

# Public Document Pack



## NOTICE OF MEETING

<b>Meeting</b>	Employment in Hampshire County Council Committee
<b>Date and Time</b>	Friday 30th June 2023 at 10.00am
<b>Place</b>	Chute Room, Ell Court, The Castle, Winchester
<b>Enquiries to</b>	members.services@hants.gov.uk

Carolyn Williamson FCPFA  
Chief Executive  
The Castle, Winchester SO23 8UJ

## FILMING AND BROADCAST NOTIFICATION

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## AGENDA

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence received.

### 2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Personal Interest in a matter being considered at the meeting should consider, having regard to Part 5, Paragraph 4 of the Code, whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

### 3. MINUTES OF PREVIOUS MEETING (Pages 5 - 8)

To confirm the minutes of the previous meeting.

**4. DEPUTATIONS**

To receive any deputations notified under Standing Order 12.

**5. CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

**6. PAY AND LEGISLATION UPDATE (Pages 9 - 16)**

To receive a report from the Director of People and Organisation to provide an update on the national pay award for local government staff for April 2023, associated union ballots for industrial action and ballots in relation to pay and conditions for teachers. The report will also provide an update on legislative changes and Government consultations that have required, or may require in the future, actions from Officers.

**7. HAMPSHIRE COUNTY COUNCIL - ANNUAL WORKFORCE REPORT 2022-23 (Pages 17 - 96)**

To receive a report from the Director of People and Organisation providing the Annual Workforce Report for 2022/23 for discussion.

**8. CONNECT2HAMPSHIRE - UPDATE ON HAMPSHIRE'S TEMPORARY STAFFING AGENCY (Pages 97 - 106)**

To receive a report from the Director of People and Organisation providing an update on the County Councils joint venture agency, Hampshire & Kent Commercial Services LLP (trading as Connect2Hampshire).

**ABOUT THIS AGENDA:**

**On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.**

**ABOUT THIS MEETING:**

**The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact [members.services@hants.gov.uk](mailto:members.services@hants.gov.uk) for assistance.**

County Councillors attending as appointed members of this Committee or by virtue of Standing Order 18.5; or with the concurrence of the Chairman in connection with their duties as members of the Council or as a local County Councillor qualify for travelling expenses.

# Agenda Item 3

AT A MEETING of the Employment in Hampshire County Council Committee of  
HAMPSHIRE COUNTY COUNCIL held at the castle, Winchester on Thursday  
23rd March 2023

Chairman:  
p Councillor Kirsty North

p Councillor Gary Hughes  
p Councillor Steve Forster  
a Councillor Zoe Huggins  
p Councillor Stephen Philpott

p Councillor Adrian Collett  
p Councillor Keith House  
p Councillor Stephen Parker

## 50. **APOLOGIES FOR ABSENCE**

Apologies were received from Cllr Huggins. Cllr Mummalaneni was present as the Conservative Group deputy.

## 51. **DECLARATIONS OF INTEREST**

Members were mindful that where they believed they had a Disclosable Pecuniary Interest in any matter considered at the meeting they must declare that interest at the time of the relevant debate and, having regard to the circumstances described in Part 3, Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter was discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore Members were mindful that where they believed they had a Personal interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, considered whether it was appropriate to leave the meeting whilst the matter was discussed, save for exercising any right to speak in accordance with the Code.

Councillor House made a personal declaration when discussing the national pay award under the Pay and Legislation update item, that he was a member of National Employers.

## 52. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting were reviewed and agreed.

## 53. **DEPUTATIONS**

No deputations were received at this meeting.

## 54. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman expressed their thanks to Gary Hughes for his time as Vice-Chairman of the Committee.

## 55. PAY AND LEGISLATION UPDATE

The Employment in Hampshire County Council (EHCC) Committee considered a report of the Director of People and Organisation providing an update on a number of pay and legislation issues.

Members noted that the Trade Unions had submitted their pay claim for the April 2023 national pay award. The National Employers met on 23 February and made a full and final offer. There was a further meeting of the Employer's side on 8 March, with the recognised unions (GMB, Unite and Unison) at which the Employer's side reiterated the offer. However, the national committees of all three unions have rejected the offer.

Officers detailed a separate consultative ballot Unison had undertaken on two matters of dispute. Firstly, that the nationally negotiated additional day's annual leave from the 2022 pay award does not apply to Hampshire County Council's terms and conditions. This was because the annual leave entitlement for Hampshire staff is set by a local collective agreement, which Unison, GMB and Unite signed in 2007, not by the National Joint Committee. Secondly, Unison did not agree with minor changes made at the end of 2022 to the Salary and Sickness Absence policies. Unison have stated that 73% of members who responded to the ballot supported action on these matters, but had not shared what percentage of members responded.

Officers detailed a recent Supreme Court decision in the case of Harpur Trust – v- Brazel hive had seen an adjustment to how annual leave for part-year workers must be calculated. This decision will result in part-year workers receiving proportionately more annual leave for time worked than their full-year colleagues. Officers have implemented these changes in February 2023 payroll, backdated to 1 October 2020. However, central government had launched a consultation which may change and even reverse this position in the future.

Members noted that the Council planned to implement a salary sacrifice scheme to allow staff to purchase Ultra Low Emission Vehicles. This contributed to Hampshire's target to be net-carbon neutral by 2050. EHCC noted that as these are considered company cars by HRMC, different fuel rates apply to normal business mileage claimed by employees in their own cars.

The committee were informed of central government's published response on the 'Make flexible working the default' consultation, which is expected to see new legislation in the future to enact some changes in this area. Additionally, two recent consultations have also been launched, one in relation to holiday pay for part-year workers and one in relation to a new Statutory Code for dismissals and re-engagements.

Officers concluded by highlighting several Bills that were progressing through the House of Lords which would lead to new legislation in three areas:

- minimum service levels during strikes,
- extension of protection from redundancy during maternity leave, and
- a new entitlement to one week's unpaid leave for unpaid carers.

## RESOLVED:

- That EHCC note that the National Employer's side has made a full and final offer to the Trade Unions side for the pay award to apply from 1 April 2023, which Unite, Unison and GMB have rejected. The Employer's offer is;
  - A consolidated increase of £1,925 on salaries up to and including NJC spine point 43 (£49,590). This is pro-rata for part time staff,
  - a 3.88% pay increase on salaries above this.
- That EHCC agree a pay award of 3.88% to apply to staff on Grades H and above, with effect from 1 April 2023. This is subject to the conclusion of the national negotiations and on the assumption that the Employer's offer does not change.
- That EHCC note the consultative ballot undertaken by Unison of its members in Hampshire County Council as well as the national strike of Teachers.
- That EHCC note the impact of the Harpur Trust –v- Brazel Supreme Court ruling in relation to annual leave for part-year workers and irregular hours workers.
- That EHCC agree that the wording in relation to 'Public Holidays' of the existing EHCC agreement be interpreted to mean 'Public and Bank Holidays' and that this includes any additional national public or bank holidays that may be announced from time to time.
- EHCC to note that the Council will be implementing a new salary sacrifice scheme to allow staff to purchase Ultra Low Emission Vehicles. This will contribute to Hampshire's target to be net-carbon neutral by 2050. EHCC also to note that staff claiming business mileage in their salary sacrifice car will be reimbursed using the HMRC Advisory Fuel Rates (AFR) which are dependent on fuel type and engine size.
- That EHCC note the government's response to the consultation on 'Making flexible working the default', two new consultations and the legislation passing through the House of Lords.

## 56. SENIOR MANAGEMENT ADJUSTMENTS

The Employment in Hampshire County Council (EHCC) Committee considered a report of the Chief Executive providing an update on changes to the Chief Officer Group due to the forthcoming retirement of the Director of Children Services.

The committee heard noted that these changes were being implemented under the authority of the Head of Paid Service pending a formal appointment process in due course in accordance with Standing Orders.

- Steve Crocker retired as Director of Children Services on 31 March 2023, after 7 years as Director. Members noted that the role of Director of Children's Services is one of the County Council's Statutory Chief Officer roles and is a core member of the Corporate Management Team (CMT).
- Stuart Ashley, previously Deputy Director of Children Services, has, on an interim basis, taken over the role of Director of Children Services.
- The role of Deputy Director of Children's Services is required to cover the statutory responsibilities of the Director in their absence as well as sharing

the leadership responsibilities of the directorate. The post holder forms part of the Council's Chief Officers Group. Stephanie How has, on an interim basis, taken over the role of Deputy Director of Children Services.

Members heard how Steve Crocker had shared the Deputy Chief Executive responsibilities with Graham Allen, Director of Adults Health and Care. The Chief Executive has therefore appointed Rob Carr, Director of Corporate Operations and Chief Financial Officer as the new joint Deputy Chief Executive, with effect from 1 April 2023, in accordance with authority delegated by Cabinet in April 2009.

It was noted that these senior management adjustments take full advantage of the exceptional skills and talent already available at a senior level within Hampshire County Council. The new arrangements will ensure that the Council continues to have the necessary capacity and capability at the required level and ensures essential stability and continuity in respect of critical statutory functions at a time of significant challenge.

RESOLVED:

- That EHCC note the changes to the Chief Officer Group due to the forthcoming retirement of the Director of Children's Services, including the appointment of an interim Director and Deputy Director of Children's Services.
- That EHCC note the appointment of a new joint Deputy Chief Executive.

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Chairman, Employment in Hampshire  
County Council Committee

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee:</b>	Employment in Hampshire County Council
<b>Date:</b>	30 June 2023
<b>Title:</b>	Pay and Legislation Update
<b>Report From:</b>	Director People and Organisation

**Contact name:** Andy Bailey, Assistant Director HR and OD

**Tel:** 07837 894673

**Email:** andy.bailey@hants.gov.uk

### Purpose of this Report

1. The purpose of this report is to provide an update on the national pay award for local government staff for April 2023, associated union ballots for industrial action and ballots in relation to pay and conditions for teachers.
2. To update EHCC on legislative changes and Government consultations that have required, or may require in the future, actions from Officers.

### Recommendations

3. That EHCC note that the national Unite and UNISON Trade Unions are currently balloting their members for industrial action, in relation to the National Employer's offer for the pay award for 1 April 2023. GMB will open their ballots in September.
4. That EHCC note that ballots for industrial action are also being conducted of Teaching staff in relation to pay, school funding and working conditions.
5. That EHCC note the update following the local consultative ballot undertaken by UNISON in relation to annual leave and amendments to the Council's salary policy.
6. That EHCC note the new potential legislation introducing a future entitlement to neonatal leave and pay and a new consultation covering working time, holiday entitlement and pay, and TUPE regulations.

### Executive Summary

7. As reported to EHCC in March 2023, the Trade Unions have submitted their pay claim for the April 2023 national pay award and the National Employers made a final offer which has been rejected by all three local government

unions.

8. UNISON and Unite are currently balloting members for Industrial Action. Unison's ballot will close on 4 July 2023 and Unite's will close on 17 July. GMB will conduct a series of 'targeted ballots' starting in September. It is understood that all three unions will respond to the Employer's side following their ballots.
9. There are also national ballots being conducted by teacher unions in relation to their national pay award, school funding and working conditions.
10. UNISON's Hampshire Branch have updated officers that a separate formal ballot is not planned for the time being in relation to their dispute over annual leave for EHCC staff and the policy changes that occurred in 2022.
11. A Bill providing a new entitlement to neonatal care leave and neonatal care pay is expected to progress through parliament, which will allow parents to each take up to 12 weeks of paid leave where they have a responsibility for a child receiving neonatal care. This will be in addition to other leave entitlements, such as maternity and paternity leave and pay. As this would be a new statutory pay entitlement, the legislation is not expected to come into force in the immediate future.
12. The government has launched a consultation on three areas of employment legislation that are part of retained EU employment law and which it considers could benefit from reform. The most significant is a proposal to simplify annual leave and pay calculations. As reported to EHCC in March, the government had already consulted on proposals to amend this area following the decision in the Supreme Court of Brazel-v- Harper Trust. These further reforms are welcomed.

### **National Pay Award 2023 – Ballots for industrial action by GMB, Unite and Unison**

13. As detailed to EHCC in March 2023, the Trade Unions side submitted its pay claim for April 2023. In February 2023, the National Employer Side made a full and final offer of:
  - A consolidated increase of £1,925 on salaries up to and including NJC spine point 43 (£49,590). This is pro-rata for part time staff,
  - a 3.88% pay increase on salaries above this.
14. The consolidated increase of £1,925 if agreed, will apply to all staff on grades A-G as required by the EHCC Collective Agreement. The EHCC Committee agreed in March to apply a pay award of 3.88% to all staff on Grades H and above once the national pay award had been agreed. However, if the national award is higher than 3.88%, a decision will be brought back to EHCC.
15. The national committees of all three unions have rejected the pay offer.



16. The national Unions will ballot their members for industrial action. All unions are balloting on a 'disaggregated basis', which means action could be taken at an individual council level. However, all unions are operating on different timescales:
  - UNISON's ballot opened on 23 May and closes on 4<sup>th</sup> July. They are asking their members to vote for strike action, which would occur between 18 July 2023 and 3 January 2024.
  - Unite's ballot opened on 13 June and closes on 28<sup>th</sup> July. They are asking their members to vote for strike action, which would occur in the period 'mid- August to mid-January'.
  - GMB plans to conduct "a series of targeted strike ballots", starting in September. Hampshire has not received notification whether or not it will be the subject of a targeted strike ballot.
17. For industrial action to be lawful, two thresholds must be met; (a) more than 50% of members must take part and (b) of those that turn out, more than 50% must be in favour of industrial action.
18. The timescales of these ballots mean that the position on the pay award will not be known for some months. For the pay award to be agreed, two of the three recognised unions must accept the offer. The Council must therefore wait for the unions to conduct their ballots, and this will delay the application of the pay award until the autumn at the earliest.
19. Communications to staff have been published that set out that the National Employers and the County Council consider the final offer to be a fair offer and reminding staff that any pay award must be funded from existing budgets. Officers are preparing the necessary advice and guidance and updating relevant procedures to ensure the organisation is prepared in the event that there is a mandate from union members for strike action.
20. Further updates will be provided at the next EHCC Committee.

### **Local Consultative Ballot by UNISON**

21. As reported at EHCC in March, UNISON conducted a local (Hampshire) consultative ballot of staff in relation to a dispute over annual leave and some HR policy changes that were implemented in 2022.
22. Following the consultative ballot UNISON indicated that they would proceed to a formal industrial action ballot.
23. UNISON's Hampshire Branch have updated officers that whilst they cannot rule out a formal ballot on these local issues, at some point in the future, a separate formal ballot is not planned for the time being.
24. An update will be brought to EHCC if any further action is taken by Unison.

## **Industrial Action – Teachers**

25. As reported to EHCC in March, members of the National Education Union (NEU), secured the required turnout and vote to undertake industrial action. This resulted in several strike action days in February and March. NEU's current mandate expires on the 14 July.
26. The Schools Teachers Review Body is due to make recommendations on the national award for teachers in June. The NEU have advised that they may take further action in July, if this report is not favourable.
27. Ballots are currently being conducted by NASUWT which closes 10 July. Ballots are also currently being conducted by the National Association of Headteachers (NAHT), and Association of School and College Leaders (ASCL), both of which close on 31 July . Both the NASUWT and NAHT ballots are for strike action and for action short of strike. ASCL is balloting for strike action only. It remains to be seen whether unions co-ordinate any action (should they get a mandate to do so) in the Autumn term.
28. While the number of directly employed teachers is small (256 teachers), strike action in schools has the potential to cause disruption to Directorates, due to school closures (partial or full) and the subsequent requirement on our staff to arrange childcare or take leave.

## **Government Consultations and Proposed Legislation**

### **Neonatal Care Leave and Pay**

29. The Neonatal Care (Leave and Pay) Bill has completed progression through Parliament and is now awaiting Royal Assent. The purpose of this Bill is to create a new entitlement to Leave and Pay for employees that have a responsibility for a child receiving neonatal care (defined as a continuous period of at least 7 days neo-natal care). The right to neonatal care leave will be a 'day one' right.
30. The entitlement to a new 'statutory neonatal care pay' will broadly mirror qualifying criteria for statutory maternity pay e.g. 26 weeks' continuous service, and is expected to follow the same rates of pay. The Bill will allow parents to each take up to 12 weeks of paid leave and will be in addition to other leave entitlements such as maternity and paternity leave. The leave will also need to be taken within 16 months of the birth.
31. Further details will follow in Regulations, for example how much notice must be given, what happens if there is more than one child in neonatal care and what happens if there are several periods of neonatal care etc. As this is a new statutory pay entitlement, other legislation will need to be amended which may mean implementation is not in the immediate future. Officers will

take action to implement once the Regulations are available and the commencement date is known.

### **Retained EU Employment Law Reforms**

32. The government has launched a consultation to seek views on three areas of retained EU employment law which it feels could benefit from reform:
- record keeping requirements under the working time regulations.
  - simplifying annual leave and holiday pay calculations in the working time regulations.
  - consultation requirements under the Transfer of Undertakings (Protection of Employment) regulations (TUPE).
33. The primary driver for reform of these areas is to reduce bureaucracy as the government feels obligations are “too onerous on businesses to be used effectively, or are too complex for workers to know, understand and use<sup>1</sup>”.
34. The proposals seek to retain workers’ rights but seeks to reduce administration burden through record keeping and simplifying processes.
35. In relation to holiday entitlement and holiday pay, it seeks to resolve a number of issues as a result of the Supreme Court Judgement in Brazel -v- The Harpur Trust. However, it also seeks to address some of the issues that were created by the government’s initial proposals in the consultation on these matters (this case and the consultation were reported to EHCC in March). Officers will respond to the consultation which closes on 7 July 2023.

### **Consultation and Equalities**

36. It is not envisaged that an Equalities Impact Assessment will be required for any of the updates included in this paper.

### **Climate Change Impact Assessment**

37. The Council’s carbon mitigation tool and climate change adaption tools are not applicable to changes in these paper as they are administrative in nature. The tools are also not applicable to the other updates in this paper for the same reason.

### **Conclusions**

38. The Council will wait for the outcome of national negotiations before applying any pay award. Any pay award will be backdated to 1 April 2023 once agreed.

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<sup>1</sup> Government consultation document: [Retained EU Employment Law consultation \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

39. Officers will ensure the Council is prepared for industrial action in the event that unions have a mandate from their members for such action.
40. Officers will continue to monitor consultations, draft legislation or new requirements to ensure that adjustments to policies and business processes are implemented as appropriate and continued compliance with statutory requirements.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	No
People in Hampshire enjoy a rich and diverse environment:	No
People in Hampshire enjoy being part of strong, inclusive communities:	No

**Other Significant Links**

<b>Direct links to specific legislation or Government Directives</b>	
<u>Title</u>	<u>Date</u>
<a href="#">Neonatal Care (Leave and Pay) Act 2023 - Parliamentary Bills - UK Parliament</a>	

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

## **EQUALITIES IMPACT ASSESSMENT:**

### **Equality Duty**

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

### **Equalities Impact Assessment:**

It is not envisaged that an Equalities Impact Assessment will be required for any of the updates included in this paper.

## HAMPSHIRE COUNTY COUNCIL

<b>Committee:</b>	Employment in Hampshire County Council
<b>Date:</b>	30 June 2023
<b>Title:</b>	Hampshire County Council - Annual Workforce Report 2022 - 2023
<b>Report from:</b>	Director of People and Organisation

**Contact name:** Jac Broughton, Director of People and Organisation

**Email:** [jac.broughton@hants.gov.uk](mailto:jac.broughton@hants.gov.uk)

### **Purpose of this report**

1. This report introduces the Annual Workforce Report for 2022/23 for discussion at the Employment in Hampshire County Council committee (EHCC).

### **Recommendations**

2. EHCC are asked to:
  - Review the content of the Annual Workforce Report (Annex One)
  - Note the progress of the actions so far and next steps.

### **Context**

3. The Annual Workforce Report 2022/23 can be seen in Annex One and provides a high-level overview of key workforce data (excluding schools) and the relevant trends to inform the Council's workforce strategies and priorities.
4. The report includes the normal suite of data and analysis relating to our people up to and including March 2023 and continues to be built around a typical 'employee lifecycle'.
5. Included in the report are updates on progress against last year's actions. This year new actions will be linked to Strategic Workforce Planning Board agreed by CMT earlier in the year and will be built into those project plans accordingly.

### **Conclusions**

6. The following conclusions are provided directly from the report following the analysis of the 2022/23 data:
  - We have seen a lot of change over the last 12 months linked to financial pressures that we know all Councils are experiencing.

- Our new operating structure is in place, and we have strong, efficient, and highly skilled teams, ready to rise to the challenges ahead.
- We are continuing to embed our working as 'one organisation' and this gives us a shared understanding of what we are trying to achieve, and the principles by which we will work.
- The Strategic Workforce Planning Programme is now in place with the aim to ensure that the Council is appropriately positioned to balance its labour supply in line with service demand/need, in order to maintain and deliver excellent services.
- As we reported last year much of our organisational data continues to have reverted to being comparable to the years prior to the pandemic. We have noticed the following changes to highlight:

**In general:**

- Headcount and FTE have both increased from last year and we can see our workforce costs have increased.
- The numbers of people reporting to be disabled have increased from last year, along with those reporting their ethnicity, religion and sexual orientation. This helps the Council to monitor diversity, and also helps inform policies and practice across the organisation, making a fairer, more supportive working environment for all.
- Throughout this report we have highlighted the challenging recruitment and retention environments that we are working in and the work that we are doing to limit the impact of these.

**Attract:**

- Our recruitment adverts have generated less applications to our vacancies in this reporting year, likely linked to the low levels of unemployment in Hampshire and nationally.
- We continue to be more attractive to the female labour market.
- In this reporting year, for H+ grades we shortlisted 11% of ethnic minority applicants, and we hired 16%, an increase from last year's 3%. As shown in Figure 2 within Annex 1, our ethnic minority representation in H+ grades has increased from 3.3% to 3.6%.

**Resource:**

- We continue to fill our roles through a multitude of means such as directly employed staff, agency workers and contractors.
- We continue to work closely with Connect2Hampshire to further develop our combined approach and to improve applicant attraction, recruitment, and retention in light of the current market challenges.



- As in previous years, internal applicants are more likely to be hired than external applicants.

#### **Onboard:**

- Over 2,094 external new starters have been onboarded into the Council, an increase from last year's 1,956, with induction remaining critical to the way we welcome and familiarise them with the business.
- 111 employees left during their first three months of employment; we will look to explore the reasons for this.

#### **Develop:**

- Demand for places on the Firefly high-potential development programme for staff grades E-G, was again oversubscribed during 2022/23.
- As a result of a review, our Leadership and Management Development framework is being updated in line with emerging needs.
- Our commitment to Apprenticeships has continued into 2022/23 with the Council enrolling a comparable number of apprentices to last year.
- Inclusion and Wellbeing continue to be important themes for the development of our people.

#### **Reward and Recognise:**

- The performance of staff across the Council continues to be high, with 99.9% of staff achieving successful and exceptional performance again in this reporting year.
- Our Gender Pay Gap has reduced to 15.5%.

#### **Progress and Perform:**

- Another sign of the high-performing nature of our workforce is reflected in the fact there were only 35 new performance review cases (0.27 % of the total workforce) and 91 new misconduct cases (0.70% of the workforce) across all directorates.
- Looking across the last 3 years there has been an overall decrease in both new performance review and misconduct cases.
- We have seen an increase in sickness absence and our top absence reason is COVID-19.

#### **Retain and Exit:**

- We know current employees have been with the Council for an average of 9 years and we have a number of retention strategies in place.

- Organisationally turnover has reduced from 17% to 15%, however, we know that in directorates retention challenges are still being faced in specific roles e.g., social workers where it is at 20%.
- A total of 1,906 employees left the Council, a reduction of 235 leavers from last year. 18% of leavers completed the leaver questionnaire.
- Leavers in first 12 months of employment with us reduced by 62, meaning we have retained 62 more employees than last year.

### **Next steps**

7. Following EHCC Annex One will be published on the County Council's webpages.

## REQUIRED CORPORATE AND LEGAL INFORMATION:

### Links to the Strategic Plan

This proposal does not link to the Strategic Plan but potentially impacts the County Council's workforce strategy.

### Other Significant Links

#### Direct links to specific legislation or Government Directives

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#### Section 100 D - Local Government Act 1972 - background documents

<u>Title</u>	<u>Date</u>
Hampshire County Council's: Workforce report 2019 – 20	9 July 2020
Workforce report 2020 – 21	5 July 2021
Workforce report 2021 - 22	7 July 2022

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

#### Census 2021

<https://census.gov.uk/>

#### Chartered Institute of Personnel Development (CIPD)

CIPD's Resourcing and Talent Planning Report (September 2022, p. 1)

[https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/resourcing-and-talent-planning-report-2022-1\\_tcm18-111500.pdf](https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/resourcing-and-talent-planning-report-2022-1_tcm18-111500.pdf)

#### Inclusive Employers

LGBTQ+ glossary of terms

<https://www.inclusiveemployers.co.uk/blog/lgbtq-glossary/>

The benefits of religious diversity in the workplace

<https://www.inclusiveemployers.co.uk/blog/the-benefits-of-religious-diversity-in-the-workplace/>

#### Office for National Statistics (ONS)

Office for National Statistics April 2023 UK employment figures

<https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment#:~:text=Labour%20market%20overview%2C%20UK%3A%20April%202023&text=The%20timeliest%20estimate%20of%20payrolled,on%20the%20quarter%20to%2003.8%25>

## **EQUALITIES IMPACT ASSESSMENT:**

### **Equality Duty**

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

### **Equalities Impact Assessment:**

Equality objectives are not considered to be adversely affected by proposals in this report. The intent of this report is to enhance inclusion, diversity and equality at the County Council by publishing employee data relating to protected characteristics to help inform strategies and target initiatives to improve the workplace.

# Our people

Annual Workforce Report  
2022 to 2023



Hampshire  
County Council

“

Serving the people  
of Hampshire with  
purpose and pride to  
improve lives, today  
and for tomorrow

”

# Introduction

---

**Welcome to Hampshire County Council's Annual Workforce Report for the financial year ending 31 March 2023. In my fourth year at the Council this is now my third Annual Workforce Report and never has the need to understand our workforce and learn from our past experiences to inform our future strategic workforce plans been more important.**

I say this for several reasons, including; the global, national and local labour market challenges that are having a tangible impact on our recruitment and retention strategies. In addition, the concerns our workforce are facing in relation to the 'energy crisis' and the rising cost of living; the increased national action from Trade Unions about public sector pay; and our own open acknowledgement about the financial uncertainties that we and many other local authorities are facing.

But I don't write this introduction from a place of pessimism, because as always, our Annual Workforce Report serves to be a wonderful reminder of the commitment demonstrated by our workforce to the residents of Hampshire despite what is happening in the world around them.

As always, this report presents an overall picture of our workforce, with our focus over this reporting period very much on our recruitment and retention to support our critical front-line services. It highlights ongoing work and interventions that we have put in place across three points of the **employee lifecycle** 'Attract,' 'Develop' and 'Retain and exit.'

Likewise, this report continues to call out the diversity of our workforce and evidences where our work to become increasingly inclusive is beginning to result in positive change whilst at the same time reflecting openly where we have seen little or no change.

2023 also brings changes to the Council's organisational model and directorates are starting to embed new ways of working. Being one organisation has always been critical to the effective delivery of our services and now our new structure reinforces this and reflects the ongoing necessity for collaboration across the whole organisation and our wider partners to the effective delivery of our services. As change continues, our shared values and behaviours will continue to be important to 'how it feels' to work at the Council. Our purpose is articulated through our Strategic

Plan, and this links to our values which we will say more about in **'Our purpose, vision and values' section.**

Finally, I would like to take this personal opportunity to thank our staff for their ongoing hard work and dedication to delivering and supporting the critical services we provide.



A handwritten signature in black ink that reads "Jac Broughton".

**Jac Broughton**  
FCIPD, Director of  
People and Organisation

# Context

This Workforce Report for the period April 2022 to March 2023 provides an overview of initiatives and strategies that have been put in place to support our people over the last year.

In addition, the report includes a high-level overview of key workforce data (excluding schools)

and the relevant trends to inform the Council's people strategies and priorities.

As in previous years, the report is split into two parts – **'Our organisation,'** and **'Our people'** and follows an 'employee lifecycle' as reflected below:

In this reporting period, there has been a particular focus on recruitment and retention and work is progressing through a new Strategic Workforce Planning Programme. Reflecting this, the report focuses detail on three key elements of the **employee lifecycle: 'Attract,' 'Develop'** and **'Retain and exit'** where work has progressed to support our recruitment and retention challenges.

The data comparisons used in this report show either trends over the last couple of years or are a specific point of time (i.e. 31 March 2023) and Special Recognition Payment (SRP) data detailed in the **'Reward and recognise'** section, relates to the 2022 calendar year.

## 1 Employee lifecycle

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## Our people

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# Our organisation

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# Our progress in 2022 to 2023

Hampshire County Council is a high performing democratic body that serves the residents and businesses of Hampshire. We are proud of our people and acknowledge that our strong reputation is built on our exceptional staff, managers, and leaders.

The 2022 to 2023 reporting year has marked some significant changes to the Council, with the introduction of a new Corporate Management Team, a new organisational structure and a re-articulation of our vision and values.

We have continued to see an increase in both overall headcount and full-time equivalent figures and have seen a decrease in external turnover as illustrated. It should be noted however, as described in 'Retain and exit,' that this decrease in overall external turnover masks more concerning turnover data in relation to some specific areas of work.

Further insight and detailed figures are reported in **part two** of the report.

A range of actions were evident in last year's report and progress against these is shown in **Appendix one** reflecting not only what has already been achieved but what remains as ongoing programmes of work.

## 2 An overview of changes to our data for 2022 to 2023

	March 2022	Trend	March 2023
Headcount	12,726	▲	12,989
Full-time equivalent	9,940	▲	10,440
Part-time headcount male	704	▲	709
Part-time headcount female	5,582	▼	5,549
Female headcount	9,719	▲	9,923
Under 25 headcount	466	▼	457
Over 55 headcount	3,602	▲	3,738
Declared ethnicity percentage	95%	▲	97%
Percentage in senior roles (H+) female	57%	=	57%
Percentage in senior roles (H+) ethnic minorities	3.3%	▲	3.61%
Gender pay gap percentage	16%	▼	15.5%
Annual overall external turnover percentage	17%	▼	15%

# Our purpose, vision and values

We are proud to share our organisational vision and values which we have recently re-articulated across the organisation.

