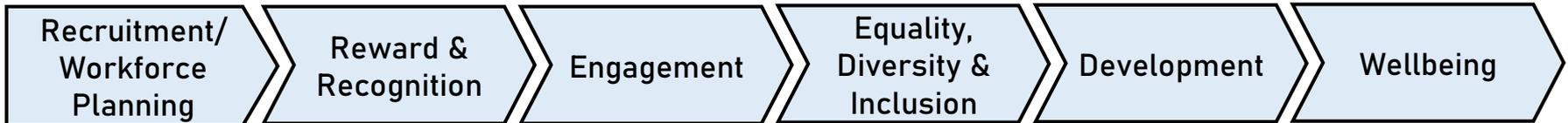


# HR Dashboard Employment Committee 2023 – 2024



# Introduction

- The People Strategy, which was signed off by Employment Committee in 2022, included a focus on the areas outlined below.
- This presentation will discuss each strand, related HR metrics and activity against each taken place during the 2023/24 year.



### People Strategy Aim

Our People Strategy is our roadmap for attracting, developing and retaining our most valuable asset – YOU, the people that work here.

It is at the heart of how we will become the best district in which to live, work, and visit.

Its aim is to create a flexible, innovative organisation that has the skills, resilience and motivation to deliver and achieve the Council's objectives, and is a key component in driving high performance.

**The Strategy sets out:**

- where we are now;
- where we want to be; and
- how we plan to get there.

It describes the expectations we have of you and the ways in which our high performance and #TeamSK culture will help you succeed in your career at the Council.

The Strategy is designed to evolve with the needs of the Council and our employees. The Human Resources team will work with senior management to develop the framework and drive the evolution of the People Strategy.

We want every employee to own our People Strategy and play a role in its success. We will continually measure progress against the People Strategy's objectives using a variety of means, including employee and stakeholder opinion surveys, appraisals and a dashboard of key performance indicators. Improvements will be made to the strategy as needed along our journey.

#### People and Strategy Objectives

- Recruitment**  
To attract the right people and retain them
- Development**  
To develop high-performing individuals and teams
- Engagement**  
To strengthen employee engagement, creating an inspired workforce
- Equality, Diversity and Inclusion**  
To improve the equality, diversity and inclusion of the organisation
- Reward and Recognition**  
Attracting and motivating our people with an attractive reward offer including pay and non-pay elements
- Wellbeing**  
Providing a safe and healthy working environment for our people

Recruitment/  
Workforce  
Planning

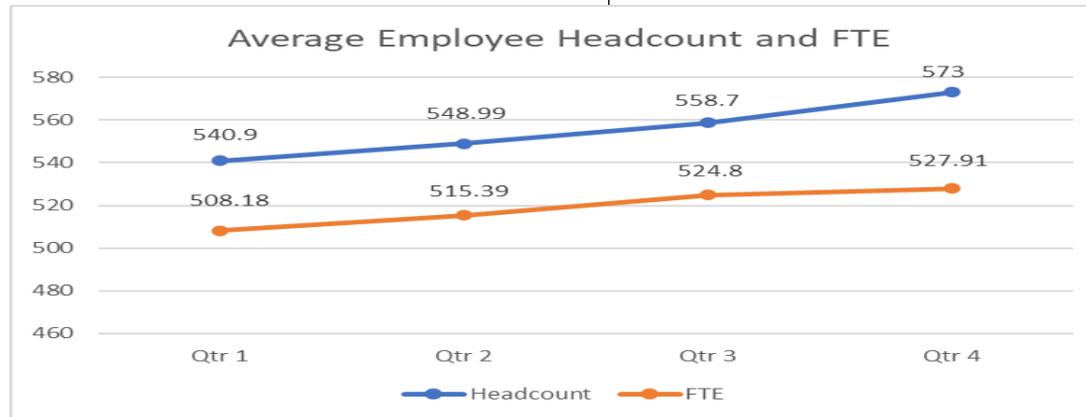
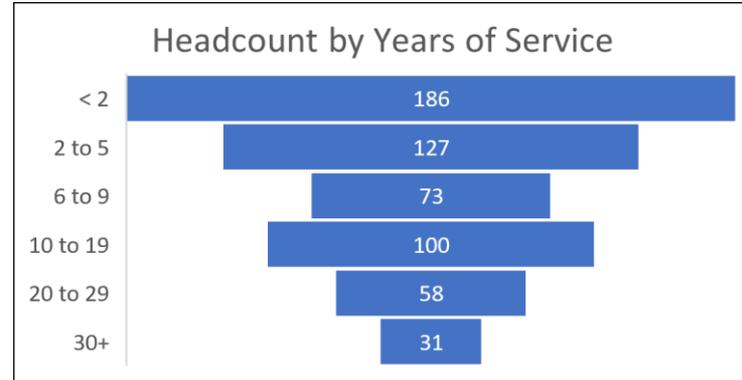
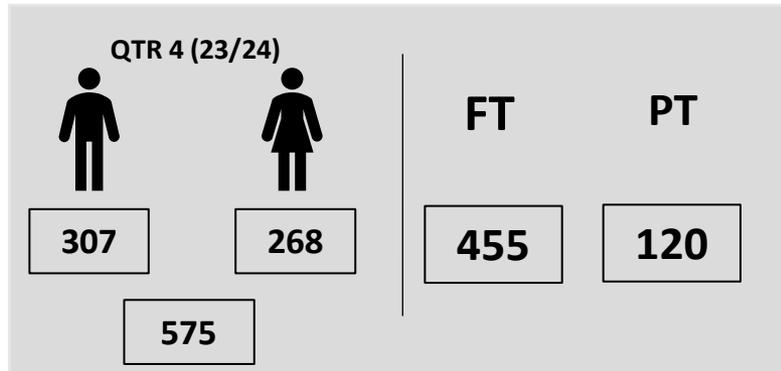
Reward &  
Recognition

Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing



### Activity

- Senior restructure delivered as well as 9 team restructures.
- Improved induction/onboarding support launched.
- Exit interviews with HR for all leavers to get feedback, insights and trends, and this is shared with Senior Leadership.
- Recruitment upskilling regularly offered to staff.



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

Equality,  
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Wellbeing

### New Starters & Leavers

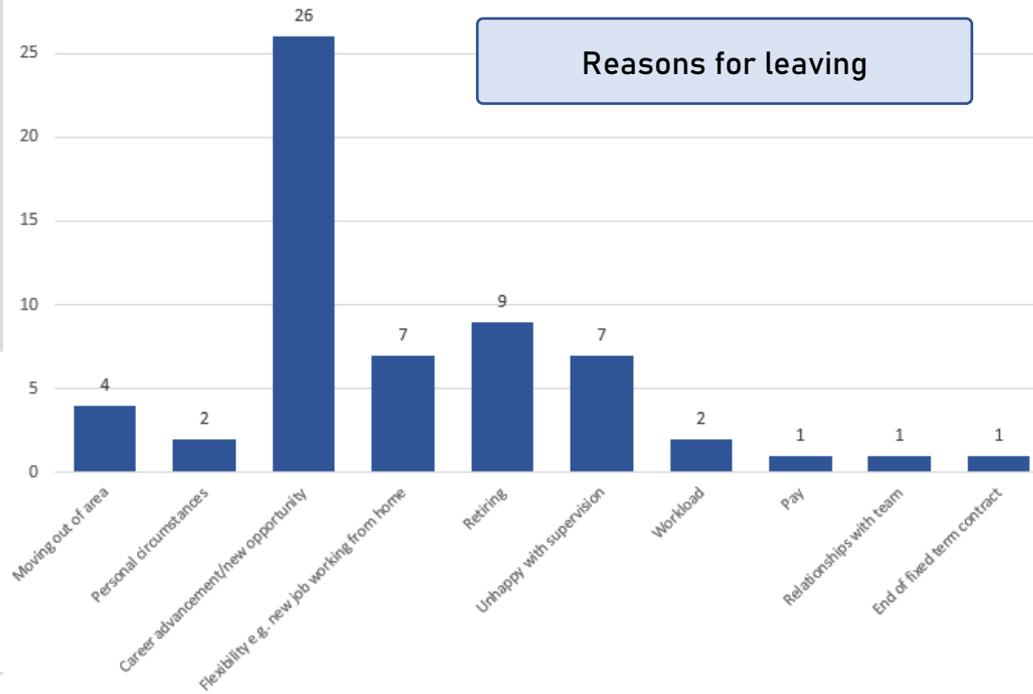


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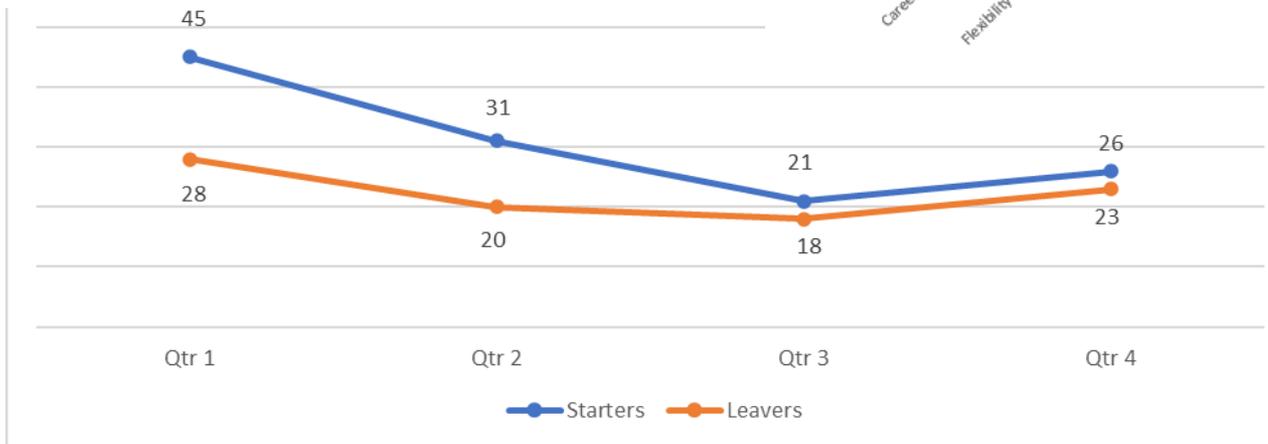


89

- 14.61% turnover for 23/24
- 23.71% turnover for 22/23 (123 leavers)
- 22.18% turnover for 21/22 (125 leavers)



### Starters and Leavers 2023/24



Recruitment/  
Workforce  
Planning

Reward &  
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## Our #TeamSK Recognition Strategy includes:

### #TeamSK Thank You

Since the launch of #TeamSK Thank You in September 22, **over 900 nominations** have been made thanking colleagues for their hard work, achievements and support.



### Thank you cards



### Extra Leave

5

extra days annual leave after 5 years continuous service.

### Long Service

There were 22 long service awards being given this financial year, celebrating 10, 20, 30 and 40 years at the Council.



### Pay Award

Pay award given for 22/23 ranged from 11.6% to 3.88% depending on grade. New job evaluation process for transparency and fairness.

#### Our October winner...

Thank you Craig Dickinson (Planning).  
