

Annex 1

HAMPSHIRE COUNTY COUNCIL

OUR PEOPLE

An Interim Workforce Report – 1 April to 30 September 2020

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1.0 Executive Summary

1.1 This report provides a high-level overview of key workforce data (excluding schools) and the relevant trends to inform the Council's workforce strategies and priorities.

1.2 This six-month report provides data up to and including September 2020, with a comparison of data from March 2020. As in previous annual reports the format of the report starts with an overall summary ahead of the detail. The format of the detailed section of this report follows the 'employee lifecycle' as reflected below:



1.3 The first half of this financial year has been far from normal because of the global Coronavirus pandemic, that said some important things remain constant for us as an organisation:

- We continue to manage services to a high standard with a reduced headcount as compared to 2010.
- We continue to have a high performing workforce evidenced through strong performance management.
- We remain focused on good leadership.

- We continue to have a keen focus on the inclusivity of our organisation, indeed, because of international racial tensions and the discriminative nature of the Coronavirus itself, our focus on inclusion and diversity has intensified.

1.4 The below table shows the make-up of the organisation and the minimal changes that we have experienced in the past 6 months.

A high level review of the changes from April 2020 compared with September 2020

| | April 2020 | September 2020 | | |
|---------------------------|------------|------------------------------|-------|---|
| Headcount | 12,946 | 12,795 | ↓ | |
| Full-time employee | 9,999 | 9,959 | ↓ | |
| Part-time | Male | 729 | 710 | ↓ |
| | Female | 5,999 | 5,832 | ↓ |
| Females (total) | 9,997 | 9,744 | ↓ | |
| Under 25 | 588 | 561 | ↓ | |
| Over 55 | 3,472 | 3,499 | ↑ | |
| Declared ethnicity | 95% | 95% | = | |
| Females in senior roles | 57% | 51% | ↓ | |
| BME in senior roles | 2.73% | 2.3% | ↓ | |
| Gender pay gap | 17.1% | Data published in March 2021 | | |
| Overall external turnover | 15.08% | 13.1% | ↓ | |

2.0 OUR ORGANISATION – An Overview of the last six months

2.1 As already noted, COVID-19 has had a significant impact on the County Council as it will have every organisation across the UK, indeed the globe. As well as providing a general overview of our workforce, this report provides statistical data to show the direct impact COVID-19 has had on our staff over the last six months.

2.2 For furloughed employees, the Government paid 80% of their income up to £2,500 per month; however, the County Council continued to pay the difference between the government contribution and the employees' normal salary; i.e. they continued to receive their normal pay whilst the County Council was able to be re-imbursed for 80% of this. Since the start of the scheme there have been 847 employees placed on furlough across CCBS and Children's Services. In August 383 had returned to work and by the end of September 682 had returned to work with the remaining 165 still on furlough.

- 2.3 Of course, the pandemic has also had a direct impact on the services we deliver for the residents of Hampshire. This report will not seek to cover these organisational impacts in detail, however, to not include reference to these as part of the context of the past 6 months would be remiss. Examples of those impacts include:

Adults' Health and Care

- 2.4 Staff within Adults' Health and Care (AHC) worked from home or virtually where possible, however, in some cases particularly as lockdown was eased there was a need for the return to the workplace. In HCC Care however, there has clearly been no scope to work remotely due to the nature of the role. Other staff moved working location to Nursing and Residential homes when day centres were closed because of COVID-19.
- 2.5 At the outset of the first lockdown AHC developed proportionate, however, effective ways to incentivise staff to ensure there was sufficient capacity/capability. Specifically, the 7-day working required by the newly established Welfare Team, the incentives to try and encourage HCC Care staff do more shifts where possible and the 7-day working in the Reablement team to support hospitals. There has also been significant engagement with the Trade Unions given the very dynamic environment staff have been working within and the natural concerns around issues related to COVID-19 e.g. sickness absence and personal protective equipment.