The vision and values as stated here are the result of multiple engagement activities across our directorates and therefore reflect the lived experiences of our workforce.

## Our vision

“  
Serving the people of Hampshire with purpose and pride to improve lives, today and for tomorrow”

## Our purpose

Our purpose articulated through our **Strategic Plan**.



Hampshire maintains strong and resilient economic growth and prosperity



People in Hampshire live safe, healthy and independent lives



People in Hampshire enjoy a rich and diverse environment



People in Hampshire enjoy being part of strong, inclusive and resilient communities

## Our values

### Working as one organisation

We collaborate with each other and our partners for the good of our service users, support each other to recover quickly from setbacks and take responsibility in managing our personal and organisational wellbeing. We work together to ensure we are a healthy and resilient organisation.

### Integrity and respect

We value and encourage every individual for their unique strengths, and demonstrate our confidence in each other through our language and behaviour. We are fair, honest and reliable in everything we say and do.

### Making a difference

Our work puts people at the forefront of what we do and helps communities across the County to thrive. We care.

### Professionalism

We work hard to deliver the best services that we can and we hold ourselves accountable for our performance. We have pride in what we deliver and enable.

### Continuous improvement

We are ambitious. We challenge ourselves to innovate, be creative and work to create a sustainable, future proof Hampshire.

# Changes to our operating structure

This reporting period saw changes to the Council's leadership structure across the organisation – with the aim of ensuring we are aligned in the best way to our strategic

priorities; positioned well to deliver our ambitions for the future; and fit for the considerable financial challenges that lie ahead for local government.

## Key changes

- Disbanding of the Culture, Communities and Business Services (CCBS) and Economy, Transport and Environment (ETE) public facing service departments.
- The creation of two new directorates:
  - **Hampshire 2050** – Delivering strategies and policies to support the Authority's priorities to safeguard the future of local services for residents and make Hampshire an even better place to live, play, work, visit and do business.
  - **Universal Services** – Bringing together the delivery and development of Hampshire County Council's services which are accessible to all residents of Hampshire, as well as those which directly support the delivery of these, and our broader public facing services (Adults' Health and Care and Children's Services).
- Re-organising some of our corporate services to operate more efficiently and enable functions that support all directorates to operate centrally and to maximise future opportunities for continuous improvement. **Appendix two** shows the details of how service responsibilities have been redistributed across our new directorates.

Our new Corporate Management Team (CMT) has seven chief officers and is led by the Chief Executive.

The role of CMT is to give direction to the Council as one organisation, determining its strategic objectives and policies.

It is also jointly accountable for the Council's activities to third parties and stakeholders, taking decisions on behalf of the organisation.



**Carolyn Williamson,**  
Chief Executive

The Chief Executive leads Hampshire County Council's staff and the strategic vision set out by the Council's elected Leader, mobilising strategies, plans and policies to ensure it is successful. The Chief Executive holds the responsibility for major organisational decisions, an expenditure budget of £2.3 billion and over 12,500 employees (excluding school staff) who deliver a wide range of services to the community.



**Stuart Ashley,**  
Director of Children’s Services

The Director of Children’s Services is responsible for the leadership, strategy and effectiveness of Children’s Services. They are responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, their families and carers.



**Rob Carr,**  
Director of Corporate Operations and Deputy Chief Executive

The Director of Corporate Operations is responsible for the technical and financial infrastructure that supports and protects frontline services and employees across Hampshire County Council. This role is also responsible for the delivery of services under the Shared Service Partnership, where transactional activities such as payroll and finance are provided jointly to a wide group of public service organisations to maximise efficiency for all partners. The services in Corporate Operations play a key role in all of Hampshire County Council’s partnerships.



**Patrick Blogg,**  
Director of Universal Services

The Director of Universal Services is responsible for leading the delivery and development of Hampshire County Council’s services which are accessible to all residents of Hampshire, as well as those which directly support the delivery of these and our broader public facing services (Adults’ Health and Care and Children’s Services).



**Gary Westbrook,**  
Director of Hampshire 2050 and Assistant Chief Executive

The Director of Hampshire 2050 and Assistant Chief Executive is responsible for leading the development of Hampshire County Council’s strategy in relation to the regeneration and growth of Hampshire, focusing on the ambitions for Hampshire ‘as a place.’ This includes protecting and growing Hampshire’s strong, vibrant, and successful local economy, and ensuring the County remains a place where residents and businesses can flourish now and into the future.



**Graham Allen,**  
Director of Adults’ Health and Care and Deputy Chief Executive

The Director of Adults’ Health and Care is responsible for enabling the people of Hampshire to stay well and live independently, providing support to the most vulnerable within our communities.



**Jac Broughton,**  
Director of People and Organisation

The Director of People and Organisation is responsible for supporting frontline services and employees across Hampshire County Council and Shared Service partners. They lead on planning and delivering the people and organisational strategies across the council.

Our Chief Officer Group includes our Chief Executive, Directors and Senior Officers, who provide support to CMT. Our Senior Officers can be found here – **Senior Officers.**



## Our Directorates 'at a glance'

### Adults' Health and Care (AHC)

Workforce capacity continues to be a challenge in AHC for a variety of reasons including ongoing post-COVID-19 recovery leading to a shortage of workforce supply (both locally and nationally), low levels of unemployment and competition with care and non-care employers e.g. retail, hospitality etc.

A huge amount of work has been undertaken to support recruitment and retention, both internally and externally, including the work undertaken across the Call to Care national recruitment campaign aimed at improving recruitment for all care providers.

The significant effort and resource channelled into the directorate's recruitment and retention strategies is paying dividends, albeit progress has been impacted by the cost-of-living increases. The directorate has responded to some of its pay related challenges through new or increased market supplements, recruitment and retention payments and Refer a Friend schemes, all of which have made the overall remuneration package more attractive. However, challenges remain given the broader public sector landscape, particularly the widespread industrial action and pay increases awarded to other sectors e.g. the NHS.

The directorate will continue to improve the recruitment and onboarding process and work with the Strategic Workforce Board to develop its unique Employee Value Proposition, horizon scan to ensure remuneration and benefits packages remain competitive, and look at specific initiatives to attract a younger workforce.

### Children's Services (CSD)

The most significant risk in the Children's Services workforce is still the shortage of Qualified Social Workers which reflects the challenges in supply that exist nationally and particularly in the South-East.

We have recruited more than 90 new social workers during the last year, although increased demand and vacancy levels mean that social worker recruitment remains an ongoing priority. A workforce plan has been agreed and sets the strategy for the recruitment and retention of social workers over the next three years. In addition to existing recruitment methods the directorate has expanded apprenticeship numbers and is undertaking targeted overseas recruitment.

COVID-19 continues to contribute to sickness absence, accounting for 15% of sickness absence within Children's Services in the last 12-months.

The challenging recruitment market is also causing staffing pressures beyond social workers. The recruitment of residential children's home practitioners, passenger assistants, Special Educational Needs caseworkers and educational psychologists are also high priority. This year new market supplements and other payments have been introduced for Children's Home

Practitioners and work is underway to develop arrangements to support recruitment and retention within SEN.

During the last year, the directorate has successfully led the Council's response to the Homes for Ukraine Scheme. This has required the recruitment of additional family support workers which have been successfully resourced in partnership with our employment agency Connect2Hampshire.

In March 2023, the Government published its response to the independent review of children's social care. This has already started to inform the further development of our Children's Services workforce with the introduction of a new role of Family Practitioner that will help to create capacity in our social work teams. Further developments for the future will include development of family help services, tighter regulation of the agency worker market and a new early year's career framework for children's social workers.

Ofsted recently undertook a targeted inspection of Children in Care with very positive outcomes confirming the quality and commitment of Children's Services staff.

### Corporate Operations

Within Corporate Operations, there has been and continues to be challenges in the recruitment and retention space for some of the professional roles such as auditors, administrators and specialist IT. The introduction of market supplements has successfully addressed some of these issues, with work to resolve others still ongoing. This is likely to include, for example, increased use of apprenticeships, continued application of market supplements and/or role re-design. In addition, the new operating model within the Audit team has broken down some of the former geographical barriers to aid recruitment. After a period of low staff turnover during the pandemic, turnover, particularly at the lower grades within Finance is returning to normal levels.

The IT service continues to see a challenging external recruitment market, particularly for senior and experienced technical roles. However, this is not felt as acutely given that attrition in IT remains low, although increasing demand for Networking and Cyber Security skills is putting pressure on existing staff. Looking further forward, in the next five to seven years the service anticipates a shift in the skill base of the workforce, as application vendors increasingly move to off-premise and subscription delivery models, and as emerging disruptive technologies such as Artificial Intelligence become mature.

The IBC has continued to experience challenges around recruitment and

retention for entry level transactional roles and continues to review recruitment and the journey of new starters and improve retention levels by delivering on its People Plan. The IBC is committed to providing colleagues with a thriving workplace where they feel supported, included, recognised, and engaged with the services delivered. Employees can access a digital employee hub, where a suite of resources and activities are available across wellbeing, recognition, team huddle meetings, and networking. The largest engagement events are bi-annual People Forums, where the IBC brings everyone together to celebrate, inform and appreciate our people. The IBC promotes qualifications including the Institute of Customer Service (ICS) professional qualifications and apprenticeships, and access to a wide range of learning through the Learning Management System. Recognising and rewarding colleagues is achieved through a range of engaging ways including our recognition app and our Shared Services Awards programme.

The directorate has continued to maximise opportunities for collaboration and wellbeing within teams for example by working together in the office on the same day each week. As referenced in **'Our extended organisation'**, the directorate is working closely with the People and Organisation directorate to plan the strategic changes during 2023 to 2024 with our partners.

### People and Organisation

Within People and Organisation, there are some recruitment and retention challenges within roles such as lawyers and market supplements have been considered and introduced as necessary.

As referenced in the **'Changes to our operating structure' section**, during the final quarter of 2022 to 2023, the Council underwent a re-design of its services, the impact on People and Organisation being an increase of the functions that fall within its remit. The services within the directorate are working together to better understand the links and connections between all of the 'enabling functions' to maximise efficiencies and build relationships across the now extended team.

Work continues to better understand what our current and future employees want from their roles to be able to meet these where we are able to e.g. increased opportunities to work flexibly, opportunities for development and undertaking apprenticeships.

### Our new directorates

Whilst CCBS and ETE no longer exist in their previous structural form, the services they deliver remain and have been realigned under new directorates. There is now clear separation between the strategic functions which support the ambitions of Hampshire as a place (Hampshire 2050) and the delivery of services that universally are provided to residents (Universal Services). Consequently, and for the purposes of this workforce report, our people priorities are aligned to these new directorates.

## Hampshire 2050

In Hampshire 2050, an increased emphasis has been placed on the recruitment and retention of our people as workforce capacity continues to be a challenge for some specialist professions e.g. Planning Officers and Transport Planners. There are many contributing factors including national skills shortages coupled with a very competitive market, which is driving demand and fuelling enhanced remuneration packages and greater flexible working opportunities by the private sector. Strategies aimed at increasing the potential pool of available talent, defining and profiling our employee value proposition, reviewing attraction strategies for hard to fill roles, and maximising career pathways are some of the interventions deployed in support of an optimum workforce that can meet the future needs of the directorate.

Whilst in its infancy, Hampshire 2050 is also seeking to harness insight from our people, share knowledge and collaborate to aid learning across the new directorate. This is to help unite the collective workforce in how the directorate works, from the way our people think strategically and take decisions on behalf of the Council, to the accountability jointly held in delivering services to the people of Hampshire and our partners.

## Universal Services

The Universal Services' directorate has continued to be opportunistic in developing creative and agile delivery models. It has taken learning from its previous experiences, making greater use of digital capabilities, and with appropriate strategies applied this which has enabled the directorate to maintain service delivery whilst working differently. This has required significant innovation, resilience, and flexibility from the workforce. Despite the challenges, there has been valuable learning and improvement resulting from alternative ways of working and service innovation.

Furthermore, the directorate's senior leadership team has focussed on maximising staff engagement, helping people to maintain their mental wellbeing and a healthy work life balance to continue to thrive during periods of significant change.

There has been significant investment in our people to continue to build capability and capacity fit for the future, in recognition of recruitment and retention challenges and to support a continuous talent pipeline. Our increased investment in diversifying and expanding our apprenticeship offer and increasing the number of graduate placements in respect of civil engineering during the last year (30 individuals currently participating in an engineering qualification) is directly contributing to growing our own talent base, particularly in professions which

are in high demand and where we continue to experience significant recruitment and retention challenges. We continue to be the only Local Authority in the southeast offering a Civil Engineering Scholarship Scheme including a year in industry placement. Our work in the apprenticeship space extends beyond engineering to include increased apprenticeships and graduate placements for quantity surveyors, generalist graduates and project managers, roles which are core to the directorate and our future workforce supply.

Occupation-specific attraction strategies, defining and profiling our employee value proposition, radical overhaul of recruitment for hard to fill roles, and maximising career pathways are some of the other interventions deployed in support of an optimum workforce that can meet the future needs of the directorate.



# Inclusion and wellbeing

Our 'why' in terms of inclusion is rooted in our lived experiences. We want people to feel included, so that we work and live in an environment where innovation, engagement and productivity are maximised, and where diverse views and experiences are combined with an inclusive culture to drive better decision-making, increase agility and strengthen resilience. Put simply, our 'why' is about maximising the positive impact of all our differences to achieve meaningful outcomes for everyone.

We achieve and deliver inclusivity by:

- adhering to the Equality Act;
- subjecting ourselves to good governance and oversight;
- being clear about what we mean and doing what we say we will do.

Results from the 2021 Inclusion and Wellbeing Survey have helped inform our Inclusion, Diversity and Wellbeing Priorities that we reported in last year's report. These have progressed over the last 12-months, as shown in **Appendix one**.

In October 2022, together with the Staff Networks we published our Staff Networks Charter, which shows our joint commitments as an inclusive organisation.

In November 2022, we updated the questions we ask staff to complete in regard to their personal information in relation to disability, religion/belief, ethnicity, and gender identity to ensure these align to civil service standards. In March 2023, we developed this even further by adding new fields relating to carer responsibilities and armed forces status. To give staff time to update their personal information, we will publish this additional detail in next year's report along with our employee data in the **'Our people' section** of this report.

Directorates continue to promote inclusion, diversity and wellbeing and have placed an increased emphasis on this through multiple interventions to raise knowledge, understanding and profiling. This ensures inclusion, diversity and wellbeing forms part of our culture, everyday thinking and activity and supports our people to deliver accessible and inclusive services where staff and customer needs and expectations are met.

Our Wellbeing Programme continues to be significant, developing well and receiving positive feedback from managers and staff across the Council.

There are **three key aims** in the Wellbeing Programme:

- embedding health and wellbeing in the organisation;
- progressing the Wellbeing Session Schedule;
- continuing to provide manager support and toolkits.

Through these aims we have created and delivered a programme of mental, physical, and financial wellbeing sessions for employees. The schedule is mindful of key national campaigns, guided by organisational need and continues to be flexible.

Other aims include helping to create a culture where employees feel confident and comfortable to speak about their wellbeing and know how to seek help, if required. We want to empower colleagues to learn for themselves, explore creating healthy habits and/or share tips and techniques to support wellbeing. We do this through raising and increasing awareness of the resources available and relevant signposting.

In October 2022, we signed up to **The Menopause Workplace Pledge**, we have committed to:

- recognising that the menopause can be an issue in the workplace and women need support;
- talking openly, positively and respectfully about the menopause;
- actively supporting and informing employees affected by the menopause.

## Zero tolerance

Treating each other with respect and kindness is a basic expectation at Hampshire County Council, and we all have a responsibility to ensure people are being treated equally around us. This matters for two reasons, firstly because it is simply the right thing to do, we are all human; and secondly because our organisation functions at its best when everyone feels respected. People cannot give their best unless they feel safe and welcome. From our Inclusion Strategy, we know our organisation performs most highly when we value diversity, and actively promote equality.

- **Awareness** – developing internal and external campaigns raising awareness amongst our staff, customers/service users and providers/partners of our Zero Tolerance Statement and associated policies, reporting mechanisms and expected behaviours.
- **Supporting** – developing and reinforcing existing mechanisms to support our staff, managers and providers/partners/suppliers when dealing with Zero Tolerance incidents.

As an organisation we are committed to being anti-discriminatory, to ensure zero tolerance of harassment, discrimination, bullying and abuse and to respond promptly to any incidents of these.

We published our **Zero Tolerance** Statement in July 2021 and are continuing to communicate this widely across the Council through two workstreams:

# Our extended organisation

Our extending organisation can be seen in **Appendix three** and we continue to evolve.

It has been nine years since the creation of our public sector Shared Services Partnership, and it has been proven as an efficient and successful model for operating public services, having brought benefits to the communities we serve by making effective use of limited public funds to enable resources to be focused on the delivery of important local services.

Due to the changing national strategic and operational landscape of Police and Fire Services, a decision was taken in January 2023 to return some services to our partners. These changes will be progressed through a programme of work during 2023 to 2024.

Shared transactional services delivered by our Integrated Business Centre (IBC) (**Appendix three**) continue to provide transactional finance, transactional HR and payroll and these are unimpacted by the changes referred to.

# Employee lifecycle

## Strategic Workforce Planning Programme

The Strategic Workforce Planning Programme was set up in September 2022. The programme is governed by a Corporate Management Team Strategic Workforce Board. The programme is structured around the employee lifecycle and its purpose is to ensure that the Council is appropriately positioned to balance its labour supply in line with service demand/need, to maintain and deliver excellent services. As referenced by all directorates in the 'At a glance' section, recruitment and retention has been and remains a key focus for us as an organisation.

The workstreams identified for this programme align with the full employee lifecycle, recognising that challenges and issues exist within each stage which need to be addressed to ensure that the Council can achieve a competitive edge in the market, and become an employer of choice.

Key actions were identified for the Strategic Workforce Planning Programme, and all are progressing well, these are shown in **Appendix one**.



# Attract

## Being an inclusive employer of choice

Being an inclusive employer of choice enables us to both attract new employees and to encourage existing employees to seek new challenges within our organisation.

It means being attractive to as diverse a pool of applicants as possible, whose varied backgrounds and experiences are reflective of the people we serve and contribute to the continuing evolution of how we deliver our services and perform as an organisation.

In the context of the recent COVID-19 pandemic and the current cost of living crisis, **'Attract'** has been a particular challenge and therefore a particular focus in this reporting year as we strive to remain an employer of choice within an increasingly competitive recruitment environment.

# The recruitment landscape

The number of roles we advertised in 2022 to 2023 (2,440) was akin to the previous year (2,453) and continued to reflect the full range of services the Council delivers. Directorate workforce data tells us that the profile of recruitment 'hot spots' (roles which have a lot of vacancies, a high turnover and may be hard to fill) remains the same as in recent years, including, for example, care assistants, nurses, cooks, catering assistants and social

workers. 31% of all roles advertised were in Schools catering and 9% were for administrative roles.

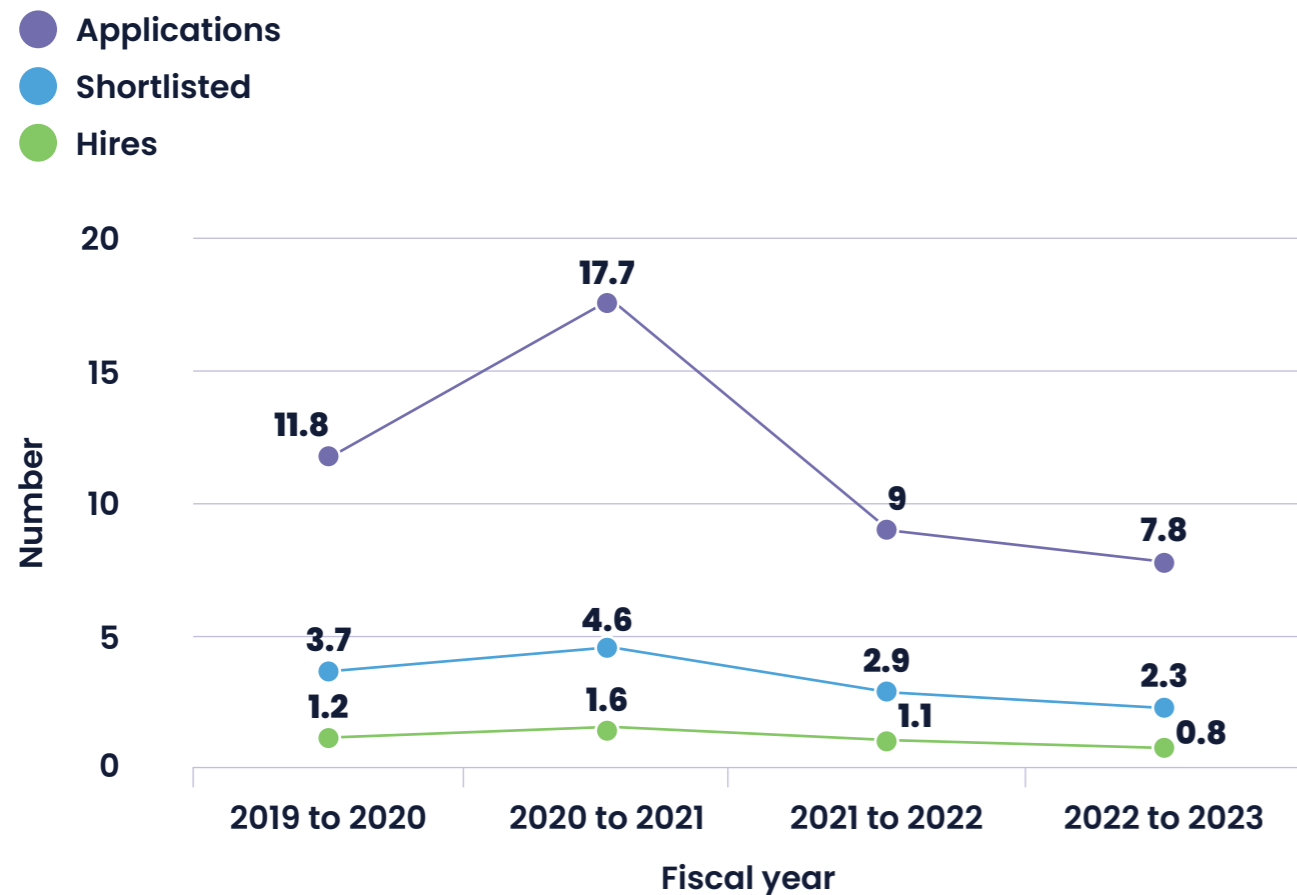
Overall, both the number of applications (19,131) and the average number of applications per role (7.8) decreased across this reporting year. Both continue to remain lower than the number received before the pandemic as shown in the next graph.

The trend described in the previous graph is broadly mirrored in the next graph, showing the UK unemployment rates (Office for National Statistics). Unemployment initially surged following the first lockdown in March 2020 (subsequently stabilised by furlough) and remained elevated but steady going into 2021 (peaking at 5.1% in the 12-months to June 2021), and we also saw a peak in applications over a similar period. As social distancing restrictions were eased the economy rebounded and the unemployment rate began to gradually fall in 2021 to 2022, as did our applications and both trends have normalised over the past 12-months.

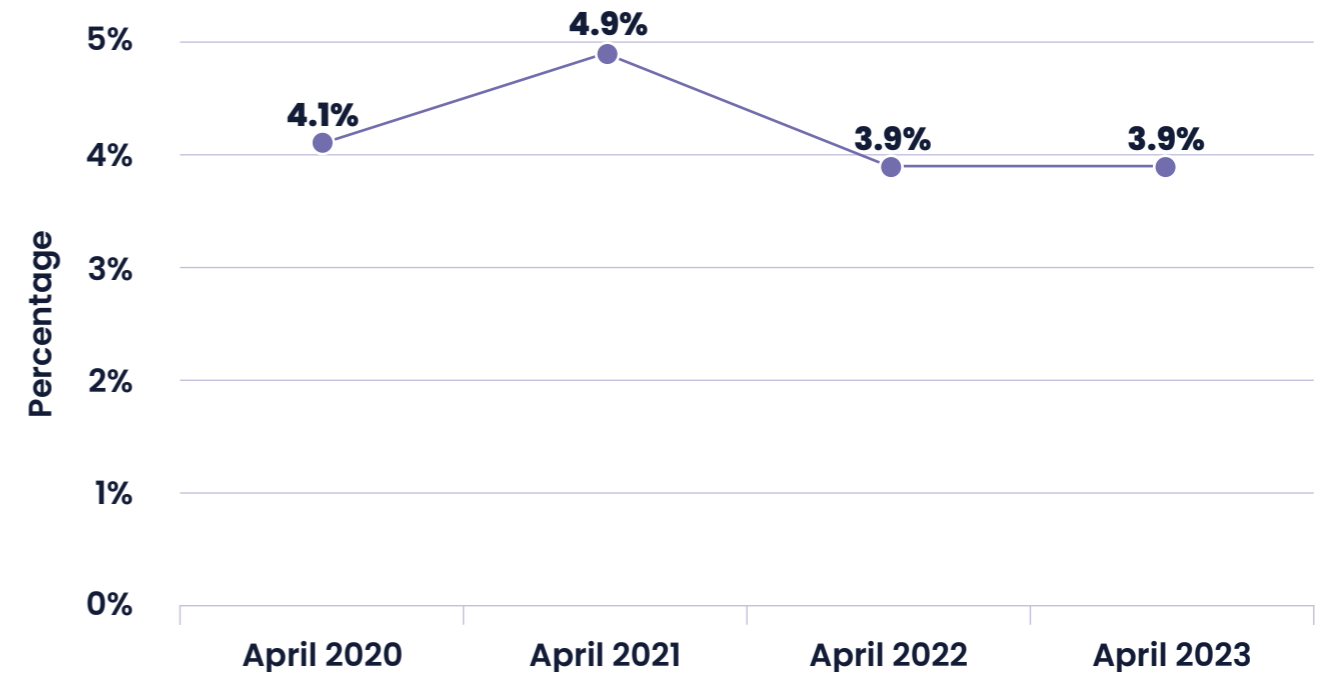
Our application intensity rate has yet to return to pre-pandemic levels, possibly because of a tight labour market and skills gaps as workers left the workforce or moved to other sectors (e.g. care workers incentivised by higher wages in the private sector). However, unemployed claimant counts in 2023 point to rising unemployment as inflationary pressures increasingly impact on businesses, and the private sector may become more cautious about hiring due to economic uncertainty. If unemployment rises as forecast by the Office for Budget Responsibility and the Bank of England, then applications to the County may begin to rise.

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## Number of applications, shortlisted and hires over time



## 4 National unemployment rates



The proportion of applicants shortlisted for assessment or interview in 2022 to 2023 decreased slightly, to 29%, from 32% in the previous year. This may reflect the quality of external applicants as internal applicant shortlisting remained stable at 16% (versus 15% in 2021 to 2022).

Of the 5,605 applicants shortlisted, 37% (2,049) were hired, versus 39% last year, indicating that generally we remained able to find applicants we felt were suitable, despite the challenging context and the smaller pool of applicants.

However, whilst we have received more applications for some roles, our areas of recruitment difficulty in others (e.g. social work and care assistants) remains consistent.

# Diversity of our applicants

## Age

Our applicant profile leans towards the younger end of the market, with 44% of applicants under 35 years of age, compared to 27% aged 35-44 and 29% aged over 45. However, relative to the number of applications, the graph below shows younger applicants have been less likely to be shortlisted and hired. Only 8%

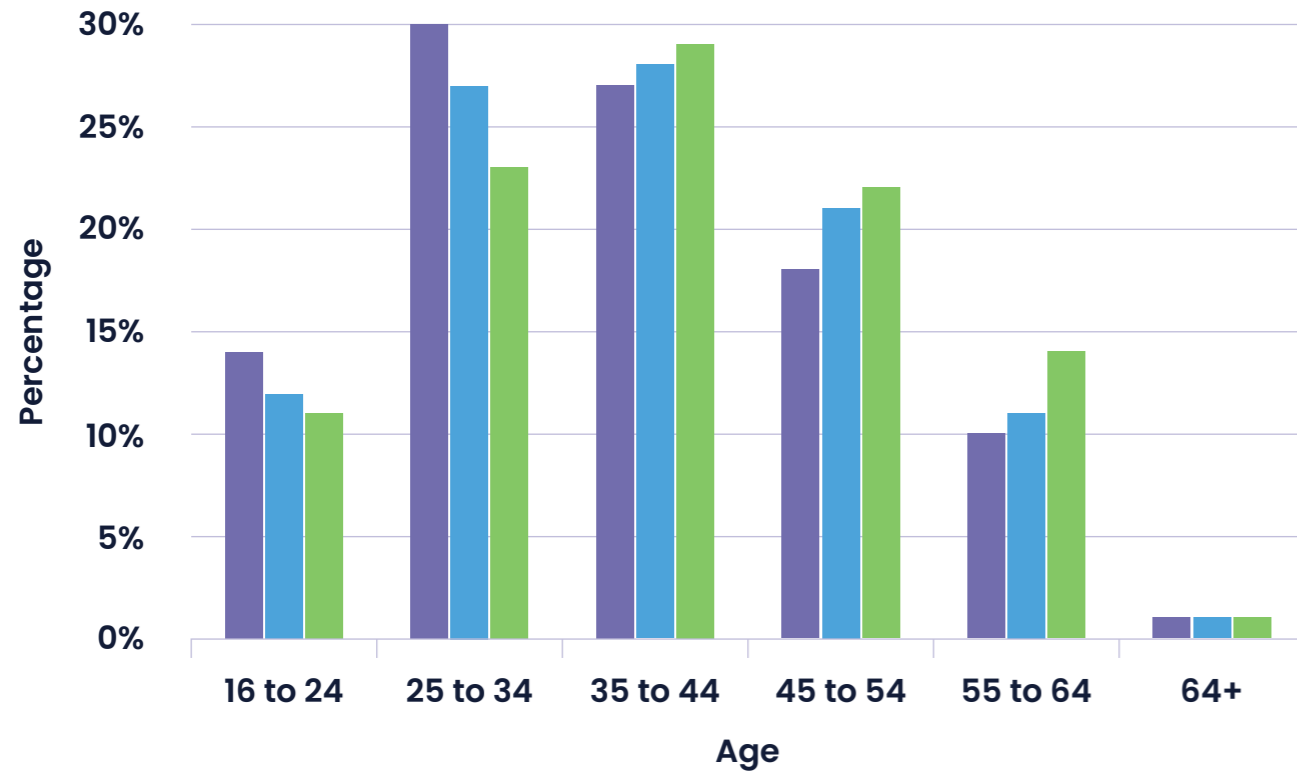
of 16-34 year old applicants were hired, compared to 14% for all other ages.