Craig, like all the planners, is very busy with his workload, balancing that with Uni and life. However, Craig ALWAYS makes time for people. Not only does he answer the questions I have, he will go through the complete process so that I understand why it is the answer. He takes that extra bit of time to show me exactly what to do, so that I can do it next time. Nothing is too much trouble for Craig. Thank you. (Adam Knowles)

**Nikki Johnson (Housing)**  
Working as the Decant Officer on the challenging Earlesfield Project Nikki always makes sure the tenants are informed and updated on the works and when they will be moving back home, a real asset. (Andy Evans)

Thank you Aleksandra Wasowski (Sheltered Housing).  
Always works hard and is very helpful and supportive team member. (Triny)

Thank you Liam Page (Benefits).  
Keeps the Benefits team's spirits up. (Deb Goodwin)

Thank you Adele Convery (Public Protection).  
Adele is so efficient and a great support to our team, I really appreciate all she does. (Claire Watson)

Thank you Adam Knowles (Planning Enforcement).  
Having only recently joined SK, Adam is already bringing great energy to support our wellbeing agenda and making an impact wider than his role. Thanks Adam for your ideas and support. (Fran Beckett)



Recruitment/  
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Reward &  
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## Awards evening:

- 9<sup>th</sup> May 2024 – Staff Awards Evening.
- We received **more than 200 nominations** from colleagues and a panel of 14 from across the Council reviewed the nominations and determined the winners.