Children's Services

- 2.6 Staff within Children's Services have also been working from home where possible and the use of virtual and face to face working as transitioned over the 6-month period in accordance with changes to national guidance and restrictions. Some staff, particularly those working in children's residential and as school escorts, have continued to attend the workplace throughout the pandemic. To ensure the resilience of residential provision 3 homes have been temporarily closed and staff have been relocated to consolidate staffing across the remaining homes. These strategies have enabled the department in the main to continue business as usual, albeit working differently.
- 2.7 As noted above the department has been able to access some funding through the furlough scheme in areas where work has diminished as a result of the pandemic. This has focused upon some staff in Hampshire Music Service and others employed to work in areas such as study centres and outdoor education. The pandemic has brought some significant operational challenges including in the provision of home to school transport, support to

schools and early years and school admissions processes. This has required significant agility, creativity, and flexibility from the workforce.

Community, Culture, Business and Services (CCBS)

- 2.8 During the pandemic, staff within CCBS have either worked from home/virtually where possible or from their normal place of work (circa 70%). This has largely been necessitated by the nature of their role and the diverse service provision, a significant proportion of which is front line.
- 2.9 Where appropriate and in direct response to the government restrictions placed on some services, eligible staff were furloughed under the Governments Coronavirus Job Retention Scheme. As restrictions eased enabling services to re-open and schools were opened to all year groups from September 2020, the numbers of staff furloughed reduced significantly with staff returning to either their normal place of work or alternative duties where vacant posts exist. The latter of which was particularly prevalent within the catering profession which is recruitment 'hot spot'. Consequently, HC3S have sought to successfully redeploy and redesignate catering assistants to other catering activities and roles to retain this capacity and mitigate against any potential redundancies.
- 2.10 Significant guidance, infrastructure and leadership support has been put in place to support staff to adapt to new ways of working, whilst supporting their resilience, mental health and wellbeing and seeking to continuously drive high performance.

Corporate Services

- 2.11 Most staff in Corporate Services support our front-line services. From the beginning and continuing through the pandemic, most of our staff have been working from home as opposed to their normal office base. Performance has been consistently high and with the aid of IT, all activities / programmes of work have progressed well. Perhaps unsurprisingly, recruitment and retention challenges have reduced – less staff have been leaving and a higher number of applications have been received for the roles advertised during the last half year, likely due to the wider employment landscape. Increased efforts have been made in the context of leadership and managing performance in a virtual way, a key part of which has been to consider the health and wellbeing of staff and how to continue to get the best from them.

Economy, Transport and Environment (ETE)

- 2.12 It is important to recognise that the majority of frontline services have continued throughout the pandemic with approx. 60% of staff continuing to work from their normal office location given working from these locations remains a critical component of our service delivery. Services have had to adapt to different ways of working in response to restrictions and County Council and Government guidance. Despite this, performance has remained high and critical universal services have continued to be delivered.
- 2.13 The departments Driving Change programme, supported by the senior leadership team, has placed increased efforts on the leadership and management of our people in a virtual way to aid productivity, whilst helping people to maintain their mental wellbeing and a healthy work life balance during a period of unprecedented change.
- 2.14 This has been underpinned by the launch of ETE's Values which are a blueprint for how our people go about their work, how they treat each other, and our stakeholders and partners and how we go about our business. It will form a critical foundation for future recruitment, but also become an integral part of our daily work and feature in valuing performance discussions, service planning, and our work on inclusion and diversity and staff development and wellbeing.
- 2.15 **Trade Unions** are a consistent presence in our organisation, and we have continued to work closely with them throughout the pandemic in the shared best interest of our service users and the staff who provide those services.
- 2.16 **Staff Networks** likewise remain a critical part of our organisation, during the pandemic they have pulled together to support various well-being initiatives as well as directly contributing to various risk assessment activities that have sought to both keep staff safe and ensure continued delivery of key services to the residents of Hampshire.
- 2.17 In the last 6 months we have also seen an increase in the number of Staff Networks with the approval of a fourth network, the 'Carers and working parents' network.

Black Lives Matter

- 2.18 The Black Lives Matter movement has impacted our staff directly and this report will seek to explore some of the ways in which this is materialising.

