

**REPORT TO** STRATA JOINT SCRUTINY COMMITTEE  
**Date of Meeting:** 15 SEPTEMBER 2016  
**Report owner:** Karen Jenkins Strata HR Lead for Human Resources  
**Title:** Human Resources update report

## **Recommendation**

**The Committee is asked to note the report on progress with Strata restructure and the people data attached.**

### **1 What is the report about?**

1.1 This report outlines progress update on key HR work and in particular the completion of the restructures within Strata.

### **2 Restructuring teams and offering new terms and conditions**

#### **2.1 Background information**

2.1.1 From the outset, the Human Resource (HR) strategy, advice, consultation with the Board, UNISON, employee representatives and staff has been consistent: that the company would need to determine its structure before new terms are offered and that individuals will not be forced to take Strata terms unless they are being offered new roles in that structure.

2.1.2 Additionally, from the outset the HR strategy and advice to Strata is that although harmonisation of terms is the ultimate aim, new terms need to be offered for existing roles where it is affordable and suits the needs of the business.

Agreement to the restructure proposals was given to the Board by the JEC in October 2015.

2.1.4 The Board approved the additional restructure costs as £108k plus up to £31k redundancy costs.

2.1.4 The restructure for the Compliance and Security, Programme and Resources, Support and Infrastructure and Business Systems teams are now all complete. It is pleasing to note that following the restructure 72% of those offered Strata contracts have taken these up.

2.1.5 This has been achieved in budget – total costs of additional restructuring are £114,500 inclusive of one redundancy. 70% of the staff involved in the latest restructures have moved to Strata terms so we have achieved a good number of people on harmonised terms and conditions.

2.1.6 The restructure has involved extensive consultation and selection processes to ensure fairness where roles were effectively new roles. This restructure has also achieved clear team structures, clear job definition and flexibility across the three

sites. The process was negotiated with UNISON and no grievances were lodged as a result of the restructure.

2.1.7 HR have requested updated structure charts from Strata to assist with effective communication of this restructure and for inclusion in the Welcome module. These are outstanding at the time of writing this report.

### **3 Staff engagement survey (item carried forward from April)**

3.1 The survey results were been published and are available on the Strata intranet since beginning of 2016. The survey was carried out in November.

3.2 The HR Lead recommended at the time that the Strata management team now draw up an action plan which should be published on the intranet. This will be a vital step towards confidence that that the management team take feedback seriously and will help us keep improving towards the attainment of Investors in People. This is outstanding.

### **4 Staff Joint Forum**

4.1 A Staff Joint Forum meeting took place in June. There were no issues arising from UNISON.

### **5 People data**

5.1 Please see the report attached in Appendix One which outlines key people data for Strata for April 2015-April 2016.

5.2 Due to the high workload of Strata colleagues, little training and development has been undertaken. This factor together with the time that the restructure took, our lack of progress in responding to the staff engagement survey and the lack of training undertaken will need to be weighed in deciding the timing of our application for Investors in People.

## Appendix One

### Strata: people data report for 2015/16

#### 1 Introduction

This report has been produced with the aim of providing important workforce management information and analysis to the Strata Board and Management Team. 2015/2016 is the first complete year of reporting.

#### 2 Headcount and full time equivalent numbers

As at 31 March 2016, the headcount was 72.5 and the full time equivalent was 70.59

As at 31 March 2015, the headcount was 71 and the full time equivalent was 68.14

There were 10 new starters including 1 TUPE transfer in the financial year April 2015 to April 2016 in the following areas.

Service Area	Permanent	Fixed Term
Document Centre	2	2
Programme & Resource	0	0
Compliance & Security	0	0
Business Systems	0	0
Support & Infrastructure	0	6
<b>Total</b>	<b>2</b>	<b>8</b>

#### 3 Turnover and voluntary turnover

The combined voluntary and non-voluntary turnover of staff was 9.66%.