Outstanding Team Award	CCTV
Deputy Chief Executive's Award (1)	Neil Smith
Deputy Chief Executive's Award (2)	Nathan Wood
Making a Difference in our Community Award	Kati Conway
Directorate Award – Chief Exec Services	Amy Pryde
Empowering Manager Award	Jeremy Barlow
Directorate Award (Housing Technical Services)	Andy Garner
Directorate Award (Housing Tenancy Services)	Beth Randall
Makes us Smile Award	Jamie Moses
Excellence Award	Jane Jenkinson
Directorate Award – Growth and Culture	Michael Chester
SK Award	Molly-Mae Taylor-Pearson
Chief Executive Award 1	Rhys Page
Chief Executive Award 2	Ricky Szulz



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

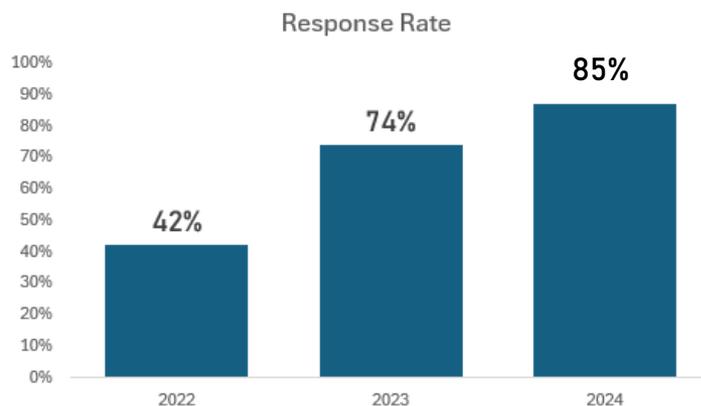
Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing

## 2024 Engagement Survey



KPI

YOY improvement in  
response rate - achieved.



## 2023 Engagement Survey

- 51 questions were asked. 74% of staff responded.
- 84% said they found the work they do interesting and 72% said they would recommend working for SKDC (an increase of 18% on the year before).
- 83% said other members of their team support them with work when they need it.
- Positive responses increased year-on-year against all areas of the survey.
- More than 20 engagement sessions were facilitated by the Senior Team and HR with every team to discuss the survey responses and ask what actions they would like to see in response.
- Team and Council-wide action plans were built. Key actions are outlined on the following slide.



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

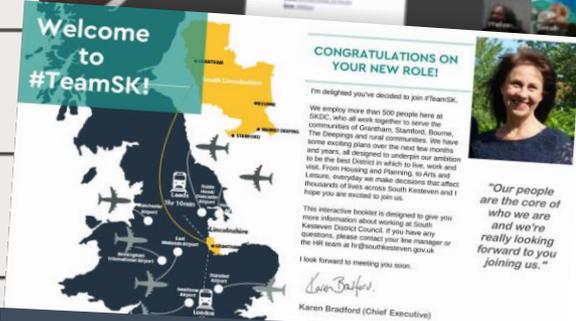
Equality,  
Diversity &  
Inclusion

Development

Wellbeing

## Examples of Actions in the Engagement Plan

Theme	Example Comment	Action	Status
Teamwork	"Lack of awareness of who is doing what. Don't get to know what other teams are doing."	Team Spotlight Calls introduced	Completed
Teamwork	"New starters need more in terms of a Council overview"	Induction process refreshed to include new brochures/guidance.	Completed
Teamwork	"There are changes and we don't know who new starters are"	Welcome email to all staff re new starters introduced	Completed
Teamwork	"It would be good to have more team socials to get to know people in other teams better."	Bowling Social - 90 attended BBQ/Rounders - 150 attended	Completed/Ongoing
Teamwork	"The East Midlands Challenge looked good and we...	TBC	



*Best employee experience award and  
Best public sector company in  
December 2023*