Within the 55 to 64 age group, 41% of applications and 49% of hires were made to A, B or C grades.

### 5 Age breakdown by applications, shortlisted and hires

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- Applications
- Shortlisted
- Hires



## Disability

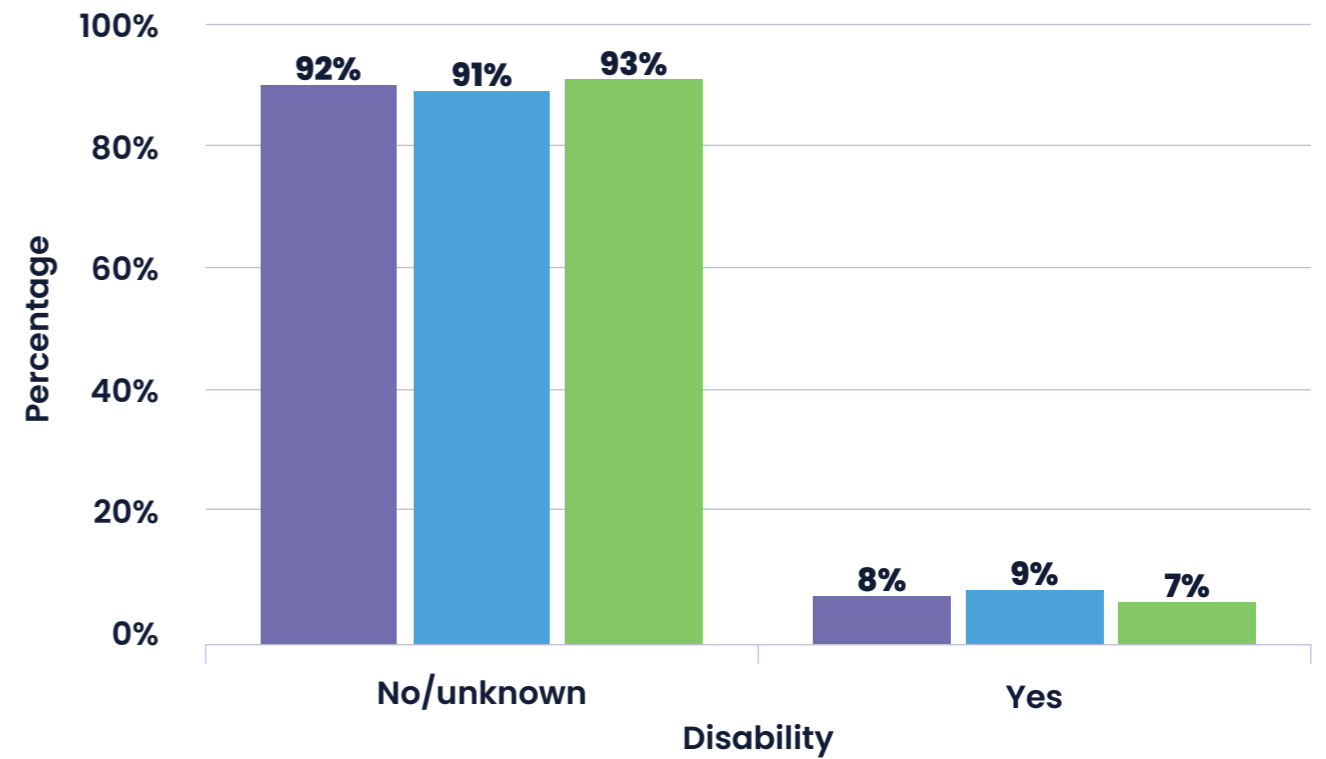
8% of our applicants declared a disability, rising to 9% of shortlisted applicants, but reducing to 7% amongst hired applicants, albeit that this is a slight increase from 6% hired last year.

The proportion of applicants declaring a disability through their

applications is notably higher than the representation of employees declaring a disability at the Council (5.4%), which suggests that Hampshire County Council may be viewed as an inclusive place to work as a **Disability Confident Committed Employer**.

### 6 Disability breakdown by applications, shortlisted and hires

- Applications
- Shortlisted
- Hires





### Ethnicity

The ethnicity breakdown of applicants shows that 85% were white applicants and 15% ethnic minority applicants, a slight fall from 17% in the previous year. The proportion of ethnic minority applicants shortlisted reduced from 12% last year to 9% this year. Hired applicants reduced from 9% to 7%.

In this reporting year 17% of applications to H+ grade roles were from ethnic minorities, a reduction from 19% last year. Out of these ethnic minority applicants, 33% were female, this has reduced from 45%

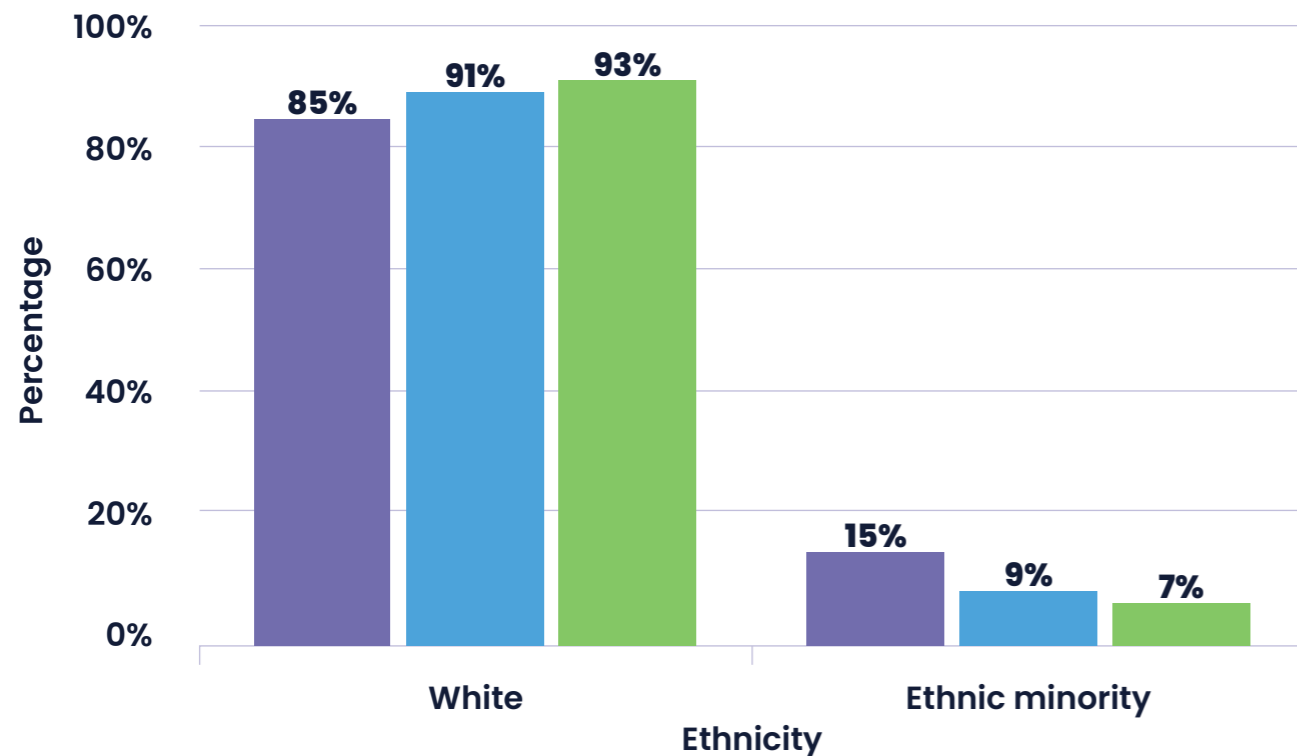
last year. We shortlisted 11% of ethnic minority applicants, this is a slight reduction on 12% last year. We hired 16% of ethnic minority applicants an increase from 3% last year. However, it should be noted that this is a small sample and relates to nine hires to H+ grades from ethnic minority applicants, so is prone to highly fluctuate.

As shown in 'An overview of changes 2022 to 2023', our ethnic minority representation in H+ grades has increased from 3.3% to 3.6%.

### 7 Ethnicity breakdown by applications, shortlisted and hires

Page 40

- Applications
- Shortlisted
- Hires

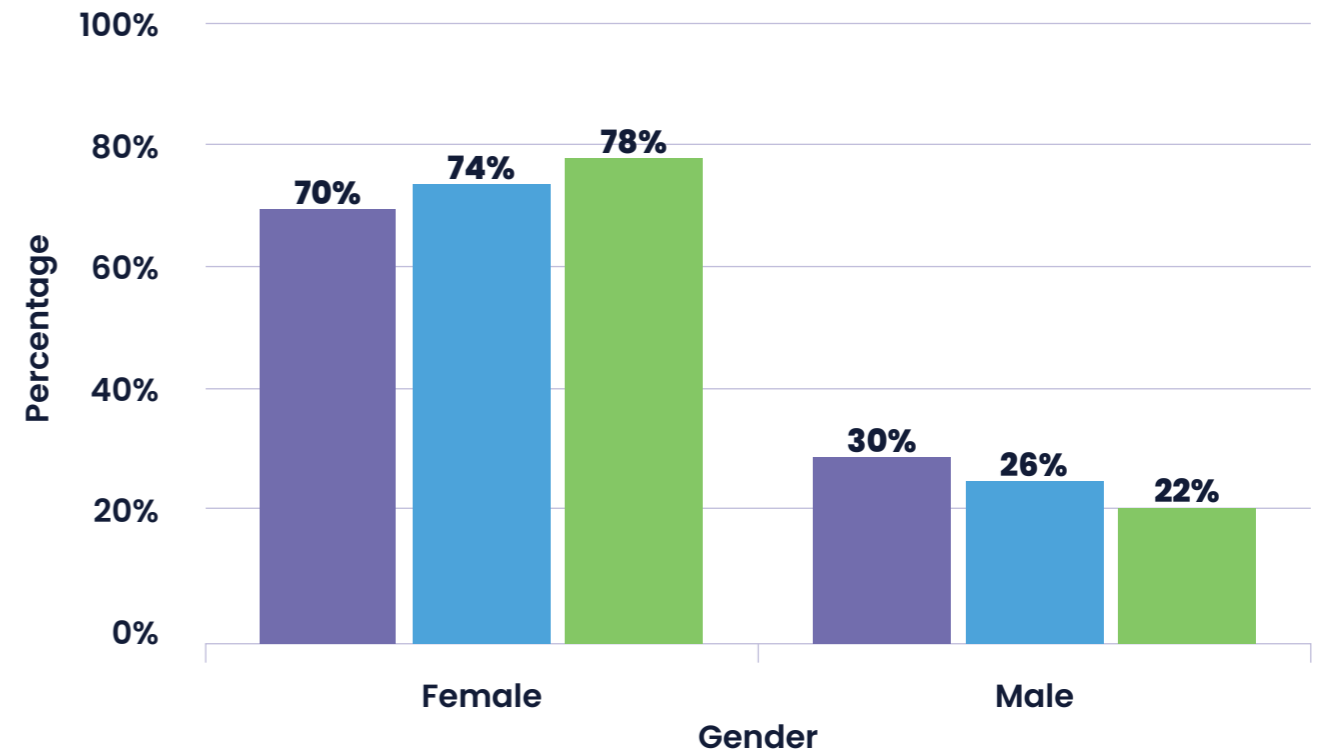


### Gender

Applicant gender remains on a par with the previous two years. We continue to attract more female than male applicants and remain more likely to short list and hire females into the Council.

### 8 Gender breakdown by applications, shortlisted and hires

- Applications
- Shortlisted
- Hires





### Sexual orientation

Minority sexual orientations make up 7% of applicants, 7% of those shortlisted, and 5% of hires. In analysing the sexual orientation profile of our new staff, we can see that our profile remains similar to last year. However, there is a reduction at hiring to 5%. The Census 2021 notes 3.3% of all Hampshire residents declare minority sexual orientations. Applicants declaring minority sexual orientations are more likely to be in the younger age categories, and therefore may be less likely to get shortlisted and hired due to their age.

### Internal versus external applications

Of the 19,131 applications received in 2022 to 2023, 11% (2,053) were from internal employees, slightly higher than 10% last year.

Internal applicants make up 16% of those shortlisted (884), a minimal increase on last year (15%). Internal applicants are 2.9 times more likely to be hired than external applicants (up from 2.3 last year).

### Ensuring we are positioned as an inclusive employer of choice

Our core recruitment portfolio comprises digital campaigns, attendance at face-to-face careers events, delivery of professional development opportunities and hosting of regional events. Given the challenging context, in this reporting year we have been developing different strategies to attract applicants to the Council. Many of these have been informed by insight work to understand the applicant experience, test marketing concepts, approaches and materials and identify target profiles.

has commissioned projects to explore how we engage with colleges, universities and schools to attract young people, and to understand external organisational approaches to recruitment of hard to fill occupations to inform a future recruitment strategy. Furthermore, attendance at careers events and recruitment fairs has expanded to promote roles in engineering, catering and countryside specialisms.

- Corporate Operations has also been attending career fairs at universities and recruitment fairs to attract applicants to roles and promote graduate schemes.

- Adults' Health and Care has invested significantly in marketing and branding, with presence at recruitment events and the use of social media. This, coupled with a clear commitment to flexible working, wellbeing, vocational and professional development has helped 'sell' Adults' Health and Care as a great place to work.
- Children's Services has expanded numbers undertaking the social work apprenticeship, and work with the University of Winchester around the accreditation of prior learning, meaning that many apprentices can now complete their social work degree in two (rather than the normal three) years and therefore start practicing sooner.
- Universal Services has extended its social media profile and position making it more competitive in the recruitment market and

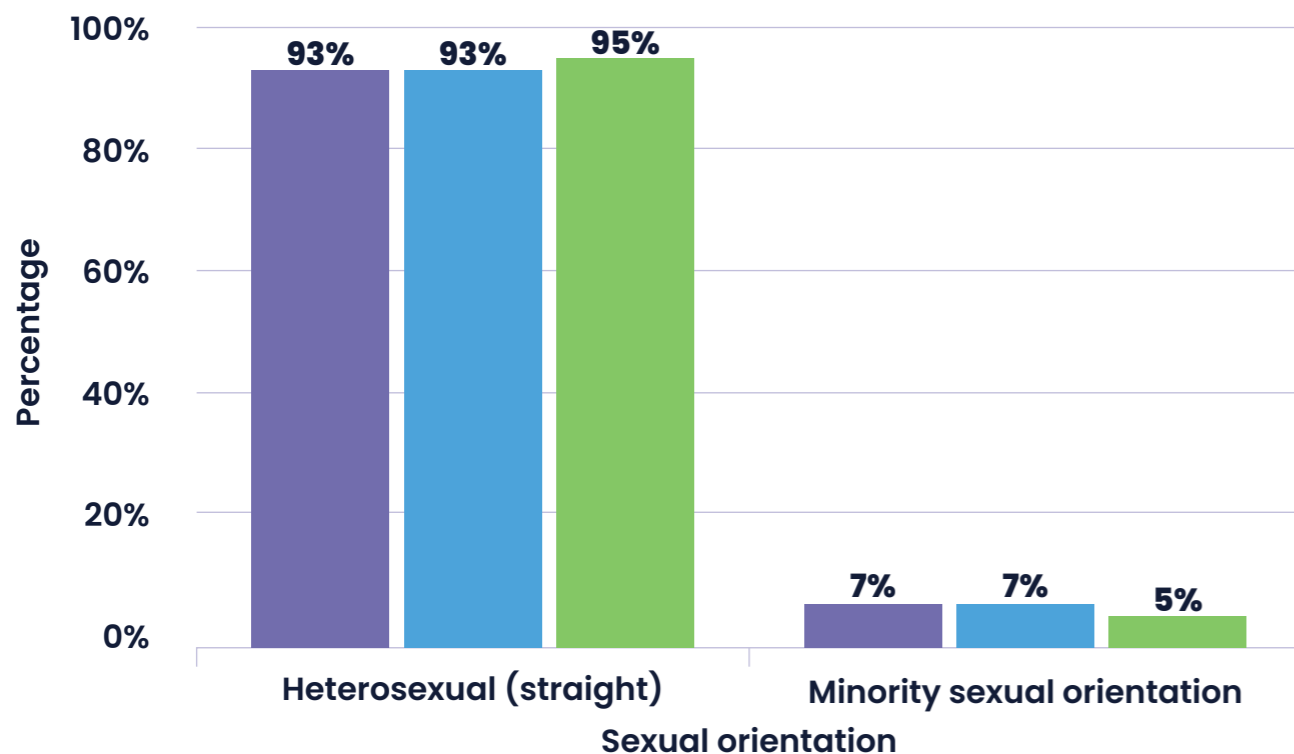
In January 2023, we launched our new '**Benefits for joining Hampshire County Council**' website with a clear and consistent message about our existing Employee Value Proposition and organisational narrative to position ourselves as an attractive organisation to potential applicants.

Values Based Recruitment has been adopted across the organisation to attract applicants where roles are considered hard to fill and prioritised action is required. With the introduction of our organisation vision and values, there is an increased focus on using lived experience to recruit people who share the organisation's vision, are aligned to our values and equally support employee retention by making sure we are the right organisation for individuals.

### Sexual orientation breakdown by applications, shortlisted, hires

Page 41

- Applications
- Shortlisted
- Hires



# Resource

## Facilitate all available talent to apply

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As with all large organisations our workforce strategies enable the effective deployment of a range of resourcing options recognising that no one option would work across the breadth of services we deliver.

We offer a range of contracts, opportunities for progression, financial rewards and flexible working options to consider individual and

market circumstances and ensure that all our roles are fully resourced with the best available talent.

## Our current workforce

Our workforce comprises permanent and temporary employees, apprentices, agency workers, casual/bank workers, sponsored overseas workers and external contractors or consultants.

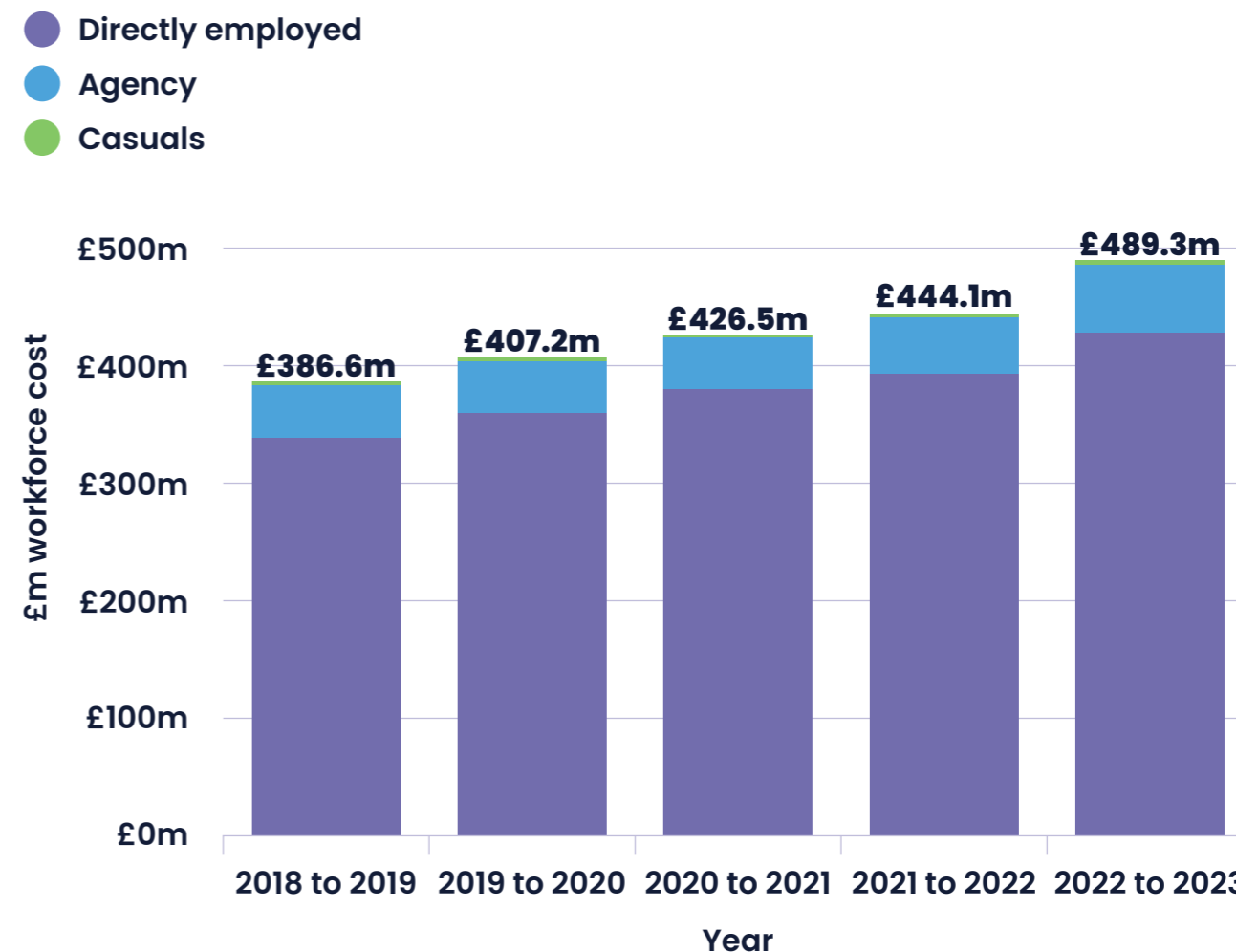
The chart below shows our total workforce costs, split by our workforce 'resource' type:

- directly employed (permanent/temporary);
- agency (Connect2Hampshire/contractors/consultants);
- casual workers.

At the end of March 2023, 86% of our workforce costs were for directly employed staff, 14% were agency workers and casual workers. Using agency and casual workers enables flexible management of resource and costs to meet demand across services and allows us to take advantage of specialist expertise.

It should be noted that our overall directly employed costs have increased compared to the previous year as shown in the graph. Managers have been utilising annualised hours contracts to respond to their resourcing challenges, this has increased our directly employed workforce costs, however, has reduced the requirements to rely on casual workers. Our agency worker costs have also increased, due to a change in how we manage our casual workers. Previously casual workers were recruited and managed directly by the Council, but since July 2022 Connect2Hampshire has managed the recruitment of these workers (now referred to as bank workers), meaning they are now captured as part of our agency workforce costs.

### 10 Total workforce costs £m



## Connect to Hampshire (C2H)

Connect2Hampshire is a joint venture partnership between Hampshire County Council and Commercial Services Kent Ltd (a wholly owned subsidiary of Kent County Council) which performs a fundamental role in sourcing temporary workers to supplement and support the Council's permanent workforce.

The number of applicants applying to work through Connect2Hampshire over the first nine-months of 2022 to 2023 decreased. We have worked collaboratively with Connect2Hampshire to identify alternative ways to promote the agency and to attract new applicants, for example through eye-catching social media campaigns, which have helped fill some harder to recruit agency roles to support Children's Services. Connect2Hampshire has also made strong links with the Job Centres in Hampshire and attended recruitment fairs – both approaches helping to fill school passenger assistant and catering vacancies.

During 2022 to 2023, the number of temporary roles advertised by Connect2Hampshire rose very slightly. This was mainly in relation to administrative and qualified/unqualified care roles, with a reduction in other areas such as

technical IT positions. In the last three-months of the financial year, demand has increased for administrative roles, and Connect2Hampshire has observed an increase in applications received for these opportunities.

Connect2Hampshire also continues to provide a key role in sourcing Qualified Social Worker applicants for the Council, due to the ongoing national workforce challenges and high demand for these skills across the UK. As part of our combined response, Connect2Hampshire also align with the Memorandum of Corporation in place across councils in the South region, which seeks to align the pay of children's Qualified Social Workers and reduce the movement of children's social workers from council to council.

In response to the changing needs of the Council, Connect2Hampshire has recently increased the size, skills and capability of its team, to ensure that they are effectively resourced and able to meet future levels of demand. An example of this is the new requirement for Connect2Hampshire to take on the management of the Council's casual vacancies and to recruit bank workers from July 2022.

## Sponsorship of overseas workers

In November 2022, we amended our Recruitment Policy to allow the sponsorship of overseas workers in a greater number of roles. Sponsoring workers gives them the right to work in the UK if they do not have an alternative route to do so.

This change means that managers can now sponsor workers in roles on the wider Skilled Worker List, thereby providing a greater pool from which to recruit. This is particularly useful for Council roles that are either listed as critical or difficult to fill (and therefore likely to be critical roles in future).

We have sponsored circa 0.5% of our workforce, most of which are concentrated in roles related to social work, for example:

- overseas recruitment in the Adults' Health and Care directorate has focused on securing qualified professional staff (Nurses, Occupational Therapists) and more recently Care Assistants – whose salaries are now within the sponsorship threshold;

- the Children's Services directorate has also built upon the existing approach to recruitment of overseas Social Workers by entering into a contract with an employment agency to deliver increased numbers of permanent experienced overseas children's social workers with five out of the initial cohort of 25 having started work.

# Market supplements

Where appropriate the Council will consider market supplements to ensure key roles are fully resourced. These are temporary payments that take account of published market pay and turnover data and other evidence supporting the business case.

Regular reviews of market supplements are undertaken by directorates and Corporate Management Team to help identify and address specific pressures in staff recruitment and retention.

Over the last six-months, as part of the Strategic Workforce Planning Programme, a specific review was undertaken by directorates to review the market supplements of critical roles and whether pay impacted recruitment and retention into these. From this review, we know that there are 40 roles where it is particularly difficult to recruit and retain staff, nine of which are newly identified. These roles can attract market supplements where appropriate in recognition of highly sought after or specific skill shortages. Work continues to analyse the impact of the market supplements on recruitment and retention in these roles, and to consider if any further roles could benefit from this approach.

Having reviewed and revised the market supplements that apply to nursing and social work staff in 2021 to 2022, a new market supplement was introduced in September 2022 for Care Assistant staff which has positively impacted recruitment and retention, increasing the substantive care workforce and reducing the reliance on agency workers. A market supplement was also introduced for Occupational Therapists given the significant number of vacancies, circa 50%. Whilst a definitive linkage cannot be asserted, it is notable that shortly after the market supplement was agreed the service was able to appoint several staff to long standing vacancies. It is hoped that as well as improving 'attraction' the market supplement will also assist with the retention of Occupational Therapy staff.

Children's Services are monitoring the impact of new market supplement arrangements introduced for social workers which included allowances differentiated by role and team, introduction of a senior social worker role and a retention payment on completion of the graduate entry training scheme. Over the last year since the introduction of these arrangements social worker turnover has stabilised and has started a slow downward trend.

Also, within Children's Services new market supplements have been introduced for residential children's home staff, occupational therapists and independent reviewing officers. The arrangements for residential children's home practitioners have also included recruitment and retention payments. It is too early to understand the impact of these developments, however, there are some early signs of improvement in our recruitment of children's home practitioners.

There are also continued pressures in recruiting to many professional roles and specialisms such as planning,

engineering, transport professionals, surveyors, architects, countryside rangers, arborists, trading standards officers and vehicle technicians. The market for the recruitment of these professions remains very competitive and has been exacerbated further in the last two years because of national skills shortages, demand outstripping supply and the consequential impact resulting in significantly increased remuneration predominately in the private sector. Recruitment and retention strategies are being applied with a review of market supplements implemented for high-risk roles.

## Secondments, acting up arrangements, and promotions

Another way in which we resource our workforce is to provide 'acting up' roles, secondments, and promotions for Council employees. During the last 12-months there have been approximately 1,271 employees securing such roles.



## Flexible ways of working

In June 2021, the Council introduced an Open Workplace Policy. This flexible framework set out the key requirements and considerations that enable both managers and staff to work from Council premises, from home, or from other suitable alternative locations (as agreed by managers and the business).

The policy recognised that, although most staff would continue to be required to work from their designated workplace or other Council premises all or part of the time, some roles could, at times, be effectively carried out from home or an alternative location.

A staff survey undertaken in July 2022 provided confirmation that the policy works well, and the Council has begun to see that working more flexibly has potential for great benefits, both to business operations and to the wellbeing of staff. Desk-based staff are balancing office time effectively alongside more home working, managers say their teams are performing well, and most people say they are feeling the benefits of more flexibility, including an improved work/life balance, and reduced time and cost pressures.

Hybrid working is now established and consolidated into business-as-usual operations across directorates. Although services delivered directly to the people of Hampshire continue to be conducted primarily face to face, many office-based staff work flexibly between home and office locations, with careful consideration being given to working from the office 'with a purpose'. For example, teams working in the office on the same days, or for face-to-face development sessions and collaboration events.

The hybrid way of working has seen high performance levels continue and is an asset in our recruitment and retention space.

# Onboard

**Making sure people are welcomed and inducted**

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In 2022 to 2023 there were 2,094 external new starters to the Council, compared to 1,956 last year. The workforce profile of new external starters is broadly in line with the organisational profile.

All new permanent and temporary staff who join the Council are 'inducted' into the Council through a formal 'induction process' that is led and facilitated by their new line manager. This remains the case whether the induction is conducted virtually or in person.

The 'Welcome to Hampshire' e-learning module of the corporate induction has now been launched, following input from recent new starters to help inform its content and development. The module reflects the current culture of the organisation and its corporate priorities, helping new staff to understand how their individual contribution will support the work of the Council.