- 2.19 Equally, the issue of racial inequality will have had a direct impact on our service users and indeed will be influencing the way we think about our services and how they are offered and accessed by the residents of Hampshire. This report will not seek to cover the detailed organisational impact, or the work being undertaken to address this however to not explicitly call out this context for the wider organisation would again be remiss.
- 2.20 Following communications from the Chief Executive to all staff affirming the County Council's support for the principles behind the Black Lives Matter movement, a significant response was received from staff across the County Council, thanking the Chief Executive for his communication, sharing stories and experiences both positive and negative.
- 2.21 This prompted further action which was agreed by the Corporate Management Team in July to "Develop tools to support the organisation to talk openly about protected characteristics". This work is detailed further in the report.
- 2.22 Of specific import is the fact that CMT have commissioned a review of the organisation's Inclusion Strategy, and the associated work programme, policies and processes. This covers not only our staff but also the services we provide and accessibility from a service user perspective.

3.0 OUR PEOPLE – An Overview Summary of the Employee recovery surveys and the overall workforce data

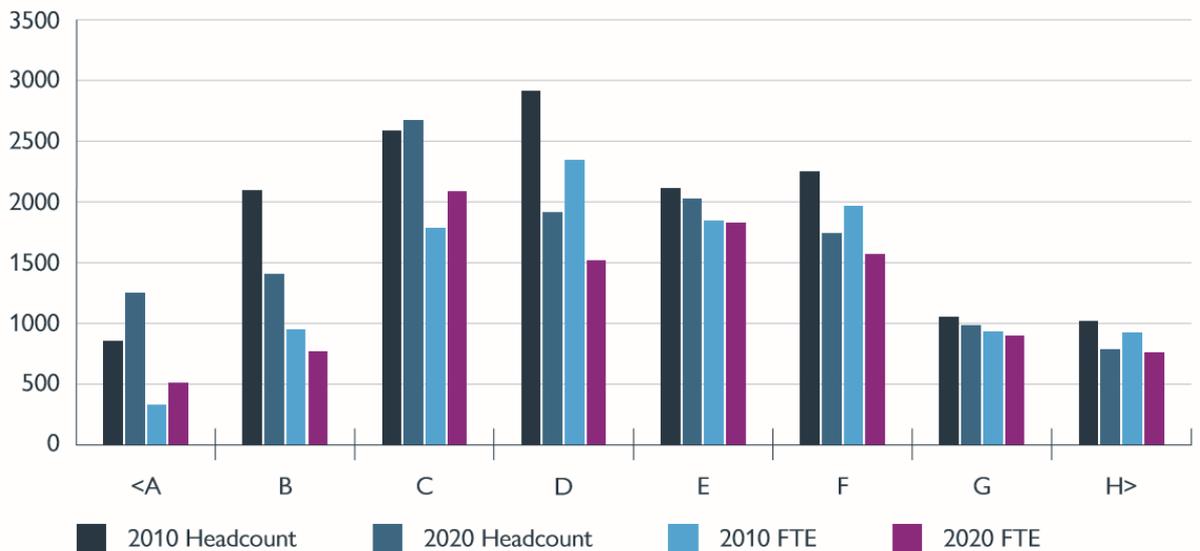
- 3.1 Before we provide an overview of our people from a data perspective, we are able to provide an overview of how many of our people are feeling during the first half of this year through the two 'engagement surveys' we ran in June and October. Although it should be noted that they do not reflect the views of our frontline staff who we engaged with for their views in different ways.
- 3.2 The COVID-19 pandemic has required all County Council colleagues to change ways of working, rise to new challenges, and adapt to a fast moving, unprecedented situation. The June 2020 COVID-19 Recovery Employee Survey was designed to help the County Council to understand the impact of these changes and thereby inform both immediate and longer-term 'recovery' planning, with a particular focus on:
- experiences of a changed working environment and conditions
 - the level and range of concerns about returning to work in a 'usual' workplace setting.
 - how mode of travel may change when colleagues return to work; and