## Recruitment/ Workforce Planning

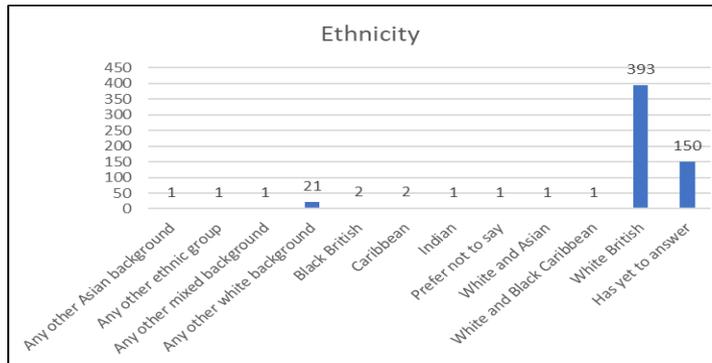
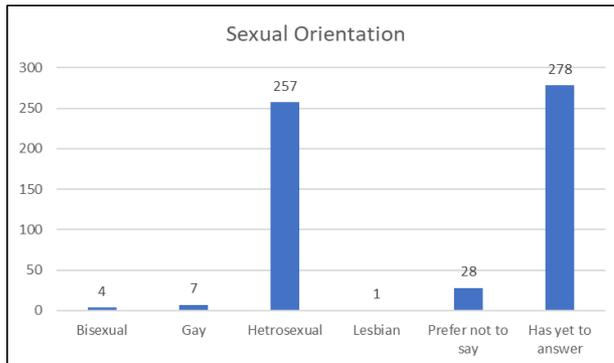
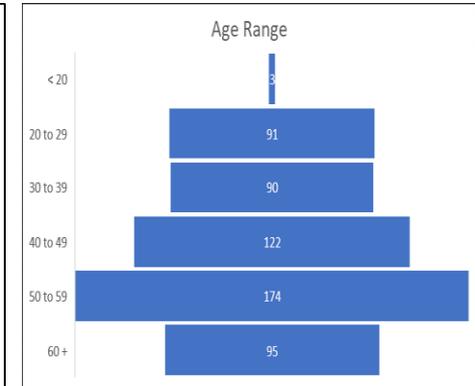
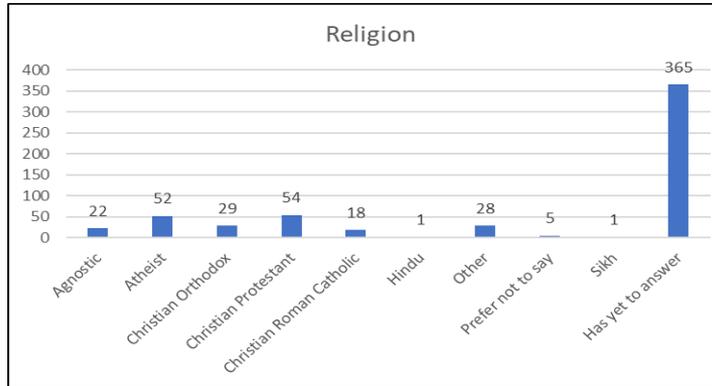
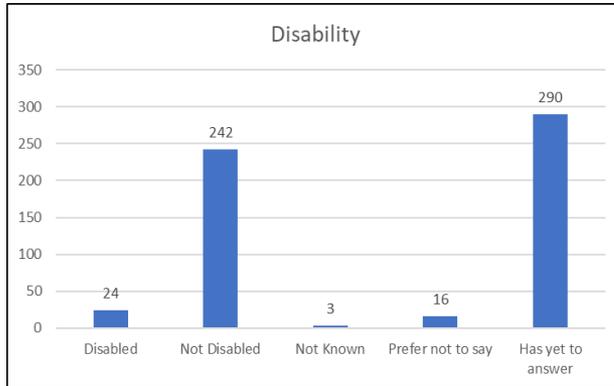
## Reward & Recognition

## Engagement

## Equality, Diversity & Inclusion

## Development

## Wellbeing




**-0.98%**  
mean pay gap

**0%** median  
pay gap

**Gender pay gap 2023**  
(2022 mean gender pay gap  
-3.38%)

## Activity

- The EDI plan explores how we reflect the community and ensure a diverse and inclusive internal environment.
- Focus on being an inclusive place to work including the holding the Menopause Café, launching a Carer's network and becoming an Age-Friendly employer.
- Blind recruitment – we have removed details from applications that may act as a trigger for unconscious bias.



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing

## Apprentices



0

21

10

- 21 Apprenticeships in topics ranging from Senior Leadership and Plumbing to Coaching and Planning.
- Network launched in Q3, useful first meeting.