In addition to specific role induction, directorates have also continued to provide information and context in respect of their specific service and directorate.

The Chief Executive continues to meet with new starters to the Council to find out more about their experiences. These meetings are scheduled bi-annually, and feedback indicates that the new starters were positive about their experience of joining the Council. Feedback received provided experiences

about the recruitment processes and confirmed that the new starters had joined friendly, supportive teams where colleagues across the Council were receptive to helping them. The insight gathered from these meetings will continue to develop our approach to recruiting and welcoming new starters, as well as to inform how we may be able to further improve our approach to attracting new talent into the Council.

The insights team has conducted a range of work to inform recruitment and retention initiatives for individual services. This may provide wider learning for the organisation especially as it seeks to recruit and retain staff with common skills, experiences and competing opportunities. Recent projects have informed recruitment and/or retention approaches in:

- early years;
- foster care;
- adults' services care roles;
- children's residential care;
- school transport assistants;
- Public Health nursing.

### Leavers in the first three-months

111 employees (6%) left the Council in the first three-months of employment, this is a reduction on last year (136).

We know that 97% of employees leaving in the first three-months did

so for voluntary reasons. However, further insight into these reasons may enable us to retain more employees longer into their employment.

### 11 Leaver reasons in the first three-months

Leaver reasons	External Leavers in the first three-months of employment
<b>Involuntary</b>	<b>3</b>
Dismiss	2
TUPE Transfer	1
<b>Voluntary</b>	<b>108</b>
Resign	108
<b>Total</b>	<b>111</b>

TUPE – Transfer of Undertakings (Protection of Employment)

Only 3% of external leavers who left within three-months of joining completed the leaver questionnaire.

Work continues in directorates to encourage leavers to complete the leaver questionnaire.



# Develop

## Supporting our people to grow, develop and learn

As noted in previous years, there are links between an organisation's approach to personal development and the positive impact on retention and indeed organisational performance. This is evident in the participant progression data from the Firefly and TLP development programmes shown in the following pages.

Professional development is provided by directorate learning and development teams. However, we also provide cross organisational learning and development

opportunities, the key one being access to the Leadership and Management Development team, who provide a variety of development interventions including learning resources, digital content and development events.

# Leadership and Management Development

## The Hampshire Leaders Network (HLN)

The Hampshire Leaders Network (HLN) provides H+ grade members with a variety of opportunities to network with peers, engage with other senior leaders, learn from internal and external specialists, share real and relevant learning and connect digitally. HLN activities include small group events such as monthly conversations with our Chief Executive; talks by external and internal specialists; and large group events such as the Chief Executive's Senior Managers' Briefing.

During 2022 to 2023 HLN met virtually and in person, with over 1,330 staff attending HLN events. Online events, which have included regular Teams meetings with our Chief Executive, and the use of Microsoft Teams Live, have enabled senior leaders to attend and engage virtually in senior management briefings. In person events included an HLN 'Speakers' Corner' session sharing internal expertise across the Council in an event led by the HCC Climate Change Strategy team.

There were three Chief Executive's Senior Managers' Briefings during 2022 to 2023. Each one provides senior leaders with the opportunity to hear a strategic update from our Chief Executive, and to be briefed by other CMT members on cross-cutting organisational and/or directorate priorities.

To date HLN has provided the Council with an identifiable group of senior leaders (grade H+) to engage with on key strategic issues, operational priorities and cross-cutting themes to consider as leadership peers and/or to cascade within their wider teams. For HLN members, key benefits include opportunities to connect and learn from other leaders across the Council which helps build resilience and support, leading to greater collaboration and an appreciation of the wider organisation they are a part of.

## Transformative Leadership Programme (TLP)

The latest cohort of the Council's ten-month transformative leadership development programme (TLP 2021 to 2022) which enrolled in July 2021, closed in June 2022.

There were 83 participants in total, nominated from the HLN cohort (H-grade and higher) by Directorate Management Teams.

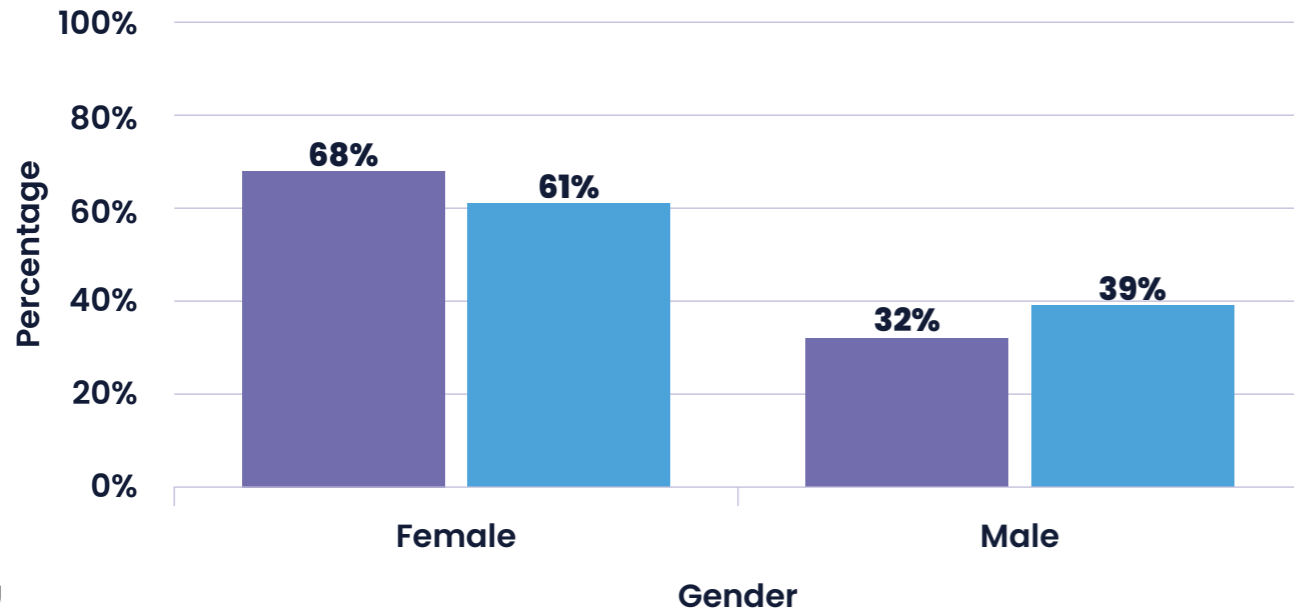
A comparison of TLP 2021 to 2022 participant data relative to the proportion of Hampshire Leaders Network (HLN) participant data reveals that the TLP profile had a higher representation of females, younger managers, managers with a stated disability and a slightly higher representation of ethnic minority groups than the HLN cohort overall.

Progression data for the TLP 2021 to 2022 cohort is not available to include in this report, because it is collated 12-months after the programme closes but will be reported in next year's report.

Diversity profiles of TLP 2021 to 2022 participants in comparison with our organisational profile of H+ grades are shown in the following graphs.

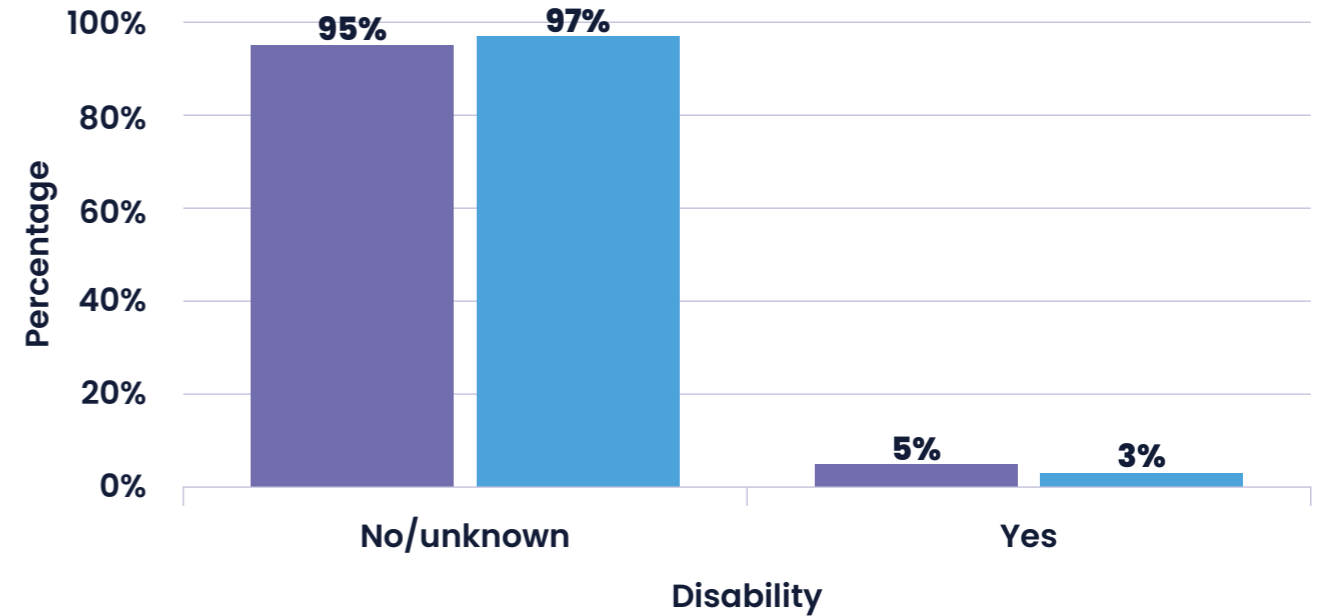
**12 Gender breakdown across TLP compared to H+ grades across the organisation**

- Transformative Leadership Programme
- H+ grades



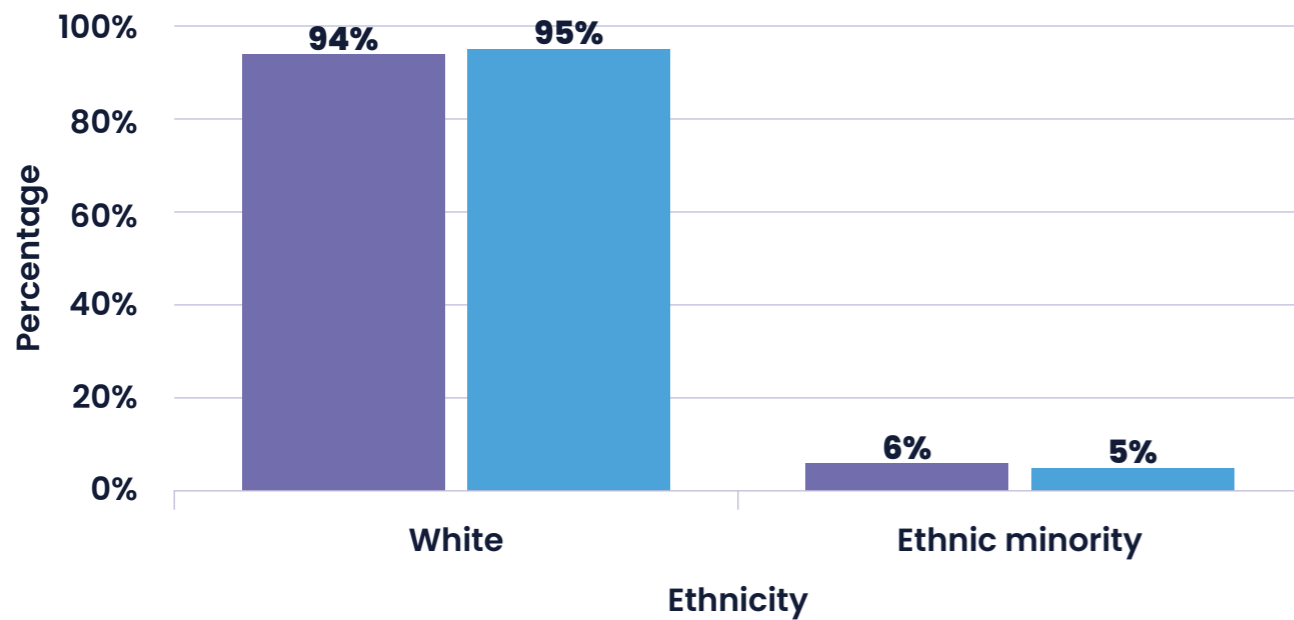
**14 Disability breakdown across TLP compared to H+ grades across the organisation**

- Transformative Leadership Programme
- H+ grades



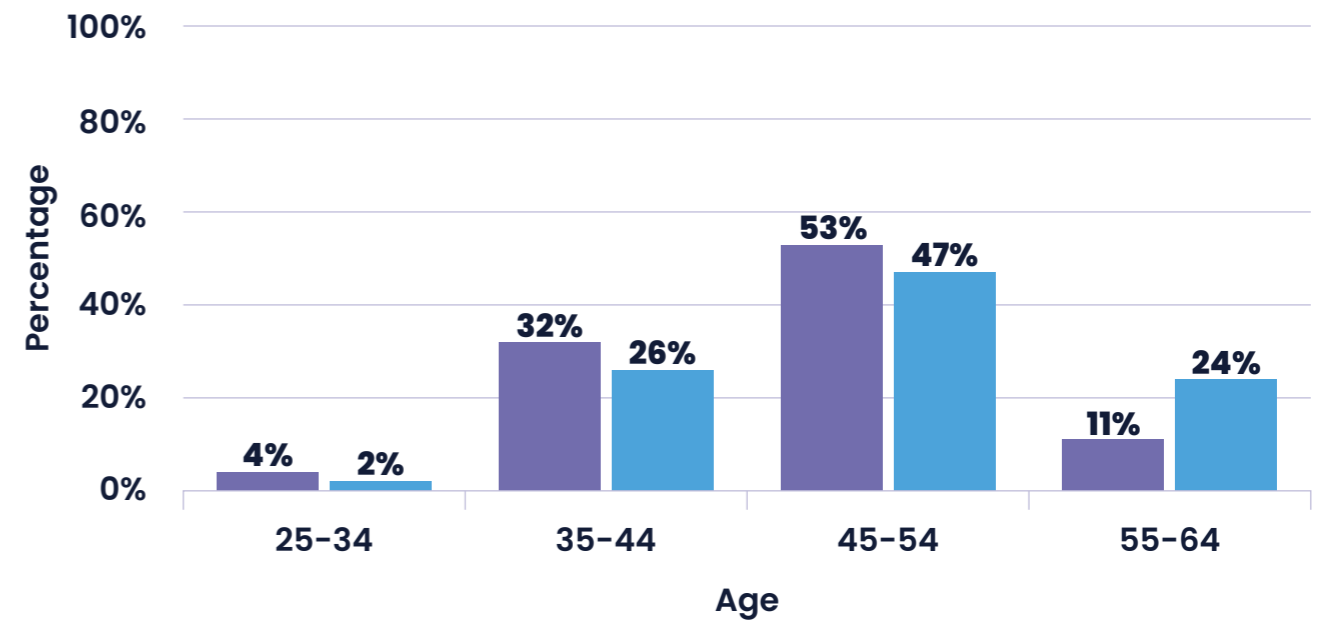
**13 Ethnicity breakdown across TLP compared to H+ grades across the organisation**

- Transformative Leadership Programme
- H+ grades



**15 Age breakdown across TLP compared to H+ grades across the organisation**

- Transformative Leadership Programme
- H+ grades



## Firefly

The ten-month Firefly high-potential development programme for staff grades E-G, was again oversubscribed in this reporting period. As a result, there were four Firefly cohorts (10, 11, A and B) involving over 120 Council participants. These cohorts started between June and October 2021 and closed in May and July 2022 respectively. As participant progression data is collated 12-months after each programme closes (which will be in May to June 2023), the progression data for these four cohorts will be reported in our 2023 to 2024 report.

Page 52 Firefly cohorts 12 and 13, involving participants from all the directorates, launched in August 2022 and will close in June 2023. However, due to high demand for places an additional Firefly cohort C was organised which will close in November 2023. As a result, there are over 100 participants engaged on three Firefly development programmes in 2023.

The Firefly 2022 to 2023 cohort data profiles (Figures 29-32) for cohorts 12, 13 and C show Firefly participant data, relative to the percentage of Council employees (grades E-G) from which most Firefly participants are nominated.

### Gender

- Female participants represent 68% of all current Firefly participants, compared to 70% for all Council staff (grade E-G).
- There are proportionately more male participants on the programme with 32%, compared to 30% for Council staff (grade E-G).

### Age profile

- 67% of Firefly participants are aged 35-54 compared to 66% of all Council staff (grade E-G) aged 35-54.

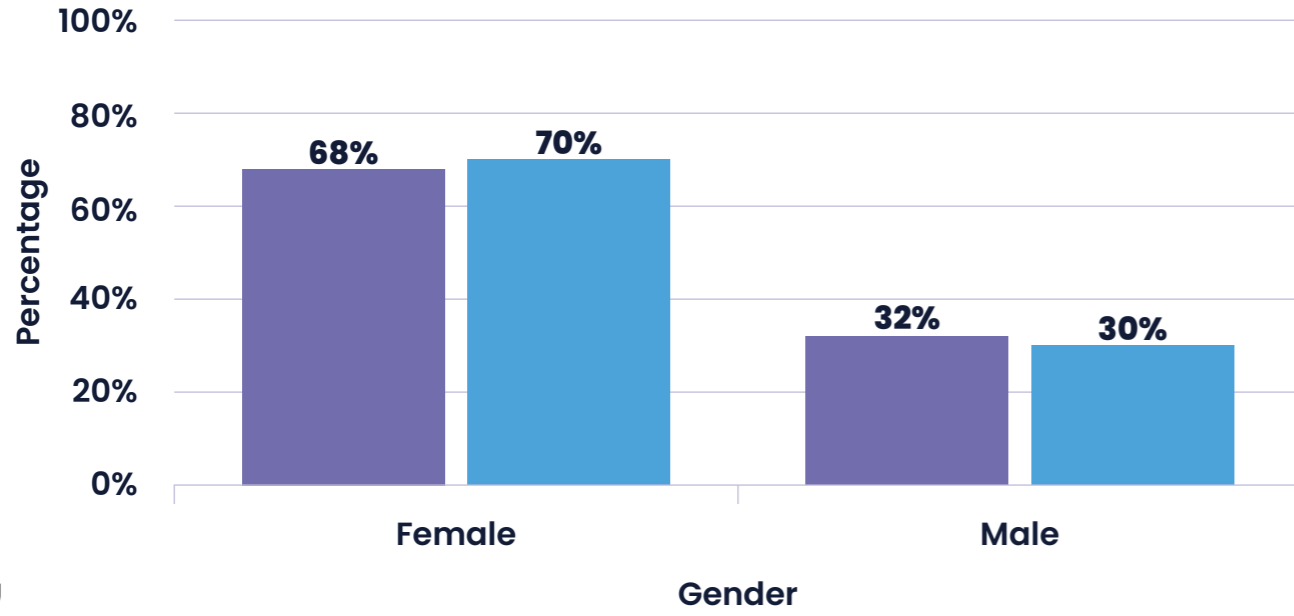
Diversity profiles of 2022 to 2023 Firefly cohorts 12, 13 and C participants in comparison with our organisational profile of E-G grades are shown in the graphs on pages 56 and 57.

An important element of the Firefly development programmes is the opportunity for participants to continuously apply their learning. Since August 2022 this has included the new element of Future Thinking Projects (FTP). These provide participants with an experiential learning experience and developmental stretch which is aligned to the complexity and challenges participants will face as they develop as leaders. The FTP experience involves small groups of Firefly participants from different directorates working together on unfamiliar projects which have been identified by directorates as priority challenges which would benefit from new thinking.

24 FTPs started in 2022 with project briefs covering a wide range of challenges facing the Council, including recruitment, retention, digitalisation and nurturing partnerships. Each brief detailed the project objectives, context and constraints and included an inclusivity focus. The project teams' findings will be presented to FTP sponsors at the end of the Firefly programmes in 2023. We will report on the FTP learning experience and outcomes in the 2023 to 2024 report.

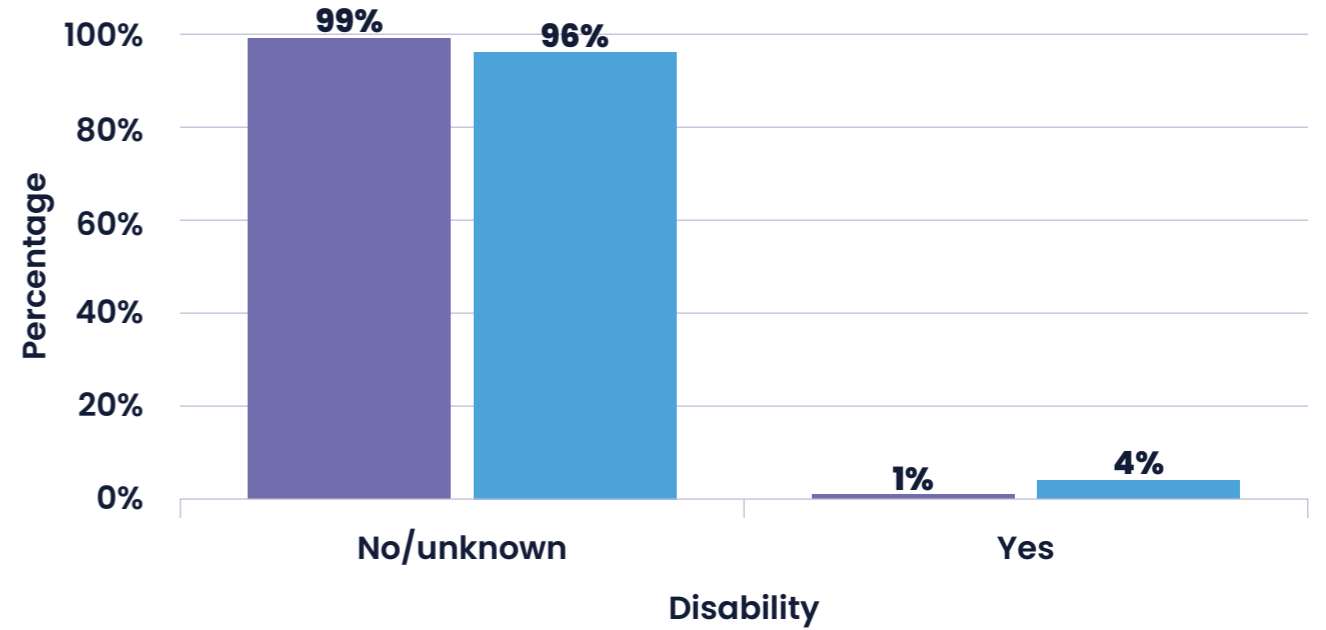
**16 Gender breakdown across Firefly compared to E to G grades across the organisation**

- Firefly
- E to G grades



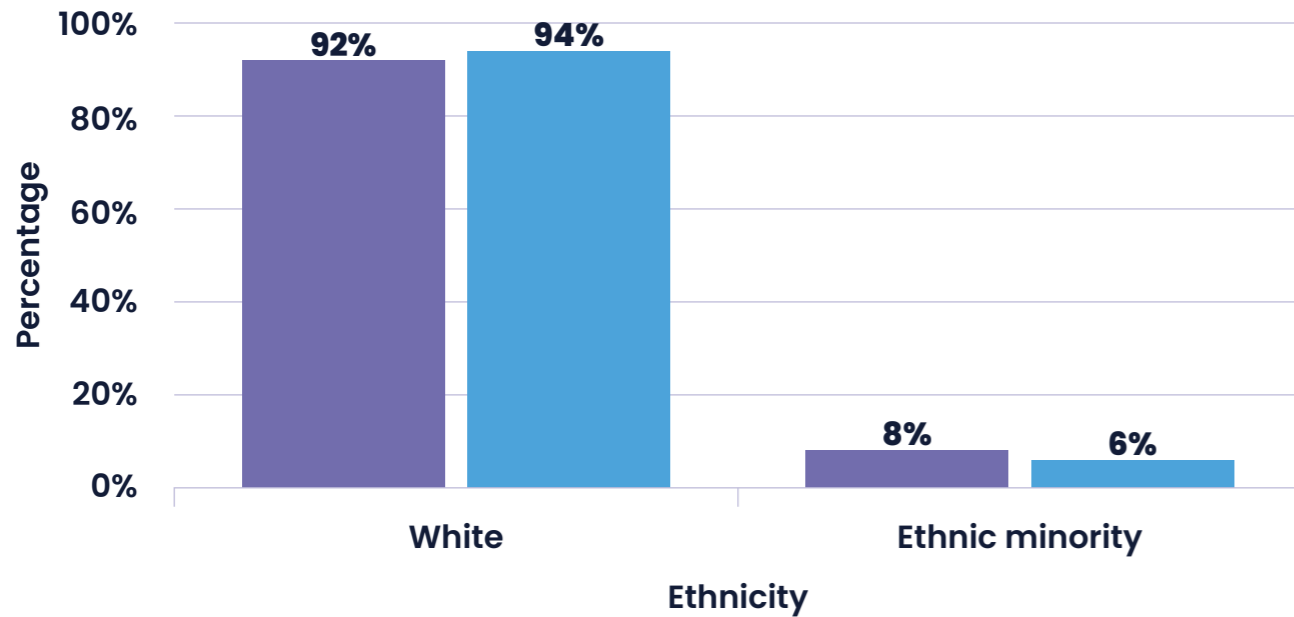
**18 Disability breakdown across Firefly compared to E to G grades across the organisation**

- Firefly
- E to G grades



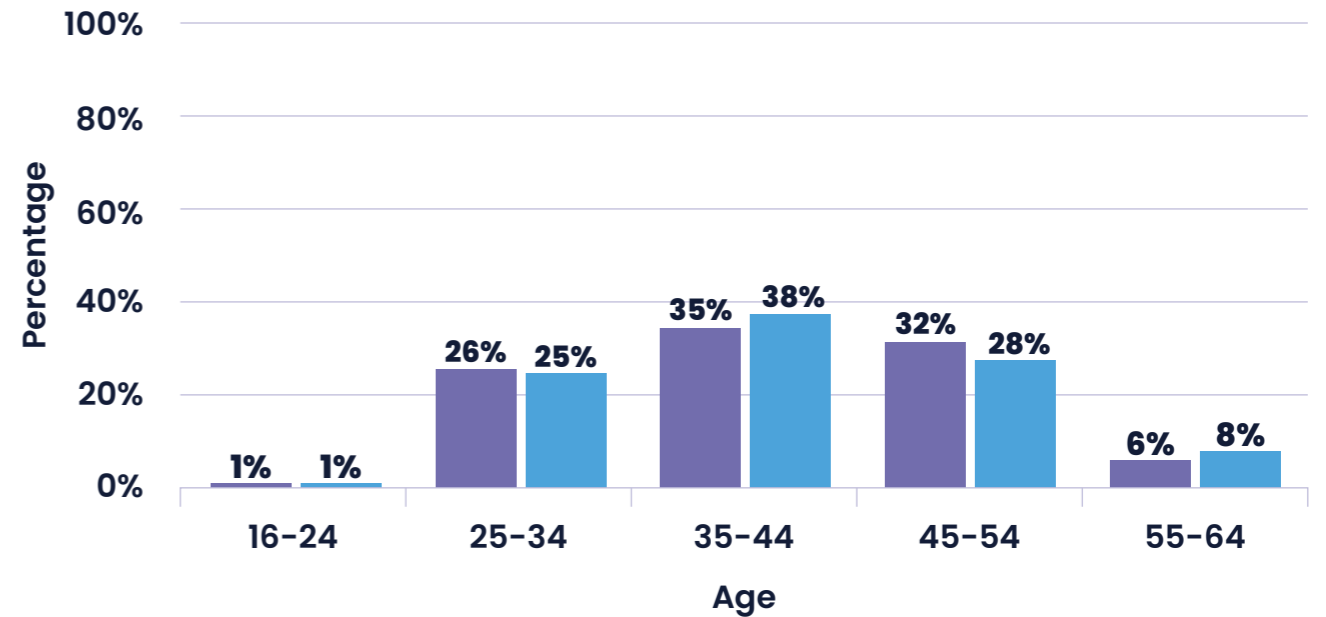
**17 Ethnicity breakdown across Firefly compared to E to G grades across the organisation**

- Firefly
- E to G grades



**19 Age breakdown across Firefly compared to E to G grades across the organisation**

- Firefly
- E to G grades



## Ongoing Investment in Leadership and Management development

To help ensure our investment in development remains effective, key pieces of work were progressed in 2022 to 2023 as part of the Strategic Workforce Planning Programme workstream ‘Develop people.’

These have included an evaluation of the current senior leadership development programmes TLP and HLN, and recommendations on changes and alternative sustainable options to meet our senior leaders’ development needs and equip them for the next three to five years.

Page 54

As a result of this review, our Leadership and Management Development framework is being updated in line with emerging needs, and gap analysis is underway in each of the five areas of the Leadership and Management Development framework:

- managing self and others;
- enabling change;
- systems leadership;
- digital optimisation;
- business and commerciality.

Wide-reaching research and thorough evaluation of possible solutions, has led to recommendations relating to the design, development and delivery of resources and interventions which support behavioural change in the following areas:

- how individuals and teams develop new skills and behaviours;
- desired leadership behaviours;
- digital literacy.

We are focused on achieving this through the following interventions:

- Hampshire Learn and Connect – open access learning resources;
- senior leadership development initiatives;
- cross organisational cultural engagement.

The overall future leadership development need in the Council is to ensure our leaders can shape and improve the future organisation in accordance with our strategic objectives and intent.

Hampshire Learn and Connect has already started to design, develop and implement a suite of learning solutions aligned to the five areas of the updated Leadership and Management Framework, to provide operational managers with the skills detailed in the leadership behavioural framework. This work will continue during 2022 to 2023 and replaces what was formerly known as ‘open offer’ learning.



# Learning and development across directorates

Wider staff development across directorates is accomplished through a blended approach of on and off the job learning activities, including apprenticeships and professional qualifications.

