 was Transport and Waste with a compliance rate of 58.39% and an average time for completion at 7.72 days.

For 2021/22, the worse performing area was Town Centres with a compliance rate of 31.24% and average days to complete of 23.08.

For 2022/23 (to end of Sept), the worse performing area is Town Centres and Markets with a 25% compliance rate and an average days to complete of 18.89 days.

#### FTE days lost to sickness

Year	FTE Days lost	Short term FTE Days lost	Long Term FTE days lost	Target
2020/21	8.12	2.77	5.36	8.75 (3.5 S/T and 5.25 L/T)
2021/22	12.74	5.13	7.61	8.75 (3.5 S/T and 5.25 L/T)
2022/23 (to end of September)	4.99	2.28	2.71	8.75 (3.5 S/T and 5.25 L/T)

\*long term absence is defined as any absence exceeding 20 days

It should be noted that any time lost due to isolation and/or shielding for covid where an employee would otherwise be fit for work are not included in the above figures.

However, 251.17 FTE days were lost due to actual sickness for Covid in 2020/21 and 803.02 FTE days lost for the same reason for 2021/22.

### Top 3 Absence Drivers

For 2020/21 absence due to mental health reasons was the Council's top absence driver. This absence group includes stress (both work and non-work related), anxiety and depression. In general, absence due to other reasons reduced which could be a benefit of more agile working. Most absences for this reason are long term with the average length being just under 35 days. The next highest number of days lost due to absence were medical infection and then Musculoskeletal absences.

For 2021/22, the top absence driver continues to be mental health, with an average length of absence of 30 days. The second absence driver was Covid, followed by Musculoskeletal.

For 2022/23 (to end of Sept), Mental Health related absences continue to be the main driver, followed by Musculoskeletal.

### 3.7 Employee Benefits

In August 2021, the Council implemented an employee benefits platform that brought together current benefits and extended the range of those on offer. These benefits contribute to employee wellbeing and include Cycle to Work, financial wellbeing and discounts on home and electronics, all via salary deductions.

The table below details the range of benefits on offer and employee take up for each:

Year	Cycle to Work	Healthcare plan*	Credit Union*	Home and Electronics	Lifestyle discounts**	Bike Shop	Travel & Leisure
2020/21	13	33	16	n/a	n/a	n/a	n/a
2021/22	24	35	16	43	164	0	0
2022/23 (to end of November)	4	30	10	79	234	1	0

\*Current members at end of year

\*\* Registrations

As some of these benefits are offered as salary sacrifice there is also a saving to the Council in employer oncosts. Based on employee take-up via the benefits platform launched in August 2021 these savings are projected to be £9038. There is no cost to the council for provision of these benefits.

#### 4 **Employee Relations**

Employee relations is a key element of HR and includes advice and guidance on a range of issues, both informal and formal including change management and conduct.

The Council has a range of policies that provide guidance on addressing issues, initially informally. However, there are times when issues need to be dealt with formally. The table below details the number of formal processes instigated over the last two years.

Data is logged based on date of initiation and it should be noted that as some cases may take a number of weeks or months to conclude, work on some of those cases showing as 2021/22 may still be ongoing.

Year	Attendance Management	Disciplinary	Grievance	Performance/capability	Other*
2020/21	9	5	4	10	11
2021/22	23	14	1	10	12
2022/23 (to end of October)	16	11	2	9	20

\*Includes other formal casework such as change management, TUPE, etc

## 5 Recruitment and Retention

Recruitment and retention of employees includes a robust recruitment and selection policy and process. It also covers areas such as staff turnover. The tables below detail key information in relation to this area.

### Staff Turnover

Staff turnover is calculated using total number of leavers from the organisation in a period divided by average headcount for the year. These figures do not include casual employees or elected members or those that have left via TUPE:

Year	% Turnover
2020/21	15.45
2021/22	16.20
2022/23 (to end of November)	3.6

### Recruitment Information

The ability to recruit suitably qualified and experienced staff continues to be an issue for the Council. This is a difficulty that is in line with trends nationally and is not unique to local government.

The table below shows number of adverts by month and year based on closing date versus number of applications received:

Month	2021/22			2022/23 (to end of Oct)		
	Number of adverts	Total number of applications	Average number of applications	Number of adverts	Total number of applications	Average number of applications
April	11	18	1.64	18	79	4.39
May	14	22	1.57	9	44	4.89
June	11	0	-	11	56	5.09
July	16	7	0.44	21	9	2.33
August	15	42	2.8	12	24	2
September	20	84	4.2	8	49	6.13
October	8	22	2.75	8	22	2.75
November	21	62	2.95			
December	10	59	5.9			
January	9	30	3.33			
February	21	96	4.57			
March	11	57	5.18			



It should be noted that April – December 2020 coincided with national lockdowns due to the pandemic and the implementation of the government job retention scheme. This may provide some explanation for the lack of applications during this time.

## 6 **Training and Development**

The Council offers a wide range of training and development opportunities and utilises an online training platform, DELTA, to manage bookings and course completion for both in-person training and e-Learning sessions.

Several training courses are classified as mandatory, either for all employees or defined as role specific. This includes data protection training for all and HR policy courses for managers. Some of these courses require refreshers after a set period of time.

Appropriate training plays a vital role in ensuring employees perform their duties to the best of their abilities.

The table below gives details on non-completion of mandatory courses, to include refreshers where appropriate, as at end of October 2022. The data also includes those courses which require refreshers and where the original attendance has now ‘expired’:

Equality and Diversity	Frontline staff training programme	Safeguarding	Being the Manager programme for managers	Induction for new employees	Data Protection	Mandatory Health and Safety Courses
138	203	51	15	29	19	109

\*where there is a programme of courses, the above figures may include those that have completed some but not all of the programme.

## 8. **Conclusions**

- 8.1 The Committee should note the contents of the report. The intention is to provide updates on this data at each quarterly meeting. Therefore, the Committee may also wish to consider any additional information that it wishes to be included in the future.