## Line Manager Forum



Line Manager Forum launched in June 23 supporting the development of 50+ managers across the Council.

4 sessions held in the 23/24 FY.

## Appraisals



100% of appraisals completed and returned for 23/24.  
Outputs built into the Workforce Development Plan.

## Training



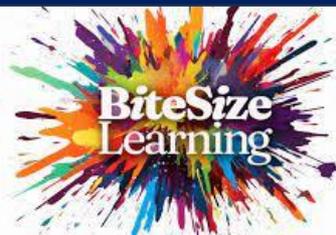
£104,183

485 Employees  
attended events

104 Learning  
Events

- Combination of paid for, free and internal courses.
- Learning Management System providing many online courses.

## Bitesize Learning



- 15 training courses sharing knowledge and expertise within the Council.
- Recently included Presentation Skills and Budget Setting/Finance

## Development Drive



- 'Learning Week' took place in Q3, providing a variety of courses, apprenticeship network meeting and development discussions



Recruitment/  
Workforce  
Planning

Reward &  
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## Sick Absence:

1704

23/24 total short  
term sickness

3535

23/24 total long  
term sickness

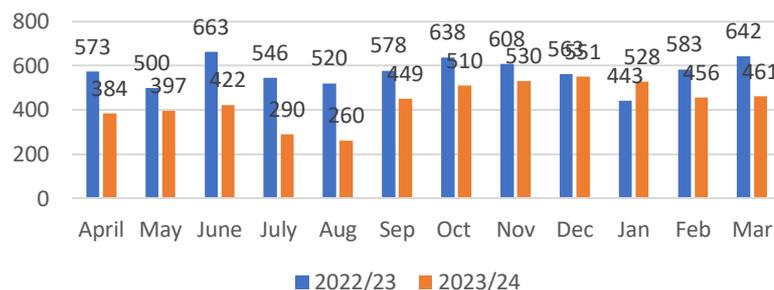
10.33

23/24 Average  
Sickness per FTE

KPI

YOY reduction in absence  
levels – achieved. ✓

FTE Days Absence 2022/23 v 2023/24



- 10.33 average days lost compared to 13.53 for the previous year.
- YOY reduction of 925 days long term absence and 645 days short term absence.
- Cases supported by Line Manager and HR.

FTE Equivalent Days Lost 2023/24



Recruitment/  
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Reward &  
Recognition

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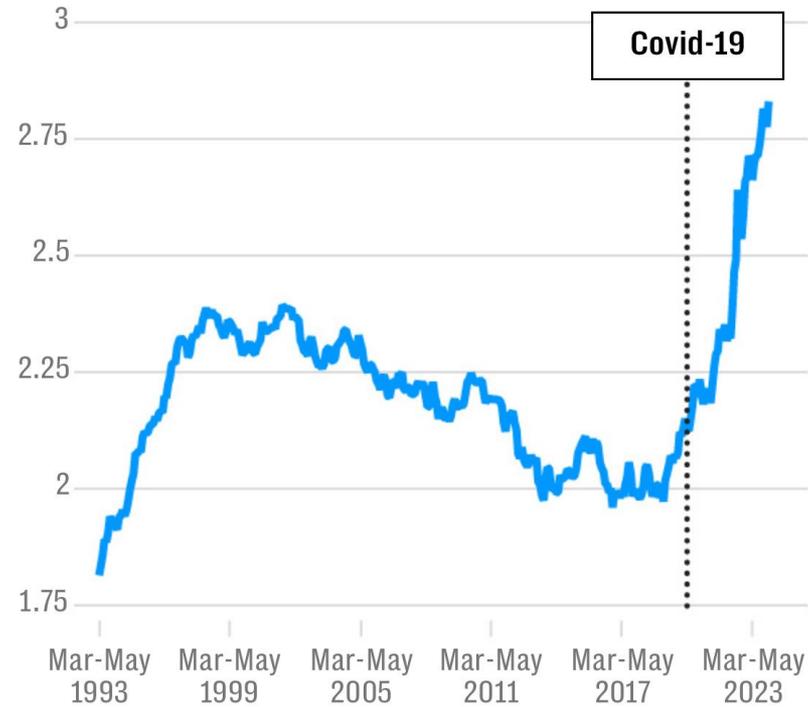
Development