- **Adults' Health and Care** has expanded its apprenticeship programme, either increasing the volume of apprenticeships (Social Work), introducing new schemes (Nursing) or utilising the existing programme to support a broad skill base including Occupational Therapy, Catering and Senior Management qualifications.
- The nurse conversion programme has made a significant impact on the number of qualified nursing staff employed in HCC Care. Since 2018 the service has supported a total of 21 nurses successfully through the programme, 19 of whom remain working for HCC Care. Currently, 13 staff are being supported through the programme and the expectation is that this coupled with recruitment (local and overseas) will result in a full nursing establishment.
- Additionally, Adults' Health and Care has captured interesting career pathways 'stories' to shine a spotlight on how staff in the directorate have progressed in their careers whilst working for the

directorates/Council, and thereby encourage others to reach their own potential.

- Within **Children's Services** the Graduate Entry Training Scheme (GETS) for newly qualified social workers was enhanced with a refreshed offer of continuing support in the second post qualifying year which focusses on more bespoke ongoing learning and development as well as a structured career framework post GETS. Development plans are firmly embedded and updated once the programme finishes to be carried forward around their next career goals.
- The first cohort of the apprentice social workers graduated and started on the GETS programme. This was followed by the expansion of the social work apprenticeship programme with 30 apprentices starting in the 2022 to 2023 academic year.
- As the lead regional partner for Step Up to Social Work, Children's Services delivered the most recent cohort in partnership with the University of Winchester.
- Children's Services has continued delivery of the Social Care Managers Programme. A collaboration between Children's Services Learning and

Development and Leadership and Management Development and a bespoke intervention. It draws on elements of the corporate offer, combined with specific sessions designed for Children's Services and engagement with Senior Managers, and is aimed at Assistant Team Managers and new Team Managers with less than 12-months management experience.

- Over 1,000 staff were trained at schools and Early Years settings in Hampshire on one of Children's Services' safeguarding training programmes during 2022, with an average of over 85% of attendees agreeing that the knowledge gained in the training would support them in their role.
- Both **Universal Services** and **Hampshire 2050** directorates have placed increased focus on growing their own staff by continuing to engage graduates across multiple disciplines, increasing the breadth of apprenticeships on offer and deploying an increased number of professional opportunities to existing staff to invest in their development and build capacity and capability aligned to future workforce needs.
- The Civil Engineering Scholarship Programme with the University

of Portsmouth aims to offer graduates long term employment after graduation. Four new students were selected in 2022 and there are currently seven on the programme. Since the programme launched in 2015, 19 students have participated on the programme, of which four students (22%) have taken up permanent roles in the directorate following their graduation between 2019 to 2022.

- The Institution of Civil Engineers (ICE) accredited training scheme provides a structured means for staff to attain the abilities and experience they need to reach the standards required for professional membership of the Institution at a range of levels (Technician, Incorporated Engineer and Chartered Engineer). Qualified staff from across the directorate provide the day-to-day guidance and mentoring for (currently) four graduate trainees and nine trainees in permanent posts, as well as supporting all staff on Civil Engineering apprenticeships.
- New funding was provided for four staff to undertake professional courses where no relevant apprenticeship was available.

## Apprenticeships

We greatly value the role of Apprenticeships in supporting employee and strategic workforce learning and development. We are committed to maximising the availability of the Apprenticeship Levy to meet identified skills needs, raise aspirations of new and existing staff, and so further professionalise the Council to provide the highest quality of service to our residents.

In 2021 to 2022 Hampshire achieved the highest number of Apprenticeship starts of any local authority in England. This commitment to Apprenticeships has continued into the 2022 to 2023 financial year with the Council enrolling a comparable number of apprentices.

There were 272 new Apprenticeship starts in the 2022 to 2023 financial year, the highest annual enrolment since the start of the Levy in 2017. Demand for Apprenticeships has continued to grow with directorate's accessing over 50 different Apprenticeship pathways in the last year such as solicitors, project managers, HR support, finance, engineering, regulatory compliance, leadership and management, information governance, chefs, business administration, adult care, occupational therapy, and many more.

Inclusive of all the new Apprenticeship starts, there are now 570 apprentices currently on

programme, developing new skills across 70 different occupational pathways.

150 apprentices successfully completed their programmes in 2022 to 2023, which has provided the Council with a wide range of new knowledge and skills in every directorate and at every level of the Council. Significantly, the first 15 Social Worker apprentices successfully graduated in the autumn and will now begin their assessed year in employment as newly qualified Social Workers.

In the last financial year, we have begun to systematically evaluate the Council's Apprenticeship programme by asking apprentices and their managers to complete an end of programme evaluation. To date, 129 apprentices and 91 managers have responded.

A full review of the evaluation data will take place this summer. However, early indications are that staff feel their apprenticeships have been valuable in supporting them to develop relevant new skills, be more productive in the workplace and achieve their career goals. Furthermore, 44% of those who completed the evaluation had been promoted during the apprenticeship programme.

## Inclusion

Inclusion at the Council has been enhanced through multiple interventions (some of which are outlined below) and the active support and input of our staff networks. Emphasis has been placed on staff engagement to better understand our people's views on a broad range of topics such as inclusion, diversity, wellbeing, ways of working and staff's lived experience. This insight has proved invaluable and enabled co-creation of interventions, guidance and support for managers and staff.

Following on from 'Let's Talk Race' which was launched in 2020 and 'Let's Talk Being Disabled' sessions in 2021 we delivered 'Let's Talk about LGBT+' and 'Let's Talk about Gender' during 2022. 'Let's Talk about Religion, Faith and Belief' will be launched in the summer of 2023. These programmes:

- increase awareness of the challenges people face and how allies can help;
- inspire and provoke thought amongst colleagues and enable continued conversations about these topics;
- increase colleagues' confidence to raise, discuss and where necessary 'manage' issues;

- support cultural change and our position as an inclusive employer;
- enable colleagues to be their authentic selves in work;
- support colleagues to overcome uncertainty of terminology;
- encourage colleagues to update their personal data relating to diversity.

Each year, we continue to promote inclusion and diversity through a range of events during National Inclusion Week. The theme in 2022 was '**Time to Act the Power of Now**,' which provided an opportunity for colleagues to develop and increase their understanding of allyship. In a series of wide-ranging activities staff learnt tips on how to be an even better ally and provide appropriate support to people, with differing characteristics. The week saw a year-on-year increase in the number of colleagues engaging with the event. Over 500 colleagues attended scheduled events and many sessions were oversubscribed.



## Wellbeing

Over 49 wellbeing sessions have been delivered in this reporting period, with over 4,000 employees in attendance. A variety of topics have been delivered around building healthy habits via a weekly mindset programme launched in this reporting year. Sessions include movement and exercise, menopause, mental health, managing stress and anxiety, financial wellbeing, nutrition and exploring grief and loss.

We continue to embed health and wellbeing into the Council and are supporting managers in this area. Over 40 managers in this reporting period, have attended the 'Supportive Conversations' training. Sessions were kept purposely small (up to 15 managers per session) to provide the space for a trusted and open conversation and these have continued to work well. Manager feedback has been positive and further topics and sessions are being planned to support managers in the wellbeing space, as well as the development of resources and materials to aid conversations, for example Wellness Action Plans.

As part of the Health and Wellbeing programme, Solent Mind delivered a session to introduce Wellness Action Plans- a tool to support

conversations around wellbeing at work. Staff had a chance to discuss and explore Wellness Action Plans and look at other ways to improve their wellbeing in the workplace.

Messages promoting flexible working, work/life balance and the importance of staff wellbeing are regularly promoted through a variety of channels, and support for staff trauma within Adults Health and Care continues to be available via specially trained staff deployed across the directorate.

# Recognise and reward

## Ensuring the efforts of our people are recognised

We continue to reward and recognise our people in many and varied ways, both formally and informally. We are unashamedly repetitive in voicing our pride in our workforce for the loyalty they demonstrate and the contributions they make to the people of Hampshire.

In addition to our salary and expense arrangements, as part of our Employee Value Proposition the Council has a Valuing Performance framework in place that enables managers to measure performance and subsequently reward and recognise staff where exceptional performance is evident.

and exceptional performance again this reporting year.

Reward for exceptional performance is typically through a Special Recognition Payment (SRP). For the period January to December 2022, 11% of staff received SRPs for exceptional performance, this is a decrease from 17% last year, which may have been higher due to rewarding staff through the pandemic.

The below table shows that SRPs are distributed across grades.

Detailed data on SRPs awarded throughout 2022 enables us to summarise as follows:

- **grade:** The percentage of staff receiving an SRP continues to be highest in H+ grades. Marginally more A-D grades have received an SRPs than in 2021;
- **male/female:** SRP reward is comparable regardless of gender;
- **ethnicity:** A higher proportion of those identifying within the ethnic minority groups (17%) were awarded an SRP than those in the group identifying as White (10%);
- **disability:** There is little difference in the proportion of SRPs being awarded to those who are recorded as having a disability and those without or not recording a disability;
- **age profile:** The distribution of SRPs is evenly split across the age profiles;
- **full-time/part-time profile:** Overall a higher number of staff working full-time (14%) received an SRP compared to part-time staff (8%).

The performance of staff across the Council continues to be high, with over 99% of staff achieving successful

20 Total SRPs in year and end of year for 2022 across grade

Grades	Headcount	Total SRPs (in-year and end of year)	
		People getting SRP	Percentage
A – D	7,008	698	10%
E – G	5,014	611	12%
H +	828	116	14%
<b>Total</b>	<b>12,850</b>	<b>1,425</b>	<b>11%</b>

SPRs – Special Recognition Payment

## Long service awards

Every year Hampshire County Council marks the long service given by those employees who achieve 25 and 40 years’ service. From 2022, the Council also recognised those who have achieved 50 years’ service.

Between April 2021 and March 2022, 69 staff achieved 25 years’ service and 11 staff achieved 40 years’ service. 2022 to 2023 achievements will be shown in next year’s report.

# Gender Pay Gap

The Gender Pay Gap report published in March 2023 shows an overall gender pay gap of 15.5% in favour of men. This is a slight decrease from 16.0% reported for 2020 to 2021.

This gap is not because of paying men more than women for the same or equivalent work. Our job evaluation scheme provides an objective and gender-neutral framework to evaluate the jobs that are carried out within the Council.

Instead, the gender pay gap exists because of the workforce profile—the roles which men and women undertake within the Council, and the salaries that these roles attract, for example:

- in terms of salary, although there are more women than men in the top 5% of earners overall, most of the workforce is also female, with this being most pronounced at the lower grades;

- the Council continues to deliver services that other equivalent organisations have either outsourced or no longer provide e.g. catering in schools. These services usually have a higher concentration of employees on lower grades. If these services were excluded from the data, the Council would have a gender pay gap of 10%.

Within our **Gender Pay Gap Report for 2021 to 2022** we have reported how we continue to work to reduce our gender pay gap.

## 21 Gender pay gap overview

Pay	Percentage
Mean gender pay gap in hourly pay (men currently earn more)	15.5%
Median gender pay gap in hourly pay (men currently earn more)	16.5%
Bonus	Percentage
Mean bonus gender pay gap (men currently earn more)	6.7%
Median bonus gender pay gap	0%
Proportion of males receiving a bonus payment	18%
Proportion of females receiving a bonus payment	16.2%

### Highest earner figures

In this reporting year, figures continue to show that most of our highest earners (top 5%) are white, with ethnic minority representation in this group at 2%, which is below the organisational profile and that of the Census 2021 figures for Hampshire which are both 9%.

Our data also tells us that, of our top 5% of earners, those with disabilities represent 4%, which is close to the representation of employees with disabilities (5%) at the County Council.

As referenced in 'Develop,' we continue a programme of work to educate and create awareness of our differences, to promote inclusion at the Council.

# Progress and perform

## Regular conversations about performance

As referenced in **Reward and recognise**, the Valuing Performance framework supports our people (managers and staff) in having meaningful conversations about performance.

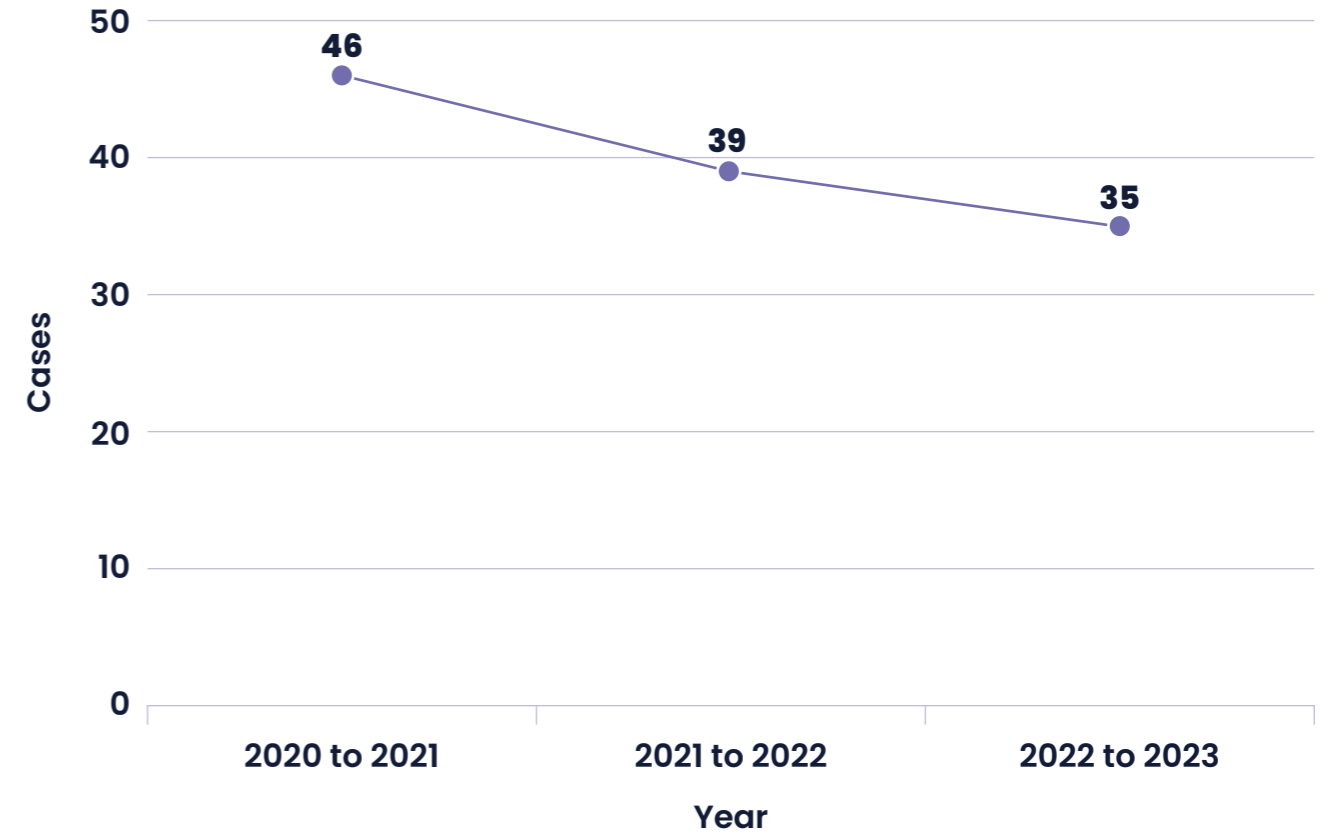
In a high performing organisation such as ours we would not expect to see high numbers of formal performance management cases and our policies support the informal resolution of issues, including performance, where it is possible to do so.

Where there are instances of underperformance, we deal with this through management measures, which include support and development. However, incremental progression can also be withheld where appropriate.

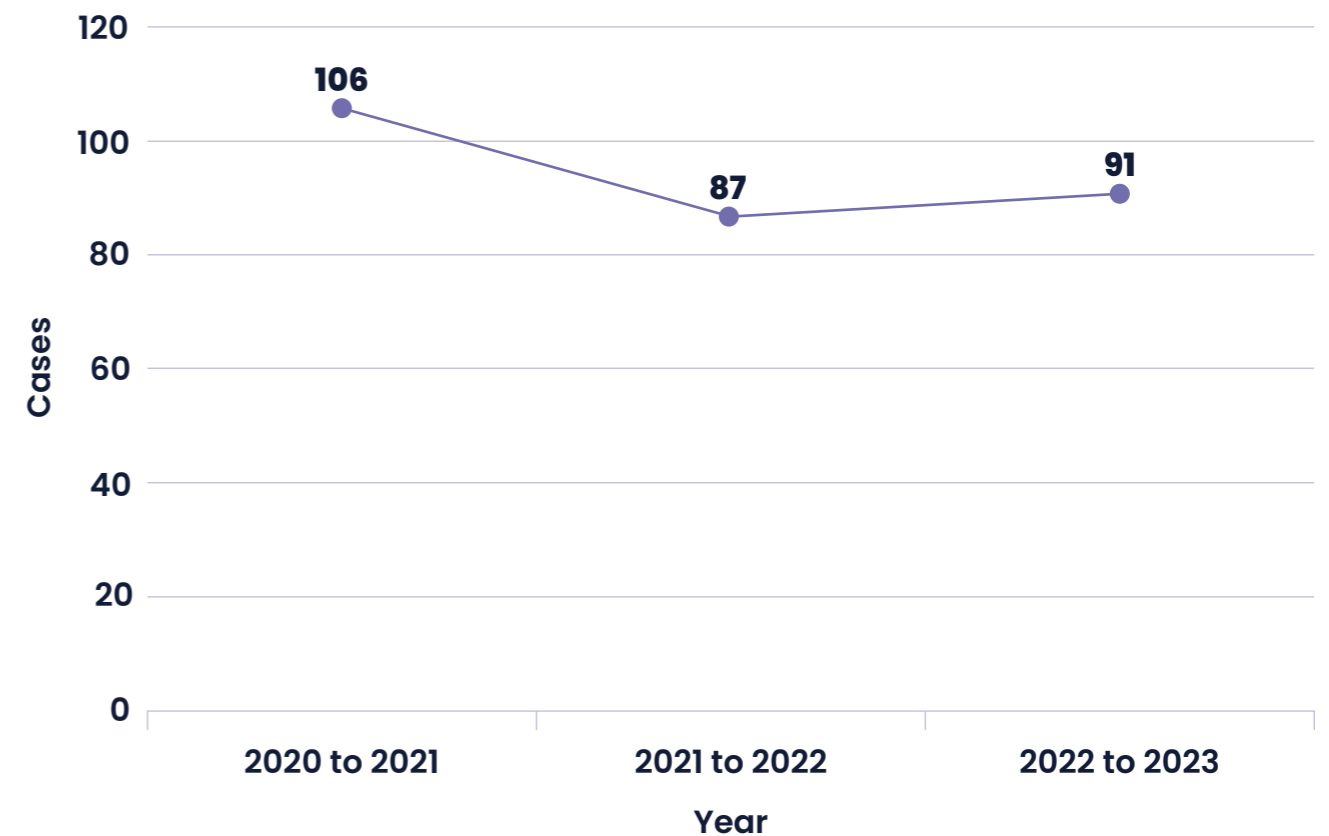
Managers tackle poor performance and misconduct issues in accordance with the Council's misconduct or performance policies. During the period 2022 to 2023, there were 35 new performance cases (0.27% of the total workforce) and 91 new misconduct cases (0.70% of the workforce) across all directorates.

Looking across the last three years there has been an overall decrease in both new performance and misconduct cases. Performance cases decreased from 46 in 2020 to 2021 to 35 in 2022 to 2023 and misconduct cases from 106 in 2020 to 2021 to 91 in 2022 to 2023.

### 22 Managing performance cases



### 23 Managing misconduct cases



# Performance

Of the 34 performance cases resolved in 2022 to 2023, 53% were resolved through informal action.

## 24 Resolution categories of managing performance cases 2022 to 2023

Resolution category	Number of cases	Percentage
Dismissal	3	9%
Formal warning	5	15%
Informal advice	18	53%
No further action	3	9%
Resignation	4	12%
Mutual/settlement agreement	1	3%
<b>Total</b>	<b>34</b>	<b>100%</b>

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In April 2022, 15 members of staff who were not at the top of their pay grade had their incremental salary progression withheld whilst their performance was managed. The same number (although different individuals) had their salary progression withheld in April 2021.

Whilst the Council seeks to support an employee to improve their performance, it recognises that in some situations this may not be the employee's desire. The Council's Managing Performance Policy allows for a contract of employment to be ended by mutual agreement between the employee and Hampshire County Council. This is most likely to be reached where an employee is unlikely to achieve the

required standards for their role, or unlikely to achieve the required standard in a reasonable time frame and the employee does not wish to participate in a formal process. In 2022 to 2023 five employees left by way of a mutual/settlement agreement or resignation mid-way during the performance review process.

There were three dismissals due to performance during 2022 to 2023, consistent with numbers in the previous year.

# Misconduct

Of the 91 new misconduct cases in 2022 to 2023, the largest proportion were due to 'failing to follow instruction, policy, procedure or

a professional code of conduct' (37%) and 'behavioural reasons' (36%). The following table shows the reasons for the misconduct cases.

Of the 91 cases, 69 were resolved in 2022 to 2023, the table below shows the outcomes, with 38% of cases resulting in informal action.

## 25 Categories of managing misconduct cases 2022 to 2023

Reason category	Cases	Percentage
Behavioural	33	36%
Breach of data protection	4	4%
Criminal allegation	2	2%
Emotional abuse	1	1%
Failure to follow instruction, policy, procedure or professional code	34	37%
Financial abuse	2	2%
Inappropriate boundaries/relationship	1	1%
Inappropriate contact/use of force	9	10%
IT misuse	1	1%
Neglect	1	1%
Risk by association	1	1%
Risk to children/adult	2	2%
<b>Total</b>	<b>91</b>	<b>100%</b>

## 26 Resolution categories of managing misconduct cases 2022 to 2023

Resolution category	Number of cases	Percentage
Dismissal	10	14%
Formal warning	8	12%
Informal advice	26	38%
No further action	14	20%
Resignation	7	10%
Upheld	2	3%
Other	2	3%
<b>Total</b>	<b>69</b>	<b>100%</b>



# Attendance management

In respect of tackling absence and attendance issues, managers work in accordance with the Council’s attendance management policies.

Over the last three years we have seen a reduction in the number of attendance cases, from 163 in 2020 to 2021 and 146 in 2021 to 2022, to 110 in 2022 to 2023.

Absence and attendance cases in this reporting year have been a mix of long term (64%), short term (27%) and health cases where the

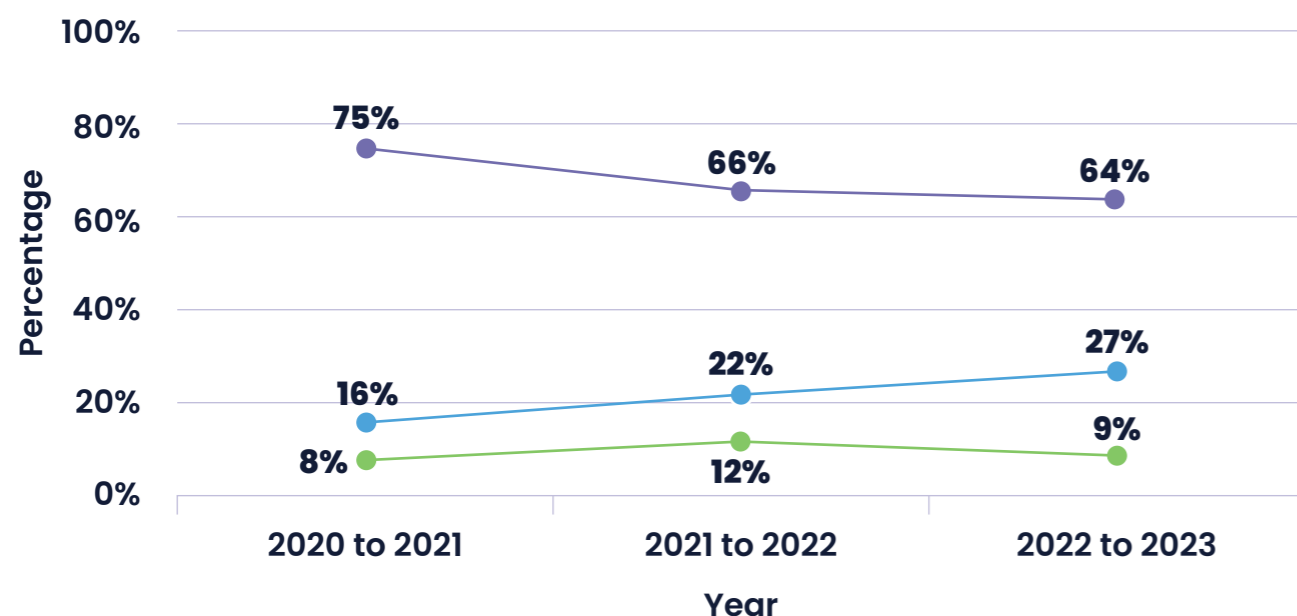
employee is not absent from work but where action and/or adjustments are required to sustain their attendance (9%).

Over time, the percentage of long-term absence cases has decreased while the percentage of short-term cases has increased. Health cases where action and/or adjustments are required to sustain attendance have remained relatively consistent.

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## 25 Managing sickness absence cases

- Absence – Long-term
- Absence – Short-term
- Health matter – Not absent



Of the absence cases concluded in 2022 to 2023 (108), 46 cases (42%) resulted in the employee’s employment with the Council ending. This includes ten employees who left by way of a mutual/settlement agreement, 17 resignations as employees made the decision to leave the Council rather than undergo the full formal attendance

management process, and seven retirements. The percentage of cases where staff left the Council by way of a resolution was consistent across both 2022 to 2023 and 2021 to 2023, both being 42% of the overall case resolutions. The following table provides detail of the resolution categories for all attendance cases in 2022 to 2023.

## 28 Resolution categories of managing sickness absence

Resolution category	Number of cases	Percentage
Dismissal – with notice	12	11%
Formal warning	4	4%
Informal advice given	39	36%
Mutual/settlement agreement	10	9%
No further action	1	1%
Redeployed	1	1%
Resignation	17	16%
Retirement	7	6%
Return to work	17	16%
<b>Total</b>	<b>108</b>	<b>100%</b>

The Council's average absence rate for 2022 to 2023 increased from last year from 4% to 5.4%. The total estimated productivity cost of sickness absence has increased from last year from circa £10m to circa £11.6m.

COVID-19 is still the top reason for absence in this reporting year. A significant proportion of absence

still relates to mental health, however, it is positive that this has decreased slightly to 17% from 20% last year, as we have an extensive programme of work on the wellbeing agenda to support employees.

The other most common reasons for absence remain consistent with previous years, as follows:

29 Top sickness reasons

Sickness reason	Percentage split of the top reasons for sickness
COVID-19	26%
E,N,T – including cold and flu, virus	19%
Anxiety/stress	17%
Operation/post op	10%
Muscular/skeletal	9%
Stomach or bowel	8%
Cancer	6%
Diarrhoea and sickness	6%
<b>Total</b>	<b>100%</b>

E, N, T – Ear, nose, and throat

# Resolving workplace issues

No matter how successful the organisation is there are issues that prompt an employee to submit a 'grievance' through the Council's Resolving Workplace Issues policy.

During 2022 to 2023 there were 43 new 'resolving workplace issue' cases across Council directorates, akin to the number of cases (46) in the previous year. Not all 'resolving workplace issue' cases that are raised proceed to formal resolution. Some are dealt with informally.

Of these:

- the majority (19) related to working relationship issues with colleagues and management. This is in line

with the previous year when there were 17 cases of this nature;

- ten cases were categorised as related to bullying or harassment;
- only two were because of issues with the working environment compared to seven cases in 2020 to 2021.

There were 44 resolving workplace issues cases that were resolved within 2022 to 2023. The following table provides detail of the resolution categories for all workplace issues cases.

## 30 Resolution categories of resolving workplace issues 2022 to 2023

Resolution category	Number of cases	Percentage
Informal advice given	11	25%
Mutual/settlement agreement	3	7%
Not upheld	20	45%
Other	1	2%
Partially upheld	3	7%
Rejected	2	5%
Upheld	1	2%
Withdrawn	3	7%
<b>Total</b>	<b>44</b>	<b>100%</b>

As one of our actions from last year's report, there is a project team in place to take forward recommendations to use our corporate and directorate communication channels to promote 'good communication' around resolving workplace issues. This includes using the best channels to

prevent and de-escalate workplace issues, encouraging timeliness of engagement between parties and providing emotional and mental wellbeing support to involved parties as appropriate. There will be awareness raising of the Resolving Workplace Issues policy.

## Retain and exit

### Encourage our people to stay, and learn from those who leave

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We recognise that there needs to be a balance between retaining staff and staff leaving. Having new staff allows us to develop and grow. However, there are direct and indirect costs associated with external turnover. Direct costs include recruitment and whilst we welcome new staff and see the benefits of new insight and ideas, recruitment can be a time consuming and costly activity, along with the costs of training new staff. Indirect costs include

losing knowledge, skills, experience, and staff morale. All of these can have a significant impact on the performance of the organisation. Therefore, it is important that we focus on why staff are choosing to leave the Council so that we can consider strategies to retain them.

# Retain

As with all organisations we know there are several factors that impact on staff retention, including:

- employee engagement – ensuring that our people are engaged and listened to on the full range of organisational issues;
- health and wellbeing – ensuring that our people’s health, safety and wellbeing are taken seriously, and that support is available for staff across the wide range of needs in this space;
- reward, benefits and development opportunities – both referenced in previous sections.

Equally of course it is important that the Council has appropriate mechanisms in place to support our people to move on when performance does not meet organisational expectations.

According to the CIPD’s Resourcing and Talent Planning Report (September 2022, page one)

“**Talent is becoming harder to retain, but organisations are taking steps to improve the situation. 60% report that talent is more difficult to retain compared with a year ago.**”

Given the challenging context, another particular focus in this

reporting year has been developing different retention strategies. Through the Strategic Workforce Planning Programme, several strategies have been implemented to support the retention of staff. These include:

- a recruitment and retention payment scheme to aid the effective resourcing of directorates where there are specific roles which have been difficult to recruit to and/or retain staff in post;
- a review of roles to determine which require market supplements;
- research and business case development to increase the chances of recruiting and retaining staff in business-critical job families, previously referenced in ‘**Resource**’.

In addition, directorates are also focusing on different strategies. For example, Children’s Services continues to seek ways to support the retention of social workers. In the last year, the directorate has held its first Social Work Awards event which showcased and celebrated excellent practice.