- how the County Council could further support colleagues to work safely and effectively in the coming months.
- 3.3 A follow-up survey was undertaken in October 2020 which aimed to track progress against the same areas, as well as understanding:
- support needed for continuing to work from home
 - views on wearing face coverings at work
 - progress made in distributing equipment to colleagues; and
 - the value colleagues place on measures implemented to make County Council workplaces 'COVID secure'.
- 3.4 Results from the October survey showed that 80% said they had equipment needed to work from home in the longer term, up from 59% in June. 56% reported feeling more effective working from home, up from 38% in June. 60% felt comfortable in a County Council workplace, up from 52% in June.
- 3.5 There was no change in people feeling comfortable about returning to County Council workplace (33% in June and in October) and there was a small increase in people enjoying working from home (65%, up from 62%).
- 3.6 Areas of focus following the results continue around supporting staff with their mental health, which is an ongoing action from the Annual workforce report. In October, 22% of staff experienced low mental health, slightly up from 19% in June.
- 3.7 62% feel they were able to take regular breaks, down from 69% and fewer staff felt they were keeping in touch with colleagues (down from 94% to 89%). Once the results were available, they were acted on by Directors by increased communications emphasising the need to take breaks and keep in touch with colleagues.

Workforce data

- 3.8 The graph and table below show a comparison of our workforce by grade, reflected both in terms of 'Headcount' (each individual person) and full time equivalent (FTE) between 2010 and September 2020.

Workforce headcount and FTE



Workforce headcount and FTE

| Grade | Headcount | | | Full-time employees | | |
|--------------|---------------|---------------|---------------|---------------------|----------------|---------------|
| | 2010 | 2020 | % Change | 2010 | 2020 | % Change |
| Below A | 90 | 4 | -95.6% | 40.3 | 2.9 | -92.8% |
| A | 758 | 1,239 | 63.5% | 285.4 | 507.9 | 78.0% |
| B | 2,095 | 1,405 | -32.9% | 954.5 | 773.7 | -18.9% |
| C | 2,586 | 2,677 | 3.5% | 1,786.4 | 2,092.8 | 17.2% |
| D | 2,915 | 1,924 | -34.0% | 2,346.5 | 1,520.1 | -35.2% |
| E | 2,114 | 2,031 | -3.9% | 1,847.3 | 1,828.6 | -1.0% |
| F | 2,249 | 1,741 | -22.6% | 1,968.8 | 1,568.8 | -20.3% |
| G | 1,052 | 983 | -6.6% | 937.7 | 879.4 | -4.3% |
| H and above | 1,024 | 791 | -22.8% | 924.0 | 766.8 | -17.0% |
| Total | 14,883 | 12,795 | -14.0% | 11,090.9 | 9,959.0 | -10.2% |

Note: the table above includes staff employed on the EHCC grading structure as well as staff (circa 4%) paid on other terms e.g. School Teachers Pay / Soulbury terms and conditions).

3.9 This mid-year report will seek only to call out changes of note or that might seek to provide organisational insight and support decision making in the second half of the year.

3.10 As noted in the annual report, our overall workforce remains below the levels of 2010, and is currently circa 10% lower than 10-years ago. Of note is the continued reduction in H+ grades with a further reduction of circa 10% in the first half of the year.