Wellbeing

## Sick Absence external benchmarking:

Long-term sickness among 16 to 64-year-olds

Millions



Source: ONS

Recruitment/  
Workforce  
Planning

Reward &  
Recognition

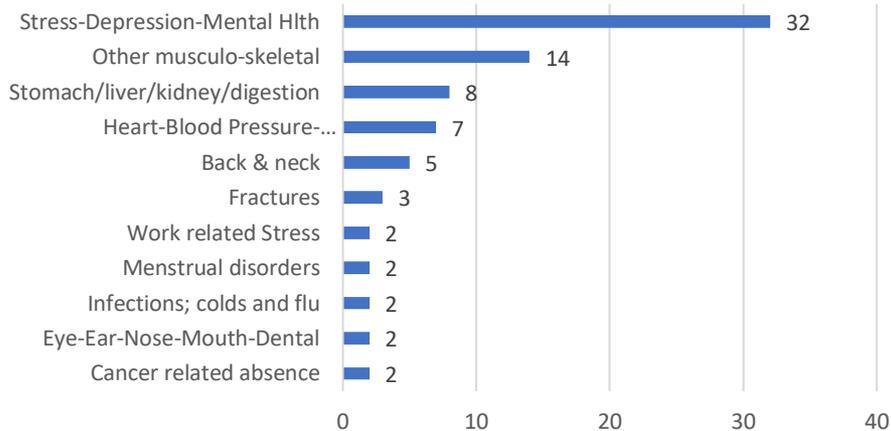
Engagement

Equality,  
Diversity &  
Inclusion

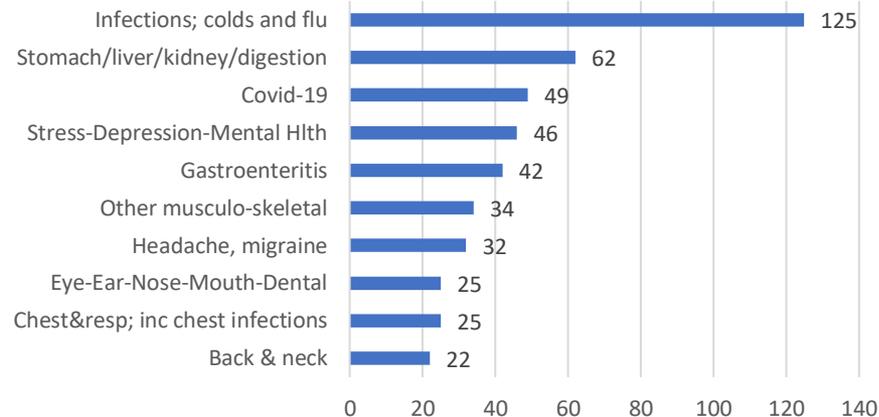
Development

Wellbeing

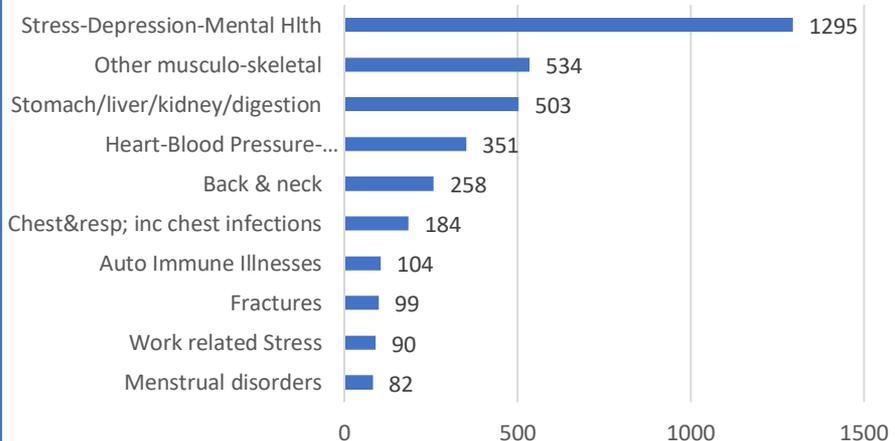
### Top 10 Absence Reasons (Long Term)