Furthermore, feedback from our people strongly evidences that the flexibility hybrid working affords is highly valued where it can be accommodated by services. We know enabling the right sort of flexibility is a major factor in successful recruitment and retention.

## What is our data telling us?

In this reporting year, and for the first time in this report, we have analysed length of service across pay scales to gain insight into retention at the Council.

There are 11 grades (A to K) in the pay framework. Each employee will be on one of the 11 grades based on the job evaluation of their role using the Hay methodology. All employees can progress to the salary range maximum subject to assessment of their performance. Chief Officers are paid on ‘spot salaries’ which have regard to the relative size and challenge of the role compared to other Chief Officer roles within the Council and other relevant information available, including the salaries of Chief Officers in other similar sized organisations.

Our data shows current employees have been with the Council for an average of nine years (with 38% of our headcount being employed at the Council for longer than this). Employees on higher grades and steps have been working at the Council for the longest, suggesting strong internal progression opportunities.

## Exit

A total of 1,906 employees left the Council in 2022 to 2023, a reduction of 235 leavers from last year. This means that external turnover for the last 12-months has averaged 15% which is a decrease from 17% reported last year, and slightly lower than 16% reported in 2019 to 2020 pre pandemic.

Although organisationally we may be seeing a slight reduction in employees leaving, attributable perhaps to the current financial climate, we are aware that certain critical roles continue to have recruitment and retention challenges.

An example is external turnover for children’s social workers which remains high at 20%, albeit this represents a reduction from 24% this time last year.

Overall, the profile of leavers is broadly comparable to our workforce data profile, with the exception that they are more likely to be in the 55+ age category, with retirement being an additional factor for this group.

The reasons for leaving are shown in the table.

### 31 External leaver reasons

External leaver reasons	External leavers
<b>Involuntary</b>	<b>149</b>
Death in Service	11
Dismiss	104
TUPE Transfer	37
<b>Voluntary</b>	<b>1,742</b>
Resign	1,559
Retirement	183
<b>Voluntary/involuntary</b>	<b>15</b>
Mutual/compromise agreements	15
<b>Total</b>	<b>1,906</b>



## Retain and exit

Resignation has remained the main reason for leaving the Council. Year on year there has been a reduction in involuntary turnover, driven by a reduction in dismissals and compromise agreements.

As shown in the table, 22% (453) of leavers left within 12-months of joining, with 419 (92%) of these resigning and 6% (25) being

dismissed. The percentage of these leavers is slightly lower than last year (24%). This means we have retained 62 more employees past their first year of service, thus reducing our recruitment spend.

### 32 External leaver reasons for people leaving in their first 12-months of their employment

External leaver reasons	External leavers in their first 12-months of employment
<b>Involuntary</b>	<b>30</b>
Dismiss	25
TUPE Transfer	5
<b>Voluntary</b>	<b>422</b>
Resign	419
Retirement	3
<b>Voluntary/involuntary</b>	<b>1</b>
Mutual/compromise agreements	1
<b>Total</b>	<b>453</b>

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All resigning employees are encouraged to complete a leaver questionnaire and to have a leaver interview before they depart. This helps us to gather additional insight into experiences of working at the Council and the reasons staff are leaving, so we can respond to any concerning trends.

We are continuing work to encourage more leavers to engage with these processes before they depart. Of the 1,906 external leavers, 18% (370) completed the leaver questionnaire, this is an increase from 16% last year.

A year-on-year comparison of the leaver questionnaire data (**table 33**) suggests that more staff are having regular, meaningful conversations with managers, and Valuing Performance reviews. Despite this, the number of leavers that felt that they were a valued employee of the Council reduced, and it is important that we seek to understand why this might be the case. There was also a decrease in the proportion of leavers who would consider working for the Council in future, which is cause for concern.

Leavers reported an increased ability to take annual leave, which possibly reflects a post-pandemic re-set and increased corporate messaging around using up accrued leave.

The most common reason for leaving was 'My new role is a promotion, or an opportunity to progress my career' (30%). We continue to explore ways to provide opportunities to develop our staff as referenced in 'Develop.' The next most common leaver reason was 'I am leaving for personal reasons (e.g. move away from area)' (15%).



**33 A comparison of our leaver questionnaire data with last year**

Question
I feel a valued employee of the County Council
I would consider working for the County Council in the future
I would recommend the County Council as an employer to family/friends
I felt career progression was fairly managed within the organisation
There have been opportunities for me to develop
Ability to take annual leave
Amount of annual leave
Expenses e.g. mileage/sight test
Working flexibly
I felt able to raise issues and problems openly
I felt supported by my line manager
I found meetings with my manager useful and meaningful
I had Valuing Performance conversations with my manager throughout the year
I had clear goals and objectives
I had regular 1-2-1 conversations with my manager
My goals and objectives were achievable
My workload has been manageable

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- County Council
- Employee benefits
- Valuing performance
- Development
- Line management
- Workload

% agree 2021 to 2022	% agree 2022 to 2023	Variance
65%	60%	-5%
70%	64%	-6%
66%	66%	0%
41%	40%	-1%
55%	56%	0%
83%	90%	6%
89%	92%	3%
60%	58%	-3%
81%	82%	1%
74%	76%	2%
76%	78%	2%
64%	74%	9%
55%	67%	12%
61%	66%	5%
68%	78%	9%
55%	60%	5%
61%	62%	1%

# Conclusions

## General

We have seen a lot of change over the last 12-months linked to financial pressures that we know all Councils are experiencing.

Our new operating structure is in place, and we have strong, efficient and highly skilled teams, ready to rise to the challenges ahead.

We are continuing to embed our working as 'one organisation' and this gives us a shared understanding of what we are trying to achieve, and the principles by which we will work.

The Strategic Workforce Planning Programme is now in place with the aim to ensure that the Council is appropriately positioned to balance its labour supply in line with service demand/need, in order to maintain and deliver excellent services.

As we reported last year, much of our organisational data continues to have reverted to being

comparable to the years prior to the pandemic. We have also noticed the following changes to highlight:

- headcount and FTE have both increased from last year and we can see our workforce costs have increased;
- the number of people reporting to be disabled has increased from last year, along with those reporting their ethnicity, religion and sexual orientation. This helps the Council to monitor diversity, and also helps inform policies and practice across the organisation, making a fairer, more supportive working environment for all.

Throughout this report we have highlighted the challenging recruitment and retention environments that we are working in and the work that we are doing to limit the impact of these.

## Attract

Our recruitment adverts have generated less applications to our vacancies in this reporting year, likely linked to the low levels of unemployment in Hampshire and nationally.

We continue to be more attractive to the female labour market.

In this reporting year, for H+ grades we shortlisted 11% of ethnic minority applicants, and we hired 16%, an increase from last year's 3%. As shown **on page three** our ethnic minority representation in H+ grades has increased from 3.3% to 3.6%.

## Resource

We continue to fill our roles through a multitude of means such as directly employed staff, agency workers and contractors.

We continue to work closely with Connect2Hampshire to further develop our combined approach and to improve applicant attraction, recruitment, and retention in light of the current market challenges.

As in previous years, internal applicants are more likely to be hired than external applicants.

**Onboard**

Over 2,094 external new starters have been onboarded into the Council, an increase from last year's 1,956, with induction remaining critical to the way we welcome and familiarise them with the business.

111 employees left during their first three-months of employment; we will look to explore the reasons for this.

**Develop**

The Firefly high-potential development programme for staff grades E-G, was again oversubscribed during 2022 to 2023.

As a result of a review, our Leadership and Management Development framework is being updated in line with emerging needs.

Our commitment to apprenticeships has continued into 2022 to 2023 with the Council enrolling a comparable number of apprentices to last year.

Inclusion and wellbeing continue to be important themes for the development of our people.

**Reward and recognise**

The performance of staff across the Council continues to be high, with 99.9% of staff achieving successful and exceptional performance again in this reporting year.

Our Gender Pay Gap has reduced to 15.5%.

**Progress and perform**

Another sign of the high-performing nature of our workforce is reflected in the fact there were only 35 new performance review cases (0.27% of the total workforce) and 91 new misconduct cases (0.70% of the workforce) across all directorates.

Looking across the last three years there has been an overall decrease in both new performance review and misconduct cases.

We have seen an increase in sickness absence and our top absence reason is COVID-19.

**Retain and exit**

We know current employees have been with the Council for an average of nine years and we have a number of retention strategies in place.

Organisationally, turnover has reduced from 17% to 15%. However, we know that in directorates retention challenges are still being faced in specific roles e.g. social workers where it is at 20%.

A total of 1,906 employees left the Council, a reduction of 235 leavers from last year. 18% of leavers completed the leaver questionnaire.

Leavers in their first 12-months of employment with us reduced by 62, meaning we have retained 62 more 'new' employees than last year.

# Next steps

## In the next 12-months we will:

### General

1. Continue to build on progress towards actions arising from the 2021 to 2022 Annual Workforce Report (**Appendix one**).
2. Explore how we can make better use of our data through data cleansing to improve the accuracy of our insight.
3. Further embed our vision and values into our Valuing Performance processes and across the **employee lifecycle**.
4. Continue to encourage colleagues to provide us with their personal information or update to say 'prefer not to say.'
5. Continue to explore, identify, and provide relevant wellbeing resources to support a reduction in sickness absence and a general maintenance of employee wellbeing levels.

### Attract

1. Explore 'new/early career' interventions to improve our attraction rates amongst those aged under 25, such as:
  - T-levels;
  - apprenticeships;
  - graduate schemes;
  - career pathways;
  - work experience;
  - graduate placements.
2. Continue to develop our employee value proposition and progress work to ensure that we are sharing and marketing the opportunities across our organisation.
3. Undertake analysis of our critical roles to identify which are attracting less applicants. This insight will be provided to directorates to tailor specific attraction interventions.

### Resource

1. Following a strategic review of our recruitment processes, aim to enhance usability for applicants and recruiting managers.
2. Continue to work closely with Connect2Hampshire to further develop our combined approach and to improve applicant attraction, recruitment, and retention in light of the current market challenges.

### Onboard

1. Consider the value of introducing a questionnaire for a sample of employees to complete after circa six weeks of employment to understand their onboarding experience and their drivers to stay at the Council.

### Develop

1. Enable and drive the development of leaders that can shape and improve the future organisation.
2. Encourage a culture of continuous digital learning to ensure digital literacy and support the realisation of our digital strategy.

### Retain and exit

1. Continue to look at ways to retain our people to fill our roles and use our people data to drive evidence-based decisions.
2. Continue to encourage our leavers to complete the leaver questionnaire and review different ways to capture more information from our leavers.

# Our people

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# An overview summary of our workforce data

We continue to explore different ways to analyse our workforce data to understand more about our people. In this reporting year, we have analysed our people data across grades to show how our diversity is distributed across the Council's pay structure.

The following table shows how our people are represented across grades and how this has changed from the last reporting year.

The reduction of staff on grade B can be contributed to organisational change programmes regrading roles and changes to our operating model e.g. catering. In addition, the way we manage casual workers has changed and this is reflected in the figures where staff have moved on to directly employed contracts.

There has been an increase of H+ grades.

With the recruitment challenges referenced within the report, there has been a drive to fill our business-critical roles, which is reflected in our increased headcount and full-time equivalent figures. However, it should be noted that in some service areas as referenced through the report, recruitment and retention challenges remain.

## 34 Workforce headcount and full-time equivalent

Grade	Headcount			Full-time equivalent		
	2021/22	2022/23	Change	2021/22	2022/23	Change
H+	857	884	3%	819	846	3%
G	1,028	1,054	3%	944	973	3%
F	1,755	1,774	1%	1,591	1,613	1%
E	2,136	2,284	7%	1,923	2,066	7%
D	1,907	2,122	11%	1,533	1,713	12%
C	2,422	2,539	5%	1,912	1,989	4%
B	1,334	1,183	-11%	735	719	-2%
A-	1,176	1,149	-2%	481	522	9%
<b>Total</b>	<b>12,726</b>	<b>12,989</b>	<b>2%</b>	<b>9,938</b>	<b>10,440</b>	<b>5%</b>

## Diversity

The Equality Act 2010 (Specific duties) Regulations 2011 requires listed public authorities to publish equality information on an annual basis, the diversity information contained within this report complies with those regulations and goes beyond those legal requirements to support the building of valuable insight that will support us to become even more inclusive.

We continue to encourage employees to declare their personal diversity information, however, it remains discretionary. We know one of the barriers to reporting data is the language used to describe personal characteristics and as such a project has been completed to update the language we use, and we have added additional questions relating to armed forces and caring responsibilities.

For those not wishing to disclose their data there is an option of 'prefer not to say' which we encourage people to use to support further confidence in our data. We know from the responses to our Inclusion and Wellbeing survey (May 2021) that the main reason why people chose not to provide their personal data is 'my personal information should not be relevant in the workplace,' followed by 'I am not comfortable sharing my personal information.' We continue to provide communication that helps to explain the relevance of the data and the security measures in place regarding its use and handling.

## Intersectionality

We remain conscious that whilst we report about our people in specific communities for example our 'ethnic minority community' or our 'female community,' we are in fact all unique, and many of us will associate with more than one of these communities at any given time. 'Intersectionality' refers to the fact we all have multiple identities which shape our life experiences and as an organisation we are therefore seeking not only to understand the different staff communities that exist, but also how these overlap for individuals, to shape each separate employee's experience within the Council.



## Age

Overall, the average age of our people is 46, and the median age is 47.

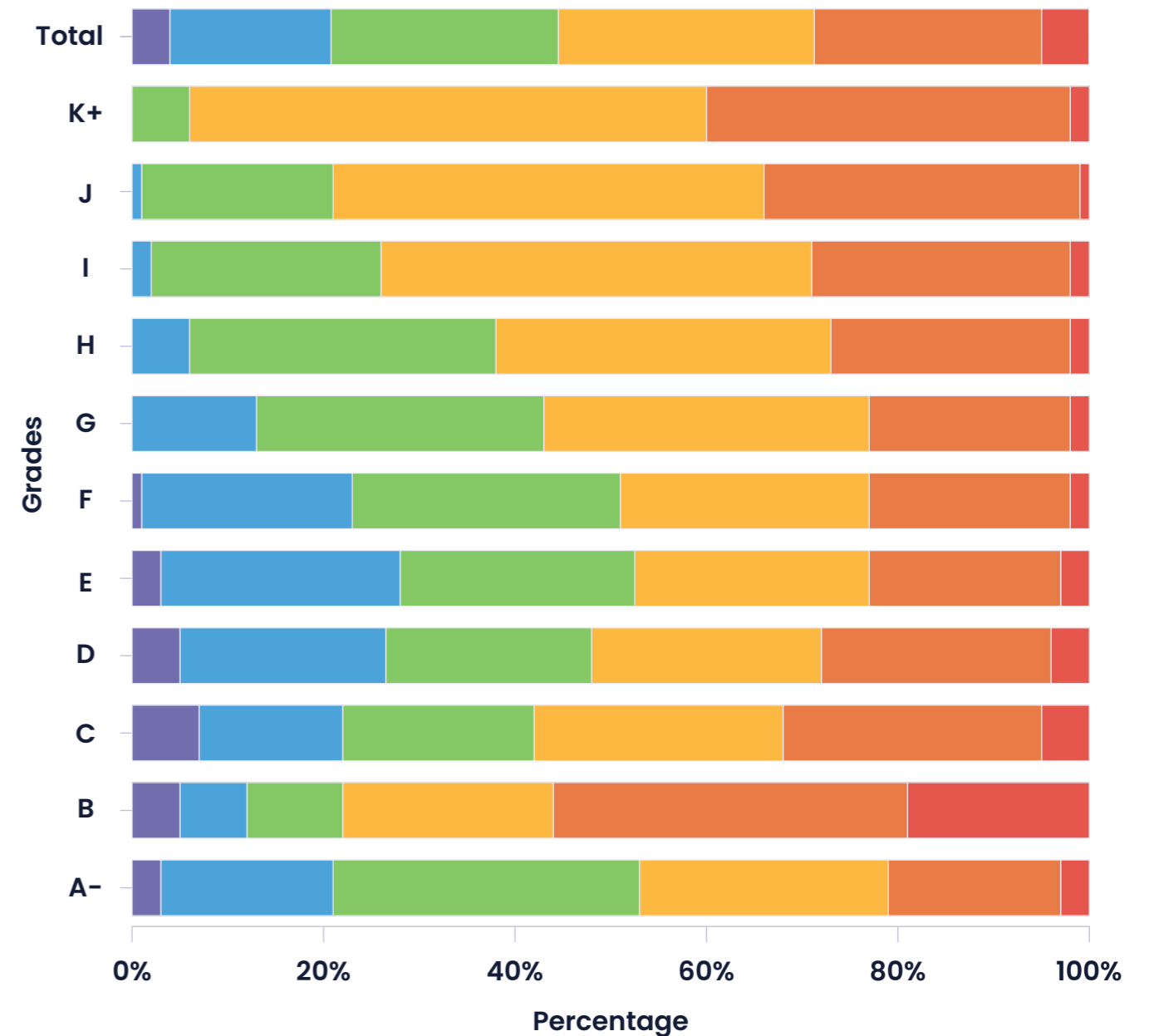
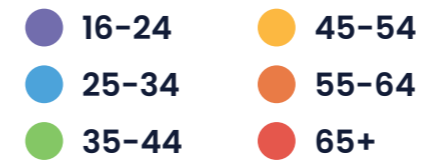
We continue to be underrepresented amongst employees under the age of 25, with the headcount further reducing from 466 last year to 457. Work continues to explore this data, detailed in our actions in **Appendix one.**

Typically, our data suggests that younger people are generally more represented in D to F grades, whilst those in the older age categories may take up a higher proportion of senior roles (H+) and B and C grades. Older age groups are also under-represented in A grade roles, which are almost exclusively

Schools Catering Assistants. School Catering Assistants may appeal more to younger age groups, which may be due to the working hours of the roles. Older age categories are concentrated in higher graded roles which require more experience, but also the lower grades which offer flexible working arrangements, often popular as semi-retirement roles.

Our data suggests staff in the older age categories represent about a third of our workforce and are more likely to work part-time than those in the younger age categories. Likewise lower grades attract more part-time workers. Amongst the lowest grades (A to C), circa 80% of our staff work part-time.

## 35 Age across grades



## Armed Forces

Our commitment to the county's Armed Forces community is ongoing and continues to be reflected in our Gold Award status in the MOD's Employer Recognition Scheme.

The Council employs ex-service personnel and reservists from the Royal Navy, the Army and Royal Air Force, with reservists entitled to two weeks additional paid leave for training and other duties.

As part of our responsibilities under the Armed Forces Covenant, we recognise that attracting more armed forces veterans to apply for our roles has the potential for:

- bringing varied skills, knowledge, and experience;
- adding to the different lived experiences, and perspectives in the Council;
- increasing the skills available in languages, handling hazardous substances, HGV driving, engineering, first aid and catering to name a few;
- supporting our Inclusion and Diversity strategy more generally.

We are keen to attract Armed Forces applicants to our roles as the skills they bring are transferable and many of these skills are required in the roles in our recruitment 'hot spots.'

We have had 1.4% (264) of applicants who are Armed Forces veterans apply for our vacancies. An equal proportion of veterans applying for our vacancies are shortlisted and then hired for roles.

As mentioned in **page 16**, in March 2023, we asked staff to provide us with information relating to whether they are an Armed Forces veteran/reservist or cadet leader. We will report on this data in the 2023 to 2024 Annual Workforce Report.

## Carers, pregnancy and maternity

### Carers

Carers are often not visible in the workforce, so may get missed by employers. In March 2023, we asked staff to let us know about their caring responsibilities (**page 16**). Inclusion of this field within personnel records

will help us to understand how many colleagues there are who have caring responsibilities alongside their job. We will report on this data in the 2023 to 2024 Annual Workforce Report.

### Pregnancy and maternity

The below table shows the number of staff who started, or were on maternity leave, from 1 April 2022 to 31 March 2023. It also shows us the number of employees (headcount) who have taken shared parental leave, adoption leave and paternity leave.

Less maternity leave was taken in comparison to the last reporting period as well as a reduction in the number of KIT days and number of employees taking paternity leave.

### 36 Types of leave

Types of leave	Headcount/days
Maternity leave	358
Paternity leave	60
Shared Parental leave	9
Adoption leave	4
Keep in touch days	355

## Disability

Any physical or mental health conditions, or illness lasting or expected to last, for 12-months or more

In November 2022, we updated the question to staff which asked if they had a disability, to ask if they had a physical or mental health condition or illness lasting or expected to last for 12-months or more. Responses have increased over time, with 5.4% (704) of employees now having recorded themselves as having a physical or mental health conditions or illness lasting or expected to last for 12-months or more. The increase may be linked to organisation wide communications and the work that the Disability Network has undertaken to encourage staff to record this information under the updated question.

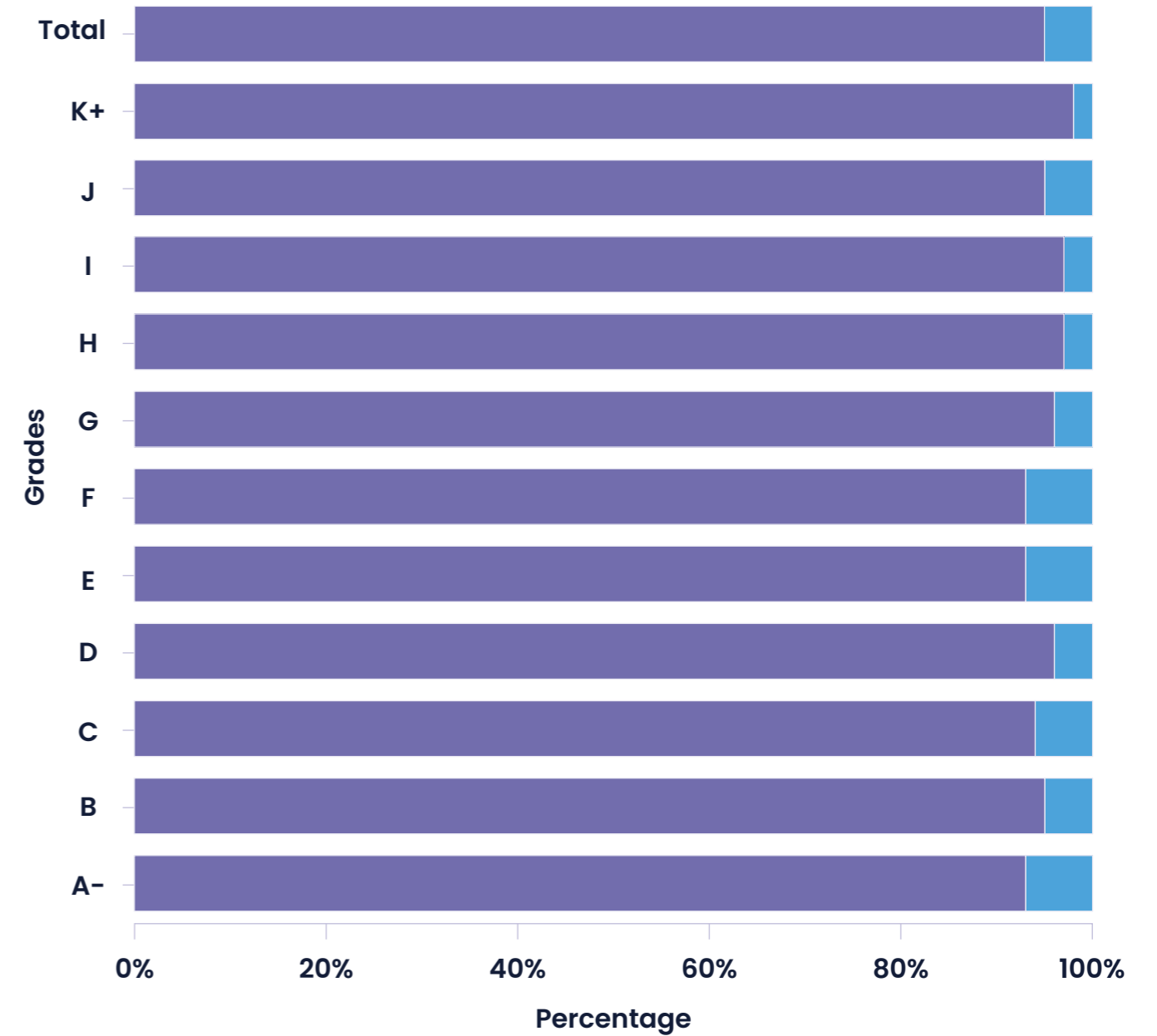
Of the workforce, 5.2% (514) of females and 6.2% (190) of males have recorded a disability and our data shows that those declaring a disability are more likely to be in the younger age groups. This data compares to 7.9% of the population of Hampshire Residents (including Southampton and Portsmouth) aged 20 to 64 have a disability, broken down to 6.9% male and 9.0% female (Census 2021).

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The graph following shows the distribution of staff responses across grades. This shows higher levels of disability at lower grades, and a reduction in disabilities as the grades increase. This is heavily influenced by the higher prevalence of disabilities in younger employees, who are more concentrated in lower grades.

## 37 Disability across grades

● No/unknown  
● Yes



## Ethnicity

Reflected in the next graph and table we can see that 91% of our staff classify themselves as white and 9.4% classify themselves as from an ethnic minority. This is a marginal increase in staff from an ethnic minority from 8.8% last year and coincidentally is the same figure of 9.4% as the Hampshire population which are from ethnic minority backgrounds (Census 2021).

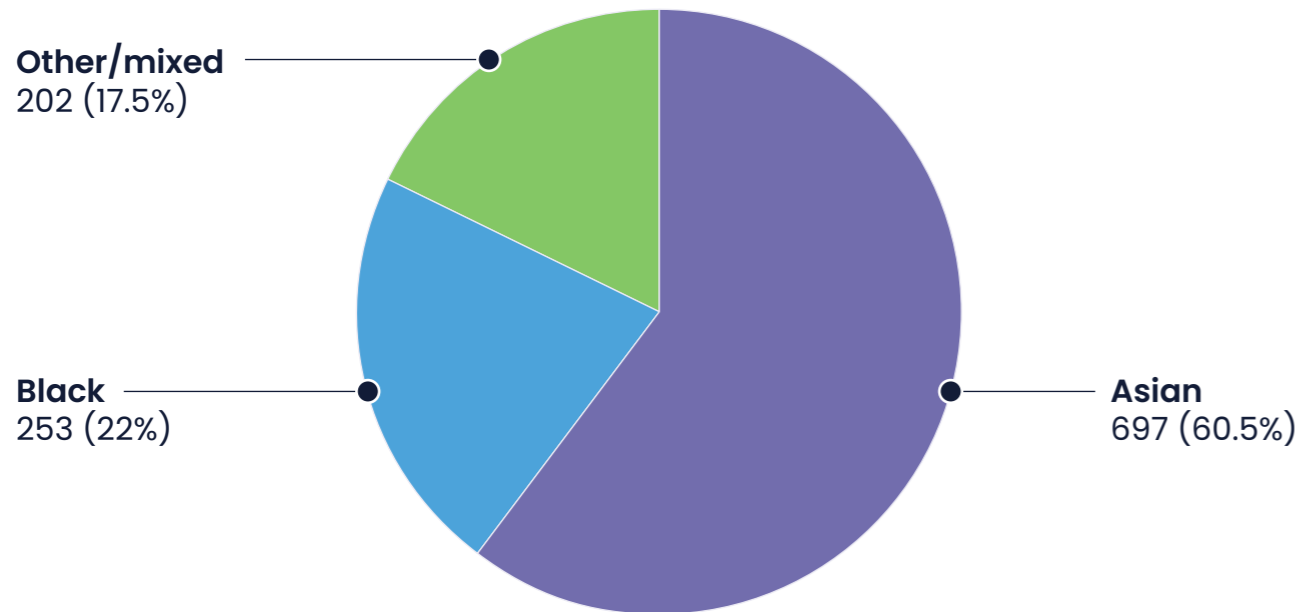
It is positive to see a slight increase in the ethnicity data that staff have shared with us, figures have remained at 95% since 2020 and in 2023 they have increased to 97%.

Throughout the year, the BME Staff Network has encouraged staff to provide us with their information supported by organisational wide communications.

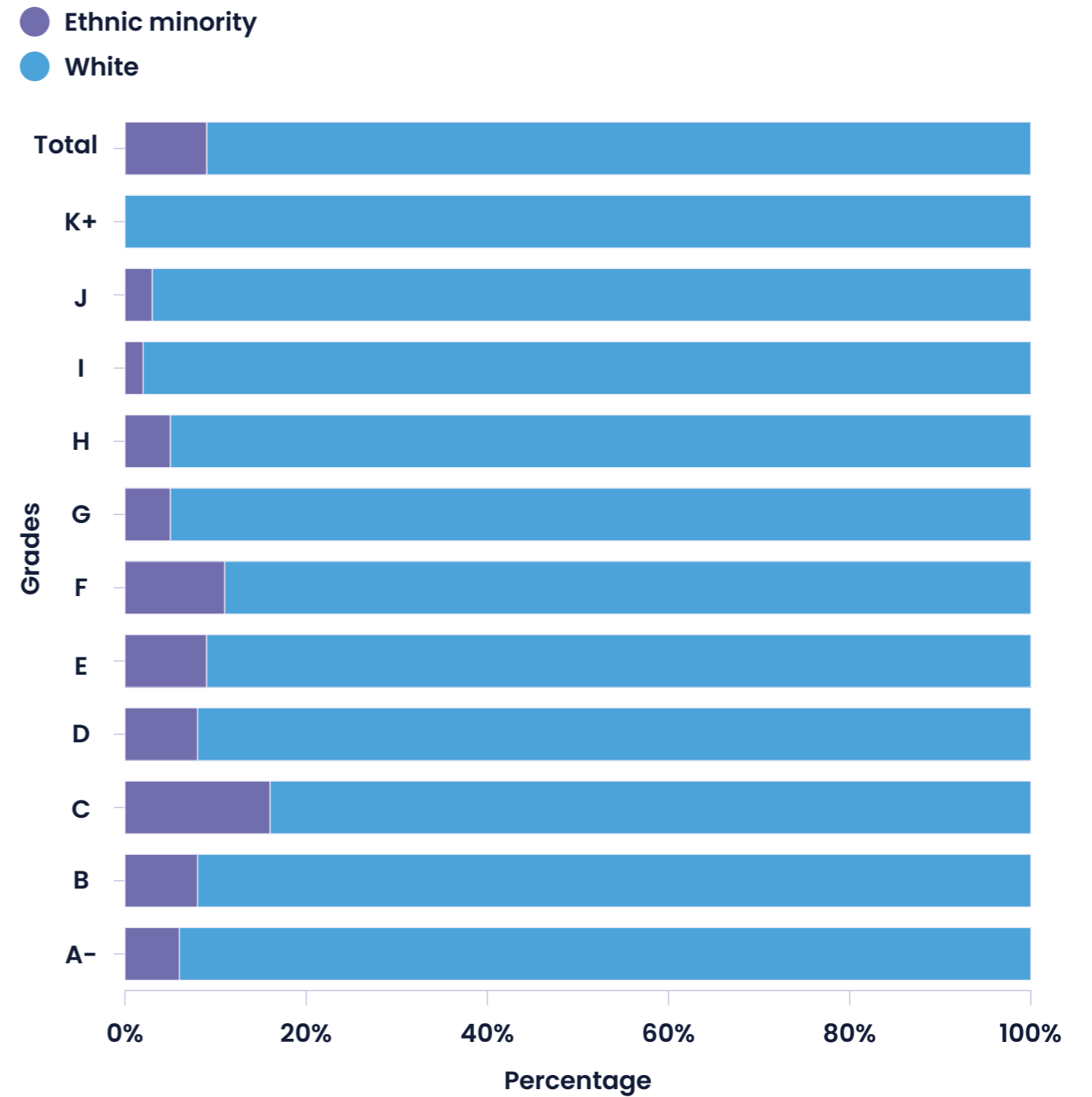
The following table reflects how ethnicity is broken down across grades. Ethnic minority staff are concentrated predominantly in grades C and F and less concentrated in grades A and grades above G.