Non-voluntary turnover includes dismissals, redundancy, and end of fixed term contracts. For 2015/2016 non voluntary turnover was 1.38%.

Voluntary turnover was 8.28%. Voluntary turnover excludes dismissals, ill health retirement and end of fixed term contracts. Leavers:

Document Centre	4
Programme & Resource	2
Compliance & Security	1
Business Systems	0
Support & Infrastructure	1
<b>Total</b>	<b>8</b>

#### **4 Redundancy**

In 2015/16 there was 1 redundancy during this period.

#### **5 Disciplinary action**

In 2015/16 there were no disciplinary actions as a result of employee conduct falling below expectations.

#### **6 Grievances**

In 2015/16 there were no formal grievances raised.

#### **7 Absence**

The average number of days lost per FTE for Strata was 4.8 days per person. This compares favourably to other figures obtained by Mid Devon, EDDC and Devon County Council and Teignbridge where absence days lost are in the region 8 days per person.

The top 3 main reasons for absence in Strata were:

**1. Stress (work related) (79 days)**

A total of 79 days were lost by 2 employees as a result of work related stress. Both individuals have now left Strata.

**2. Cold/flu (67.2 days)**

The second most significant reason for absence was absence related to cold and flu. 67.21 days absence was had by 25 employees, equating to the average length of absence as 2.68 days in duration.

**3. Stomach, Liver, Kidney, Digestion (32.3 days)**

15 employees lost 32.3 days absence between them as a result of stomach, kidney, lower digestion problems.

**Short term absence** (less than 8 days) 168.75 days, which represents 49.2% of the total days lost. Cold & flu was the most common reason for short term absence (67 days) followed by stomach & kidney complaints, 32.3 days and headaches 15 days. This follows most organisational trends.

**Medium Term Absence** (more than 8 days but less than 2 months) 125 days, which represents 36.44% of the total days lost. 6 Strata employees had 8 days or more absence, the reasons varied from hospital investigations, post operative recovery, kidney problems and stress related illness related to work. 1 employee has not

been able to return to work yet as a result of a serious heart condition and has now been long term absent which will be reflected in reporting next year. .

**Long Term Absence (more than 2 months)** 49 days, which represents 14.3% of the total days lost. 1 employee had long term absence as a result of work related stress, this employee has now left Strata.

## 9 Recruitment

We continue to operate under a Service Level Agreement with Devon County Council so that we can use their advertising agency. This enables us to use DCC's leverage in terms of negotiating prices for advertisements and saves considerable officer time as there is no requirement to go through lengthy tendering and procurement procedures.

We advertised 12 posts (some posts are advertised twice and some are for fixed term positions). We spent a total of £3313 on recruitment advertising. Wherever possible composite advertisements are used to drive down costs and the average cost per vacancy is £276 compared to EDDC which is in the region of £800-900. We are further driving down costs by increasingly using social media and over the next year hope to increasingly advertise through social media channels, such as twitter, LinkedIn and Google.

## 11 Apprentices

Strata offered 3 apprentices over the course of 2015/2016 in each of the 3 Councils, East Devon, Exeter City and Teignbridge.

## 12 Organisation age profile

The average age of an employee at Strata is 44.68. 72 employees are between the age of 17 and 65 years of age. 1 employee is working beyond the age of 65.

Age	No. of Employees
25 and under	5
26 to 40	16
41 to 55	40
56 to 65	10
>65	1

  

<b>Average Age</b>	<b>44.68</b>
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### **13 LEARNING AND DEVELOPMENT**

It was recommended and agreed by the Board that all Strata managers should undertake the ILM 5 management course but to date none have started.

51 e-learning licences were issued between 1 April 2015 and 31 March 2016. 16 people accessed 21 courses of which 13 people completed 14 courses taking 14 hours.

Only 3 individuals have accessed training through Teignbridge Learning and Development Partnership.