

HAMPSHIRE COUNTY COUNCIL

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

Contact name: Jac Broughton, Director of People and Organisation

Email: 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

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.