The 9.4% of ethnic minority staff can be further broken down as follows:

## Ethnic minority representation



## 39 Ethnicity across grades



There is a higher representation of males amongst ethnic minority staff (29%) when compared with the workforce as a whole (24%).

### Gender

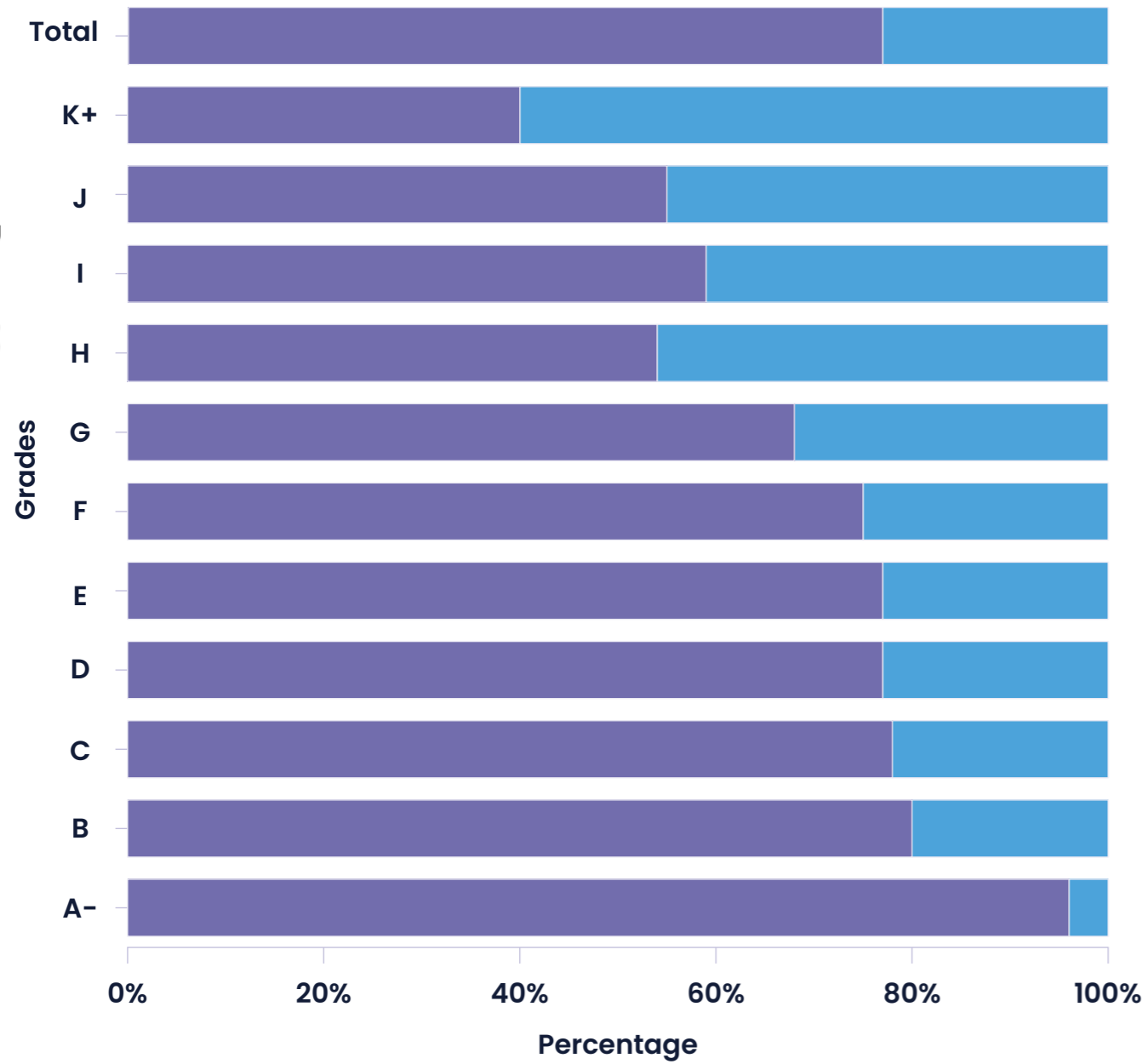
The graph below reflects our headcount by gender and full/part-time working profile as of 31 March 2023. As previously reported our

workforce remains predominantly female with a significant proportion of that workforce also being part-time.

This data also shows that half of our workforce works part-time in the next graph and table.

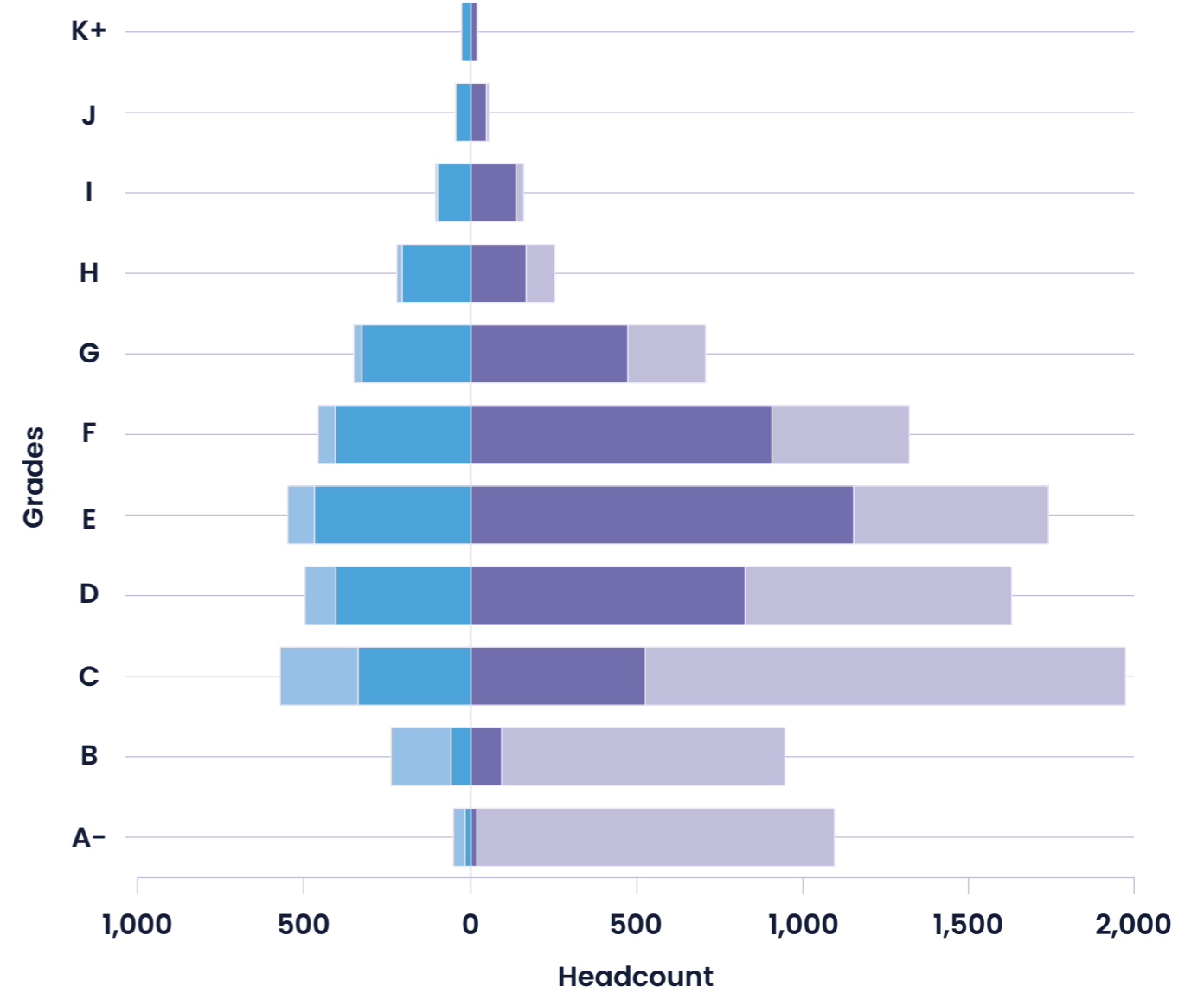
#### 40 Gender across grades

- Female
- Male



#### 41 Gender representation across grades, full-time and part-time roles

- Female full-time
- Male full-time
- Female part-time
- Male part-time



**42 Gender representation across grades, full-time and part-time roles**

Grade	Female			Male		
	FT	PT	Total	FT	PT	Total
K+	40%	4%	44%	56%	0%	56%
J	47%	8%	55%	44%	1%	45%
I	52%	9%	61%	37%	2%	39%
H	35%	18%	54%	43%	3%	46%
G	45%	22%	67%	30%	2%	33%
F	51%	23%	75%	22%	3%	25%
E	51%	26%	76%	20%	3%	24%
D	39%	38%	77%	19%	4%	23%
C	21%	57%	78%	13%	9%	22%
B	8%	72%	80%	5%	15%	20%
A-	2%	94%	96%	1%	3%	4%
<b>Total</b>	<b>34%</b>	<b>43%</b>	<b>76%</b>	<b>18%</b>	<b>5%</b>	<b>24%</b>

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**Gender identity**

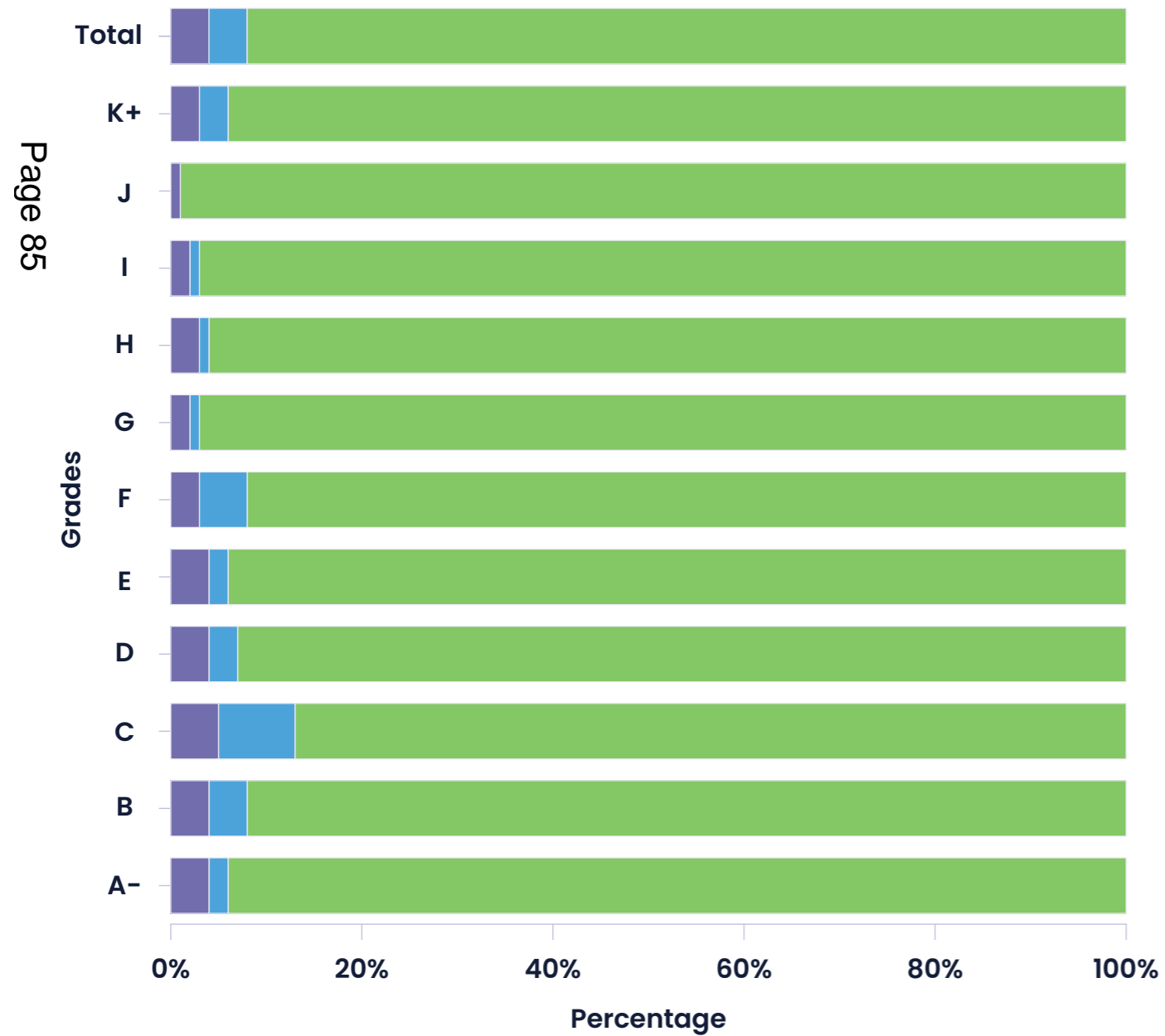
In addition to gender, an employee can choose to record their gender identity. This is 'a person's innate sense of their own gender which may or may not correspond to the sex they were assigned at birth' (Inclusive Employers). As mentioned on **page 16**, in November 2022, we updated our question to employees asking them whether the gender they identify with is the same as their sex registered at birth. Due to this change in question to employees mid-way through the reporting year we will look at reporting this data in the 2023 to 2024 Annual workforce Report.

### Nationality

The nationality profile of the Council is presented below; however, we have a 18% gap in this data. We have not seen a significant change in these figures following the EU exit.

### 43 Nationality by grade

- EU national
- Non UK or EU national
- UK national





### Religion and belief

It is important for us to understand and be sensitive to the religious beliefs of our workforce to help promote an inclusive working environment. We encourage staff to share information with colleagues around religious festivals and celebrations that they are involved in, to help educate and inform others. We want staff to feel confident and safe to share their faith at work and note that Inclusive Employers state, 'employees who connect with the deeper purpose of their work through their beliefs are thought to be more resilient, responsive and passionate about their work.'

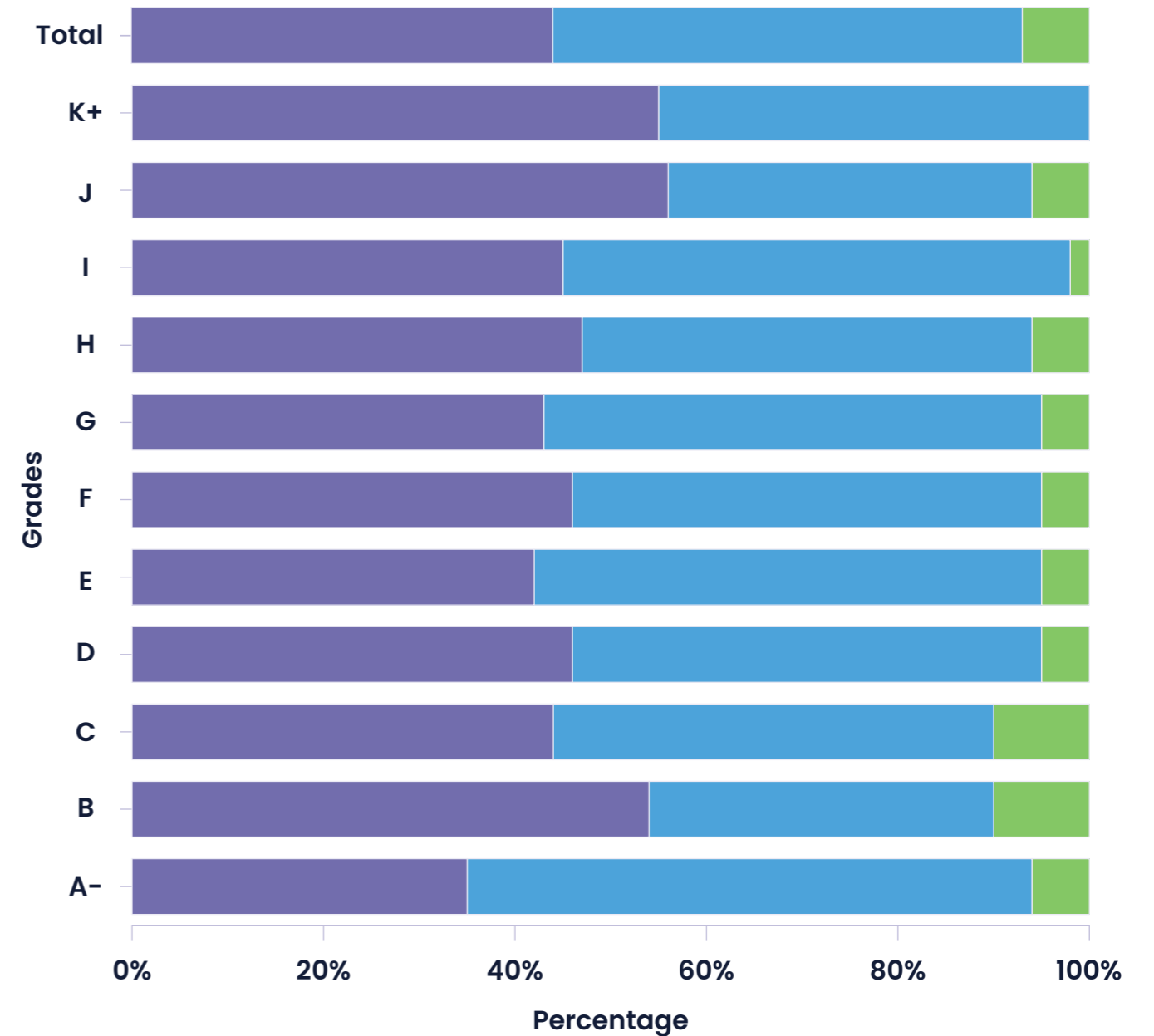
Page 86 We have seen an increase in the number of employees who have provided us with this information, with 62% of employees declaring their religion or belief. As the quality of our

data improves in relation to religion and belief, in this report we are able to provide comparison to regional and national data.

In this report we can compare our representation against the Census 2021 figures. The figures show 46% of Hampshire residents are Christian and 43% have no religion or belief (Census 2021) reflecting the highest percentages of our employees.

### 44 Religion and belief by grade

- Christian
- No religion or belief
- Other



### Sexual orientation

Since reporting our employees' sexual orientation data for the first-time last year, 56% of employees have now provided their information. It is important to acknowledge the trust that has been placed in the organisation by those staff who have chosen to do so. Whilst we can provide a high-level organisational report on this data, it is NOT information that can be accessed by individual line managers to protect anonymity. The purpose of reflecting it here is to help us inform our strategies and target initiatives to improve the workplace for LGBT+ employees in making the Council an even more inclusive place to work.

The Census 2021 comparison data shows that 97% of Hampshire 16+ age groups identify as straight or heterosexual and 3.3% identify otherwise (this data excludes residents who did not answer this question). This compares to 5.4% of employees declaring a minority sexual orientation at the Council.

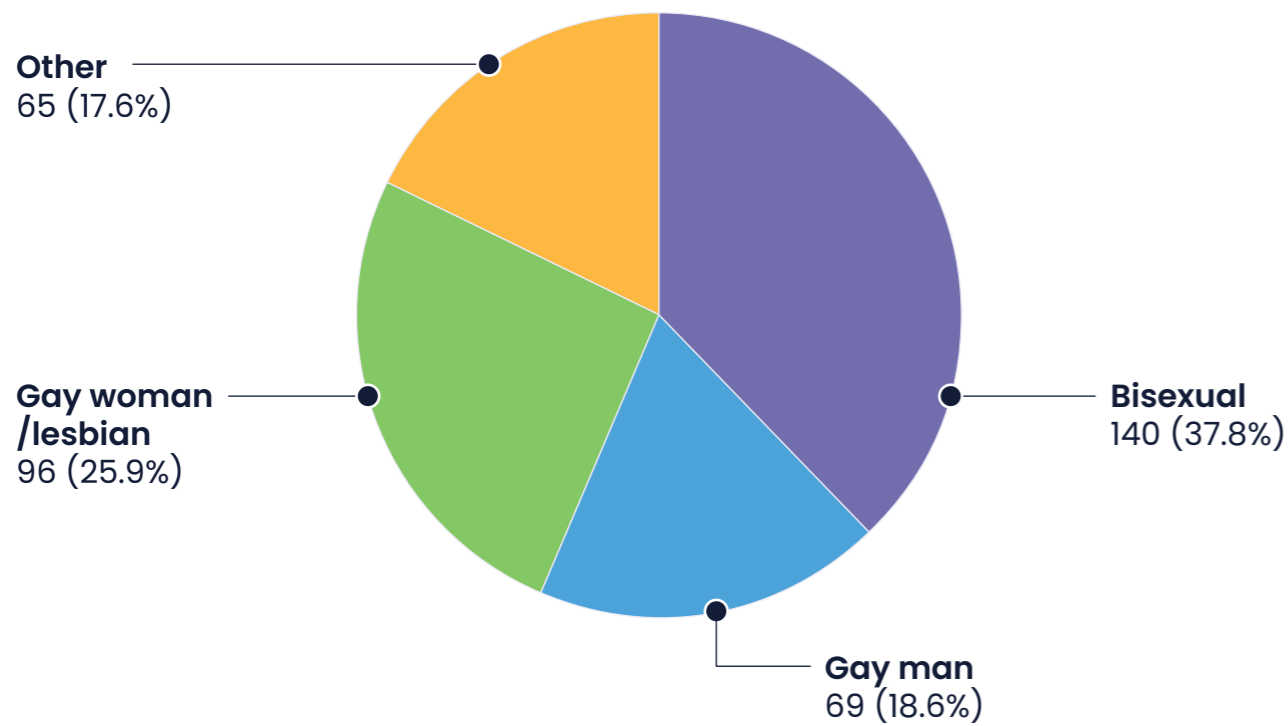
It is positive to see a reduction in our data gaps for staff declaring their sexual orientation, 56% of staff have now provided this information. The minority sexual orientation profile is shown below.

The next graph shows our sexual orientation representation across grades, minority sexual orientations are shown more in lower grades, and this is largely due to the greater

representation of younger workers in these grades, whom have a higher likelihood of identifying with a minority sexual orientation.

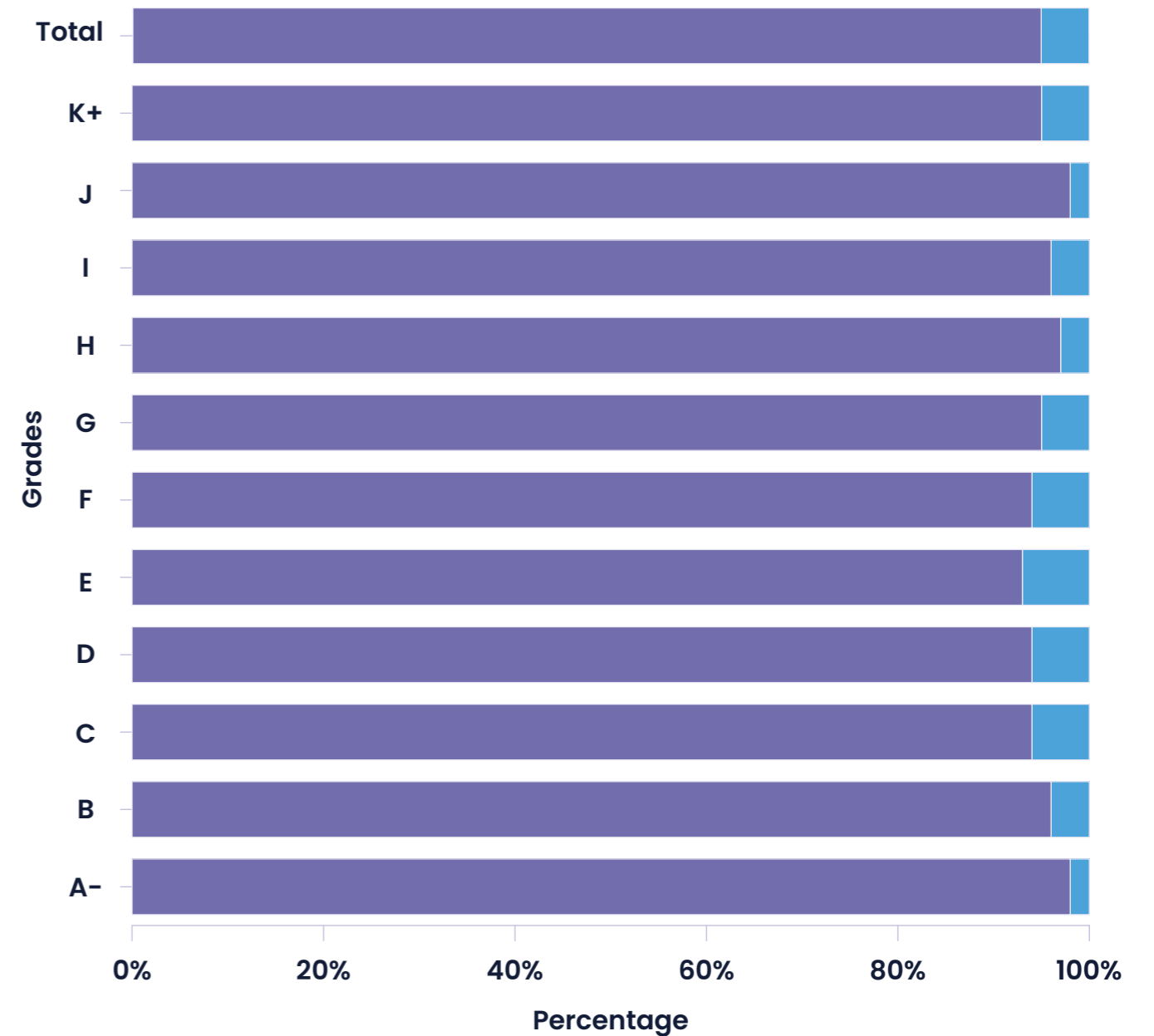
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### Minority sexual orientation representation



### 46 Sexual orientation across grades

- Heterosexual (straight)
- Minority sexual orientation



## Staff Networks and Trade Unions

Staff Networks remain a critical part of our organisation. In October 2022, the Staff Network Charter was launched as referenced in **page 16**. The Charter sets out commitments between the Council and the Staff Networks, recognising the positive role that staff networks play, the organisation's commitment to supporting their work, and the way the networks support staff.

Since the last reporting period, it is positive to see that network membership across all staff networks has increased.

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Our staff networks are:

- **Black and Minority Ethnic Network (BME)** – 107 members (+4)
- **Carers and Working Parents Network** – 337 members (+94)
- **Disability Network** – 340 members (+210)
- **LGBT+ Network** – 97 members (+32)

In addition to the Staff Networks the Council has several smaller groups that also support employees in relation to a wide range of issues and characteristics such:

- Auto-immune support group
- Better Balance Network
- CCBS's Women's Forum
- Women in IT
- Neurodiverse Staff Group

With the changes to directorates on 1 January 2023, the support for women across the Council is being reviewed by the three informal groups.

Trade Unions continue to play their part within the Council, working closely with managers in the shared best interest of our service users and the staff who provide those services.

Our Unions and professional bodies:

- Association of Educational Psychologists
- GMB
- Hampshire Teachers' Liaison Panel
- Prospect
- Royal College of Nursing
- UNISON
- Unite

# Appendices

## Appendix one

### Progress against our previous actions

#### One

Explore different ways to analyse our workforce data to understand more about our people.

**Status** – Closed and incorporated into the Strategic Workforce Planning Programme. We are continuously developing our analytic capabilities and exploring new ways in which to increase meaningful insights that can be drawn from our data, such as understanding internal turnover (trends in job movements), leavers survey insights, salary benchmarking, absence trends, and shortlisting/hire probabilities amongst different demographics.

#### Two

Continue initiatives to increase the numbers and profiles of people from protected characteristics groups in senior roles (H+).

**Status** – Closed, this work continues and has been incorporated into the work being undertaken by the Strategic Workforce Planning Programme and Leadership, Management and Development. We continue to analyse our data, explore where best to advertise our roles and promote our Diversity role models. We continue to develop our staff through our core leadership programmes such as Firefly which has a diverse profile of participants. Our courses are designed to be inclusive and accessible to develop our future leaders. We continue to advance how we deliver our inclusion and diversity training content through different resources, and we continue to explore alternative ways to embed inclusion into the organisation.