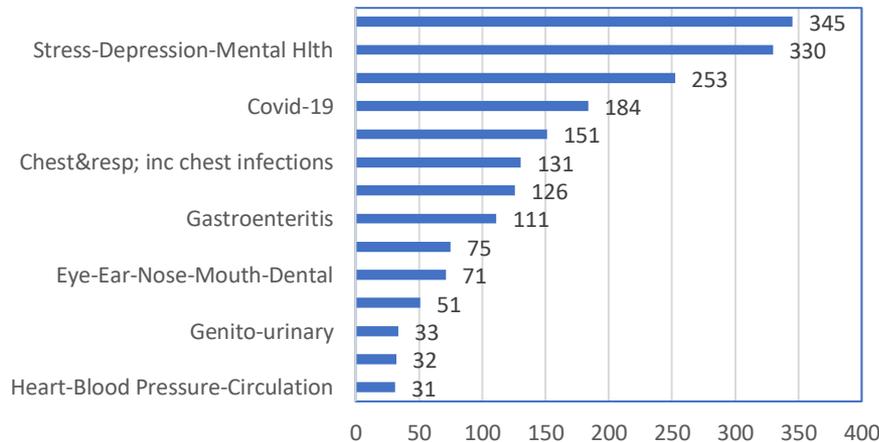
### Top 10 Absence Reasons (Short Term)



### Days Lost Due to Absence Reason (Long Term)



### Days Lost Due to Absence Reason (Short Term)



Recruitment/  
Workforce  
Planning

Development

Engagement

Equality,  
Diversity &  
Inclusion

Reward &  
Recognition

Wellbeing



Number of visits to  
Employee Assistance  
Programme 23/24:  
**48 Calls**



100%

595 return to work  
conversations completed  
23/24



Number of visits to Mental  
Health First Aiders 23/24 :  
**95**

(23 Mental Health First Aiders)

Network meeting – April 2024

### Activity

- HR partnering focuses on departments attendance management.
- Longest sick absence cases have been allocated HR support.
- Upskilling on Attendance Management is regularly delivered to team leaders and managers.



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

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Wellbeing

## Feedback on Wellbeing



### SKDC Employee Engagement Survey 2024

Welcome to the 2024 #TeamSK Survey!

Thank you for participating in this #TeamSK survey - we're really looking forward to hearing yr using your feedback to help shape change in the areas that matter most to you.

This survey is confidential and there is no way for managers to link responses to specific individuals. Some demographic questions at the start (e.g. age and gender) which we look at on a Council-wide basis to understand trends. Individual team reports do not include these demographics and instead provide feedback from the whole team only.

We're looking forward to hearing from you and working together to build actions in response to your feedback. If you have any questions, please contact the HR team at [survey@southkesteven.gov.uk](mailto:survey@southkesteven.gov.uk)

- We regularly ask for feedback on wellbeing and build the plan based on this.

## Mental Wellbeing



- MH Awareness week activities (May)
- Menopause Awareness cinema viewing of documentary (Oct)
- Stress Awareness workshop (Nov)
  - Webinars – Anxiety and Neurodiversity

## Mental Health Week



- May 2024 – A range of activities to raise awareness, bring colleagues together and improve our mental health.

## Physical Wellbeing



- Steps Challenges
- Staff Rounders (Sept)
- Know your numbers (Sept)
- Skipping Challenge (Oct)
- Football tournament (Nov)

## 50 Years of SKDC



- Celebrating our 50 year anniversary in May 2024 with a Member/Officer event.

## Social Wellbeing



- Stroke fundraiser (May)
- Bowling social (May)
  - Staff BBQ (Sept)
- Macmillan coffee morning (Sept)
- Christmas 'fuddle' (Dec)



Recruitment/  
Workforce  
Planning

Reward &  
Recognition

Engagement

Equality,  
Diversity &  
Inclusion

Development

Wellbeing

Disciplinaries

Q3 & Q4



Investigations

8



Disciplinaries

5



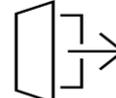
1st Written  
Warning

1



Awaiting  
Outcome

3



Dismissal

4

2023/24



Investigations

15



Disciplinaries

9



1st Written  
Warning

1



Final Written  
Warning

1



No  
Action

2



Awaiting  
Outcome

3



Left Council

1



Dismissal

7

Grievances



4

• None upheld but  
recommendations have been  
implemented as outcomes of  
the cases.