#### Three

Continue to look at ways to make flexible working more accessible.

**Status** – Closed. We have updated our Flexible Working Policy and guidance and directorates are looking at flexible working as a recruitment strategy. We await the forthcoming changes to legislation which central Government has advised will make flexible working the default, with employees being able to request flexible working from day one of their employment.

#### Four

Raise awareness and sharing information about the diversity and cultures of colleagues and their lived experiences.

**Status** – Closed and embedded into business as usual processes. Let's talk Gender and LGBT+ took place over the last six-months, positive feedback was received on these new initiatives. Let's talk about religion, faith and belief sessions will commence shortly to continue to provide opportunities for all staff to engage with specialist speakers and colleagues who share their lived experiences of different protected characteristic groups. The sessions encourage open conversations to build awareness and understanding and to drive continuous improvement. We continue to raise awareness of events and celebration days across the year. As in previous years we celebrated International Women's Day with an opportunity to hear some of the Council's inspiring colleagues talking about their experiences.

**Five**

Better enable colleagues to report feelings of bullying, harassment, and discrimination in the workplace.

**Status** – Closed and embedded into business as usual processes. We are reviewing our Dignity at Work Policy and guidance to look at how best employees can report these types of incidents, with an additional route scheduled for introduction in 2023. Visual and recorded materials are being developed to promote our approach to addressing bullying harassment and discrimination, and to encourage and support colleagues to report incidences from other colleagues, service users or the public. We will continue to measure reported incidences through the Inclusion and Diversity Survey, next scheduled for 2024. A further update on this work is found under **'Progress and Perform.'**

**Six**

Explore the value of a 'conflict resolution' approach, modelled on a restorative justice and alternative dispute resolution process.

**Status** – Closed and embedded into business as usual processes. Research has been conducted into the nature, volume and types of issues raised We are reviewing our Resolving Workplace Issues policy to ensure there is strong focus on early resolution, with appropriate resources for managers to support them in these conversations. A further update on this work is found under **'Progress and perform.'**

**Seven**

Continue to embed health and wellbeing in the organisation and supporting managers in this area.

**Status** – Closed and embedded into business as usual processes. We continue to support managers in this area with a full programme of work underway and consistently receive positive feedback from staff and managers. This work is further referenced in **'Develop.'**

**Eight**

Review and update Directorate and Corporate People Strategies.

**Status** – Closed. With the changes to our leadership structure referred to in the **'Changes to our operating structure' section**, directorates are reviewing and updating their people strategies and plans. Organisationally we now have a Corporate Management Team Strategic Workforce Board to oversee a broader programme of work and make relevant decisions in regard to strategic workforce planning.

**We have made progress against the set of actions through the Strategic Workforce Planning Programme as follows:**

**One**

**Action** – Improve our attraction rates for those under the age of 25 through the development of appropriate interventions aimed at the early career labour market.

**Status** – Open. The programme is currently completing a piece of analysis on our current position of the ‘early/new career’ opportunities, such as:

- T-levels;
- apprenticeships;
- graduate schemes;
- career pathways;
- work experience;
- graduate placements.

The critical role analysis will then be overlaid to help identify any gaps and to develop further opportunities to attract those under the age of 25 into critical roles across the Council. This analysis will help to refine our aims and objectives for this work.

**Two**

**Action** – Develop our attraction strategy and Employee Value Proposition with a view to gaining a competitive edge in the labour market.

**Status** – Open. The Communications and Engagement team and HR reviewed our existing description of our employee value proposition, and an updated employee benefits webpage has been published. Work will continue to promote the Council as an employer of choice.

**Three**

**Action** – Better understanding our turnover data, particularly any patterns of external and/or internal turnover.

**Status** – Open. Work is underway and some of our progress is shown within the additional data we have analysed in this report under ‘**Retain and exit.**’

**Four**

**Action** – Review and update our Leadership and Management Development framework in light of emerging needs and detailed gap analysis.

**Status** – Closed. The ‘**Develop**’ section provides further information on the work underway for this action. This action has now been incorporated into business-as-usual processes as we are continually assessing and reviewing the work we do.

**Five**

**Action** – Further developing our insight about the future skills and workforce needs of our organisation.

**Status** – Closed. Work is underway for this action, with a focus on digital literacy, encouraging a culture of continuous digital learning. The ‘**Develop**’ section provides further information about this work.



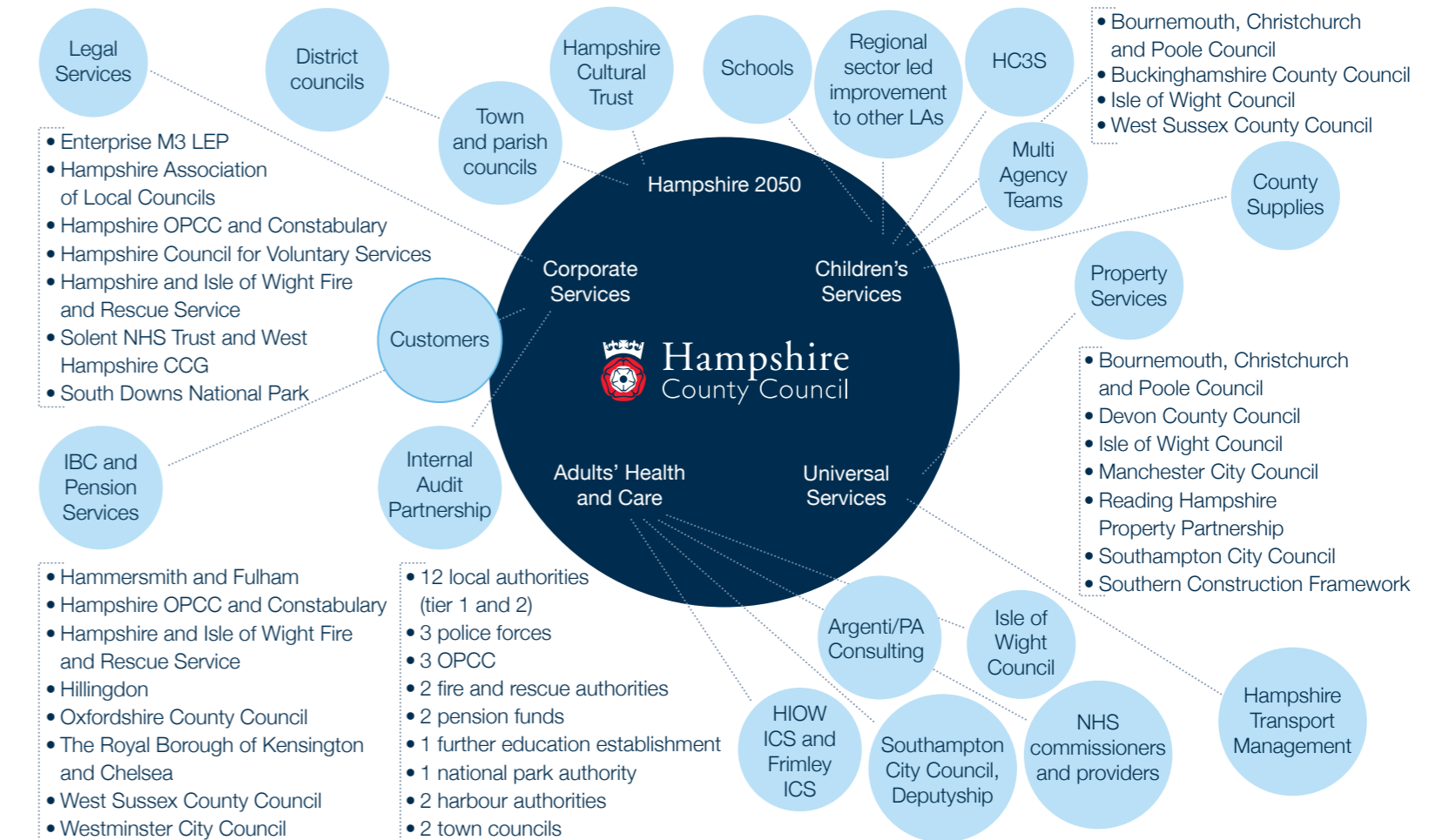
## Appendix two

### Updated Directorate service responsibilities

Place-focused directorate	Hampshire 2050 and Assistant Chief Executive (ACX)					
	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Strategic Transport</li> <li>Strategic Spatial Planning</li> <li>Climate Change and Environmental Strategy</li> <li>Minerals and Waste Policy</li> </ul>		<ul style="list-style-type: none"> <li>Skills and Participation (excluding leader for HCC Apprenticeships)</li> <li>Strategic Capital Planning – Property and Land (all directorates)</li> <li>Strategic Asset Management</li> <li>Rural Estates and Strategic Land (including County Farms)</li> <li>Superfast Broadband</li> </ul>		<ul style="list-style-type: none"> <li>Culture and Communities (includes leader for Cultural Trust, Rural Communities Strategy and Local Nature Recovery Strategy)</li> <li>Partnerships</li> <li>Devolution</li> <li>Policy</li> </ul>	
Public-facing directorate	Adults' Health and Care		Children's Services		Universal Services	
	<ul style="list-style-type: none"> <li><b>Younger Adults</b> <ul style="list-style-type: none"> <li>Contact Assessment and Resolution Team</li> <li>Multi-Agency Safeguarding Hub (MASH)</li> <li>Mental Health Teams</li> <li>Physical Disabilities</li> <li>Learning Disabilities</li> <li>Commissioning</li> <li>Supported Accommodation Team</li> <li>Safeguarding Unit</li> <li>Prevent</li> <li>Prisons</li> <li>Client Affairs</li> <li>Practice Excellence</li> </ul> </li> <li><b>Older Adults</b> <ul style="list-style-type: none"> <li>Community Teams</li> <li>Hospital Teams</li> <li>Hampshire Equipment Services</li> <li>Reablement</li> <li>Continuing Healthcare</li> <li><b>HCC Care In-house Provision</b> <ul style="list-style-type: none"> <li>Respite</li> <li>Day Services</li> <li>Res/Nurse Long-term and Short-term</li> <li>Shared Lives</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Governance and Assurance Team</b> <ul style="list-style-type: none"> <li>Policy and Guidance</li> <li>Freedom of Information requests and complaints</li> <li>Quality Team</li> <li>Hampshire Adults Safeguarding Board</li> <li>Risk Management</li> <li>Information Governance</li> </ul> </li> <li><b>Headquarters</b> <ul style="list-style-type: none"> <li>Argenti Telecare</li> <li>Brokerage and Billing</li> <li>Digital</li> <li>Performance Improvement</li> <li>Commissioning</li> <li>Recruitment and Careers</li> <li>Information and Advice</li> <li>Director's Office</li> <li>Demand Management and Prevention</li> <li>Procurement</li> <li>Learning and Development</li> <li>Transformation</li> <li>Portfolio Management Office</li> </ul> </li> <li><b>Public Health</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Children and Families</b> <ul style="list-style-type: none"> <li>Children's Social Care and Safeguarding (incl. Multi-Agency Safeguarding Hub and Children's Reception Team)</li> <li>Adoption and Fostering</li> <li>Residential and Secure Services</li> <li>Youth Offending Team</li> <li>Sector-lead Improvement and Service Development</li> <li>Regional Adoption Agency</li> <li>Local Safeguarding Children's Partnership</li> <li>Quality and Performance</li> </ul> </li> <li><b>Education and Inclusion</b> <ul style="list-style-type: none"> <li>Virtual School</li> <li>School Improvement Service (Hampshire Inspection and Advisory Service and Governor Services)</li> <li>Services for Young Children</li> <li>Hampshire Music Service</li> <li>Primary Behaviour Service</li> <li>Special Educational Needs</li> <li>Inclusion Support Service</li> <li>Ethnic Minority and Traveller Achievement Service</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Specialist Teacher Advisory Service</li> <li>Education Psychology Service</li> <li>County Supplies</li> <li><b>Business Development and Transformation</b> <ul style="list-style-type: none"> <li>Information Governance and Business Support</li> <li>Learning and Development</li> <li>Home to School Transport</li> <li>School Admissions</li> <li>School Place Planning</li> <li>Childcare Funding and Sufficiency</li> <li>Data and Information</li> <li>Strategic Partnerships</li> <li>Procurement, Commissioning and Placements</li> <li>Transformation</li> <li>HC3S</li> <li>Library Service</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Countryside Service</li> <li>Country Parks</li> <li>Rights of Way</li> <li>Sir Harold Hillier Gardens</li> <li>Hampshire Outdoor Centres</li> <li>Basingstoke Canal</li> <li>Trading Standards</li> <li>Registration Service</li> <li>Coroners Service</li> <li>Archives and Local Studies</li> <li>Corporate Records Management</li> <li>Customer Contact Function</li> <li>Property Services operational delivery</li> <li>Facilities Management</li> <li>Repair and Maintenance</li> <li>The Great Hall</li> <li>County Farms (operational delivery)</li> <li>Rural delivery</li> <li>Hampshire Transport Management</li> <li>Asbestos Management</li> <li>River Hamble Harbour Authority</li> <li>Hampshire Scientific Services</li> <li>Business, Strategy and Improvement</li> <li>Customer Engagement and Business Development</li> </ul>	<ul style="list-style-type: none"> <li>Business Support</li> <li>Transport Schemes</li> <li>Highways Delivery</li> <li>Highways Commissioning</li> <li>Highways Traffic</li> <li>Engineering Consultancy</li> <li>Waste and Environmental Services</li> <li>Business Support</li> <li>Transformation</li> <li>Planning Control and Development Management (including Minerals and Waste and Reg 3 Planning Applications and Enforcement)</li> </ul>
Organisational-facing directorate	Corporate Operations (Finance, IT, Procurement, UBC, Internal Audit, Pensions)					
	<ul style="list-style-type: none"> <li><b>Finance</b> <ul style="list-style-type: none"> <li>Business Partners</li> <li>Operational Finance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Financial Planning</li> <li>Corporate Accounting</li> <li>Education Financial Services (EFS)</li> <li><b>Pensions, Investments and Borrowing</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Strategic Procurement</b></li> <li><b>Internal Audit</b></li> <li><b>IT</b> <ul style="list-style-type: none"> <li>IT Portfolio Delivery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery</li> <li>Service Management</li> <li>Shared Services IT</li> </ul>	<ul style="list-style-type: none"> <li><b>IBC</b> <ul style="list-style-type: none"> <li>Customer Operations</li> <li>Transactional Finance</li> <li>Transactional HR and Pay</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Recruitment Operations</li> <li>Engagement Planning</li> <li>Shared Services Transformation</li> </ul>
	People and Organisation					
	<ul style="list-style-type: none"> <li><b>HR and Organisational Development</b> <ul style="list-style-type: none"> <li>HR Business Partners</li> <li>Casework</li> <li>Policy and Reward</li> <li>Organisational Change</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Occupational Health</li> <li>Leadership and Management Development</li> <li>Quality Assurance and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Education Personnel Services (EPS)</li> <li>Inclusion and Diversity</li> <li><b>Lead for HCC Apprenticeships</b></li> <li><b>Legal Services (and Monitoring Officer)</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Governance (and Data Protection Officer)</b></li> <li><b>Democratic Services</b></li> <li><b>Organisational Strategy and Programmes</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Corporate Communications and Engagement</b></li> <li><b>Corporate Health and Safety</b></li> <li><b>Corporate Risk</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Chief Executive and Leaders Office</b></li> <li><b>Corporate Emergency Planning and Resilience</b></li> <li><b>Armed Forces</b></li> </ul>

## Appendix three

### Our extended organisation 2023



Hampshire County Council's income generating partnerships. The following diagram shows the range of organisations that the council works with, partners with, provides services to and supports in a strategic or operational capacity.





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## HAMPSHIRE COUNTY COUNCIL

### REPORT

<b>Decision Maker</b>	Employment in Hampshire County Council Committee
<b>Date considered:</b>	30 June 2023
<b>Title:</b>	Connect2Hampshire – Update on Hampshire’s Temporary Staffing Agency
<b>Report from:</b>	Director People and Organisation

**Contact name:** Steph Randall, Deputy Director People and Organisation

**Tel:** 0370 779 1776

**Email:** stephanie.randall@hants.gov.uk

#### **Purpose of this Report**

1. The purpose of this report is to provide the Employment in Hampshire County Council Committee (EHCC) with an update on the County Councils joint venture agency, Hampshire & Kent Commercial Services LLP (trading as Connect2Hampshire).

#### **Recommendations**

2. The EHCC is asked to note the update for Connect2Hampshire in relation to 2022/23, including its performance during this period in relation to the provision of temporary agency workers to the County Council.

#### **Executive Summary**

3. Following Connect2Hampshire (C2H) completing its fourth year of trading, this report provides EHCC with an update on the agency’s performance during 2022/23, including the anticipated profit share for the County Council in respect of the financial year ended 31<sup>st</sup> March 2023.

#### **Background and Context**

4. Connect2Hampshire (C2H) is the trading name of the County Councils joint venture agency (Hampshire & Kent Commercial Services LLP), which launched in April 2019. 2022/23 has seen the completion of the agencies fourth year of operation, during which time the LLP has continued to support the County Council through recovery from the COVID-19 pandemic.
5. The LLP itself is underpinned by a Members Agreement between Hampshire County Council and Kent Commercial Services Ltd, who each own 50% of the LLP. In addition, a Joint Accountability Statement sets out the basis on which the LLP will provide agency managed services into the County Council.

## Governance and Assurance

6. The leadership and management of C2H is governed through the LLP Board which meets quarterly, and the Executive Board which meets monthly to review operational performance. The Executive Board focuses on:
  - The key **Operational and HR performance highlights** - including delivery against any initiatives implemented, the LLPs response to any service issues, as well as team performance measures and metrics;
  - The **financial health of the LLP** - helping to track the in-year financial performance against the budget set for different areas of supply, as well as the overall financial health and commercial sustainability of the LLP, and changes to the Managed Service Provider fee charged back to the County Council;
  - Performance against **C2H's 3-year rolling business plan** and agreement of any changes to priorities within this – the business plan sets out the history of the joint venture and the business model adopted, the governance arrangements, C2H's vision and values, and any strategic assumptions. It is reviewed each year to agree the future strategy and business plan objectives, as well as to reflect the current market and potential opportunities to further support the County Council, and the financial plan for that period.
  - **Other assurance themes** – including a regular review of the LLPs risk register, the outcome of any internal audits completed (by Kent County Council on behalf of the LLP) and any proposed management actions, the status of any FOIs, SARs or complaints received, and any Health & Safety points to note. Copies of audit reports are also shared with the County Council's internal audit team for assurance purposes.
7. As part of this monthly Executive Board meeting, the Board Member and Senior Board Officer representing HCC can also note any successes or to raise any particular areas of concern, with a view to the Board being able to consider and agree any interventions to address these.
8. Both boards are operating effectively, and good relationships continue to develop between the partner representatives. As such, the County Council remains in a strong position to influence the direction of travel for the LLP (ensuring this aligns with our original objectives for investing in the creation of the agency – i.e., quality and continuity of service provision, over financial profit), and to develop a robust culture of continuous improvement in terms of the services provided into the County Council.

## Changes in LLP Board and Executive Board Membership

9. In April 2023, Matt Johnson, the LLP Board Member representing Commercial Services, stepped down from this role because of changes within the wider Commercial Services Group organisation. This responsibility has passed to Helen Archer-Lock, Managing Director of Recruitment and Executive Director

for the Commercial Services Group, who previously held the position of Senior Board Officer on the Executive Board.

10. As a result, the position of Senior Board Officer representing Commercial Services has also changed to Victoria Harper (Operations lead for recruitment in Commercial Services).
11. There have been no changes to the Board Member representing HCC's interests (this remains Jac Broughton, Director People and Organisation), or to the Senior Board Officer role (this remains Stephanie Randall, Deputy Director People and Organisation).

### **Performance update**

12. During 2022/23 the County Council spent approximately £37m through C2H on agency provision, demonstrating the continued scale of services provided by our joint venture, and a continued growth in demand from the County Council compared with previous years (£27.0m in 2019/20, £27.1m in 2020/21 and £29.8m in 2021/22). This is partly due to the ongoing workforce recruitment and retention challenges continued to be experienced with our permanent workforce, but also reflects broader changes in our operating model.
13. The most significant areas of spend by the County Council remain residential and nursing care agency provision (including nurses), Qualified Social Workers (QSW) in Adults' Health & Care, and Children's Services, and IT contractors.
14. This represents a significant level of supply from C2H into the County Council in these areas, but unsurprisingly they are also some of the services with the most significant (national) workforce challenges, impacting both our ability to recruit to our permanent workforce, as well as C2H's ability to source sufficient supply to fully meet our level of demand for agency workers.
15. The Joint Accountability Statement provides a basis on which to assess the high-level performance of C2H, through a set of agreed performance measures. These cover a range of quantitative and qualitative themes, including ability to fill roles, hiring manager satisfaction and candidate quality, completion of relevant vetting and other checks prior to commencement (e.g., Right to Work, DBS checks and references), and availability of C2H's systems to the County Council, their supply chain, and candidates.
16. During 2022/23, C2H met all of the agreed performance targets, and the overall volume of roles which have been fulfilled (and the associated expenditure) provides significant assurance of the agency's ability to meet the vast majority of the County Council's temporary workforce demand, albeit it is acknowledged there continue to some roles which are more challenging or

harder to fill (e.g., Care and QSWs).

17. A key priority for C2H remains the ability to build its 'directly sourced' candidate workforce – this essentially means the LLP providing their own candidates to the County Council for available roles, rather than relying on 3<sup>rd</sup> party agencies filling these (through the framework), contributing toward service improvement, quality, and resilience. Steady progress has continued to be made in this space as noted in table 2 below, in particular within directly sourced Qualified Social Worker roles, increasing from 29% as at Q4 last year, to 54% as at the end of Q4 this year.
18. There has also been considerable growth in the level of direct supply from C2H within our Children's residential homes during 2021 and in to 2022/23, contributing to a significant reduction in the County Council's dependence on more costly off-contract agencies for this service.
19. There was a reduction in direct supply for Care roles as at Q4 compared with the position in the previous year, but not to a level which would indicate cause for concern. This reduction is likely to be due to higher levels of demand for agency workers during the last quarter of the year (increasing the requirement for 3<sup>rd</sup> party agency supply), as well as the exclusion of Children's Residential supply (now reported separately), which has a high level of workers directly sourced by C2H.

20. Table 1

Type of supply	Direct Fill as a % total of total supply			
	2020/21 Q4	2021/22 Q4	2022/23 Q4	RAG
Business and Administration	87%	89%	95%	↑
Care (including nurses) <sup>1</sup>	14%	28%	22%	↓
Qualified Social Work (Adults & Children's)	26%	29%	54%	↑
Children's Residential <sup>2</sup>	-	-	84%	↑
Other Professionals (e.g., IT)	75%	74%	89%	↑

### Challenges experienced and Connect2Hampshire's response

21. EHCC will be very aware of the 'national' workforce recruitment and retention challenges that have continued to intensify this year; in particular within Social Care – residential and nursing care and qualified social work – but not exclusively. These challenges play out in terms of how 3<sup>rd</sup> party agencies are either able to, or choose to, supply through the established C2H framework - particularly within some of our harder to recruit roles where we have higher

<sup>1</sup> Prior to 2022/23 'Care' included Children's Residential supply.

<sup>2</sup> Direct supply data for Children's Residential prior to 2022/23 not available.

levels of demand; for example, Children's Qualified Social Work, where the model of supplying 'social work project teams' through alternative arrangements has become more prevalent in the market.

22. The agency worker issues experienced within Children's Qualified Social Work have also been recognised by the Department for Education, who launched a consultation seeking views on proposals to introduce national rules on the use of agency child and family social workers in local authority children's social care. The County Council worked closely with C2H to develop our own response to the consultation, which closed in early May. C2H also submitted their own response. The outcome of the consultation is expected later in the summer.
23. The C2H Executive Board have also taken the opportunity to review the operating model of the agency to ensure that it is best placed to continue to meet the changing requirements of the County Council's in the future, and this has resulted in greater investment in capacity to further enhance the agencies approach to supporting our hiring managers, as well as in skills such as Strategic Resourcing, Planning and Workforce Insight, Performance Improvement and Quality Assurance. This has helped to further develop the maturity of the operating model, and the value this can continue to provide the County Council.

### **Initiatives supported**

24. During the year C2H have supported the County Council with several new initiatives. Whilst the Joint Accountability Statement (effectively our contract of services) is well defined in terms of the services that will be provided, the benefit of working in partnership and being a 50% owner of the LLP is that we can quickly influence and implement a change control to the agreement, enabling C2H to evolve and provide additional services (or to change aspects of the service provided), without the need to complete an additional procurement process. Examples include:
  - **Call2Care** – continuation of promotional campaigns which seek to encourage people to consider a career within the care sector. This initiative is intended to support recruitment across all care providers within Hampshire.
  - **Children's Social Work** – continuing to expand the existing managed service 'agency' offer to support recruitment of Children's Qualified Social Worker's through delivery of an alternative model of 'social work team' supply.
  - **Transition of our current Casuals workforce** – C2H are working closely with the County Council to implement a change in approach to how we recruit our casual workforce, through the provision of a 'bank' workforce.



## **Financial Performance**

### **Final profit share for 2021/22**

25. As noted to EHCC in July 2022, the LLP were estimating a net profit position for 2021/22 of approximately £500,000 (pre any final accounting adjustments).
26. The final position was unchanged, and the accounts were signed off by the appointed External Auditors with an unqualified opinion, following which the County Council received a dividend (profit share) payment of around £250,000 (i.e., 50% of the overall net profit).

### **Estimated Profit share for 2022/23**

27. It is too soon to confirm the year-end position for 2022/23; this will be declared once the accounts have been audited. However, at the time of writing this report the estimated net profit is expected to be in the region of £798,000 for the full year, a potential increase of approximately 60% on the final position for the previous year.
28. This is an exceptional achievement for the LLP, further solidifying financial confidence in the sustainability of the model longer-term.
29. This position is prior to any accounting adjustments or provisions that may need to be made as part of the final accounts prepared, so is subject to change, but subject to these adjustments, this could see the County Council's (50%) profit share being in the region of £399,000 for 2022/23. The final profit share paid to the LLPs shareholders will be subject to approval by LLP Board. Any profit share received will be used to support one-off investment in the County Council's approach to developing our strategic response to the workforce challenges we continue to experience.

### **LLP Business Plan**

30. As noted earlier in the report, C2H's operating model is underpinned by a 3-year business plan (currently 2020 to 2023), which is reviewed each year.
31. The business plan includes further details of the Joint Venture model adopted for the LLP and the basis on which it operates – including the shareholding agreement. It also provides details of the Board Members and their responsibilities, as well as those of the Operational Delivery team, led by the Connect2Hampshire Business Manager.
32. It sets out C2H's aspirational vision as well as its core values:

## Vision

By 2023 C2H will be a trusted workforce solutions provider to both its two contracting authority shareholders and will be providing its services to a number of Hampshire's maintained and non-maintained schools and academies. C2H will tailor solutions to challenges with cost, control, compliance and continuity of supply. Driven by results and directed by our stakeholders needs, C2H will leverage procurement, recruitment and technology for a better customer experience and improved efficiencies.

## Values

By truly understanding candidates and hiring managers, C2H helps people and organisations achieve lasting impact. C2H values aim to reflect this promise and underpin its culture and behaviours.

These values are:



3

33. The Business Plan is refreshed each year to agree any changes to the future strategy and business plan objectives, taking in to account the workforce market at that time, and potential (new) opportunities to further support the County Council, along with (indicative) potential timescales.
34. The core objectives set out in the Business Plan continue to be the primary focus of Executive Board. However, as was the case in 2021/22, in view of the workforce challenges that continue to be experienced (and as part of the recovery strategy following the pandemic), of primary importance to the Executive Board is the ability to maintain and develop the existing services which are crucial to the County Council's ongoing business and service delivery.
35. The business plan will be reviewed again by the Executive Board in the coming months.

### Key priorities for 2023/24

36. As C2H moves toward 2023/24, the Executive Board will continue to focus on several key priorities to support business development and improvement.
37. This includes continuing to further embed the culture of continuous improvement within the C2H team, identifying opportunities and initiatives to support sourcing of candidates for our hard to fill roles, and successfully

<sup>3</sup> Source, Connect2Hampshire Business Plan 2020-23 (revisions incorporated in September 2021)

implementing the new C2H Bank Worker service model.

### **Climate Change**

38. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
39. The decision for this report is essentially to note the performance of Connect2Hampshire during the financial year 2022/23. It does not recommend any changes, and as such does not have any climate change considerations.

### **Conclusions**

40. Despite the continued challenges faced by Connect2Hampshire during 2022/23, C2H has effectively supported the County Council to meet our temporary workforce requirements throughout the year.
41. The LLP is expected to declare a net profit in the region of £798,000 in relation to the 2022/23 financial year. This could see the County Councils (50%) profit share to be in the region of £398,000.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

<b>Hampshire maintains strong and sustainable economic growth and prosperity:</b>	Yes
<b>People in Hampshire live safe, healthy and independent lives:</b>	Yes
<b>People in Hampshire enjoy a rich and diverse environment:</b>	Yes
<b>People in Hampshire enjoy being part of strong, inclusive communities:</b>	Yes

**Other Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Title</u>	<u>Date</u>
Executive Member for Policy and Resources: Creation of a Joint Venture Local Authority Trading Company	17 September 2018
Executive Member for Policy and Resources: Supply of Agency Workers to Hampshire County Council	8 March 2019
EHCC Committee: Joint Venture with Commercial Services Kent Ltd to supply agency workers to Hampshire County Council	13 March 2019
EHCC: Connect2Hampshire – an update on Hampshire temporary staffing agency	7 July 2022
Executive Member for Policy and Resources: Connect2Hampshire – an update on Hampshire’s temporary staffing agency	28 July 2022
<b>Direct links to specific legislation or Government Directives</b>	
<u>Title</u>	<u>Date</u>
N/A	

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

<u>Document</u>	<u>Location</u>
None	

## **EQUALITIES IMPACT ASSESSMENT:**

### **1. Equality Duty**

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

### **2. Equalities Impact Assessment:**

There are no changes proposed in this report. As such a further equalities impact assessment has not been undertaken.