Diversity

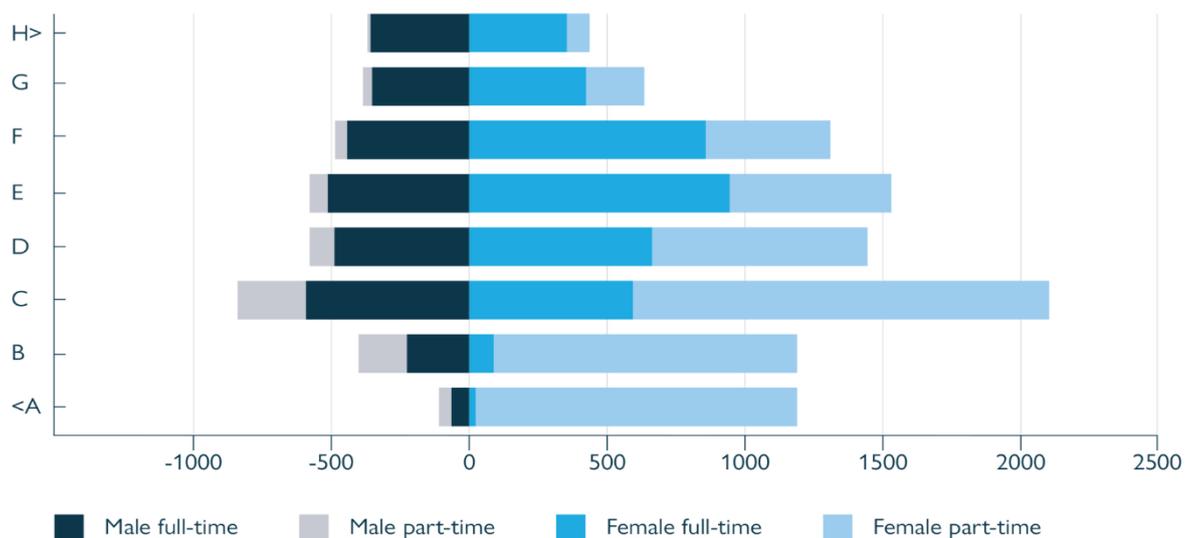
- 3.11 We continue to encourage employees to declare their personal diversity information further communications will be published for us to reduce the gaps in the data, however it remains at their discretion whether they do so. For those not wishing to disclose their data they have an option to record 'prefer not to say' which we encourage them to use to support further confidence in our data.

Gender

- 3.12 The graph below reflects our headcount by gender and full/part time working profile as of September 2020. As previously reported our workforce remains predominantly female with a significant proportion of that workforce also being part-time.

- 3.13 This reaffirms the importance of our pro-active considerations as to how best to attract and retain staff who may require part time or flexible working. Indeed, the past 6 months have shown what it is possible to deliver in more flexible ways, without compromising on performance, and this will continue to be a feature of conversations across the organisation through the remainder of this financial year. A breakdown of the percentages is shown in Appendix 1.

Gender representation across grade, full-time and part-time roles



Ethnicity

- 3.14 We have already touched upon the profound impact that the BLM movement has had on our staff and following communications from the Chief Executive

to all staff, which triggered a significant outpouring of support (along with a small number of challenges), from our staff. Since these responses work has been underway to further educate managers and staff through the Let's talk...Race sessions. In addition, information has been published throughout Black History Month and Directors have met with Black, Asian and Minority Ethnic colleagues to learn more about their experience of working at the County Council so that they could listen and learn from what is being said.

- 3.15 The workforce ethnicity profile is made up of 86.66% staff who classify themselves as White (White British or White Other) and 8.14% classify as being in one of the Black, Asian and Minority Ethnic groups. This continues to represent a small (less than 1%) increase in our Black, Asian and Minority Ethnic workforce from 2019 and March 2020.
- 3.16 The remaining 5.20% of staff have either not updated their personal information or have chosen not to declare their ethnicity. Following communications across the organisation this has further decreased by circa 0.5% since March 2020 – a marginal improvement.
- 3.17 The below table shows the ethnicity of our workforce across grades.

Headcount percentage of ethnicity of the workforce across grades

| | <A | B | C | D | E | F | G | H> | Total |
|------------------|--------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|----------------|
| White | 8.80% | 9.91% | 17.04% | 13.23% | 13.36% | 11.90% | 6.81% | 5.61% | 86.29% |
| BAME | 0.62% | 0.55% | 2.84% | 1.10% | 1.45% | 1.09% | 0.31% | 0.18% | 8.04% |
| No data provided | 0.30% | 0.52% | 1.04% | 0.70% | 1.06% | 0.62% | 0.56% | 0.39% | 5.67% |
| Headcount | 9.71% | 10.98% | 20.92% | 15.04% | 15.87% | 13.61% | 7.68% | 6.18% | 100.00% |

- 3.18 There is no significant change in past 6 months, which is not surprising. As stated in the Annual report our ethnicity representation is above the ethnicity representation in the Hampshire area (excluding Portsmouth and Southampton) which is currently 5% (ONS Census 2011). However, it will be interesting to compare this data with the next Census figures.

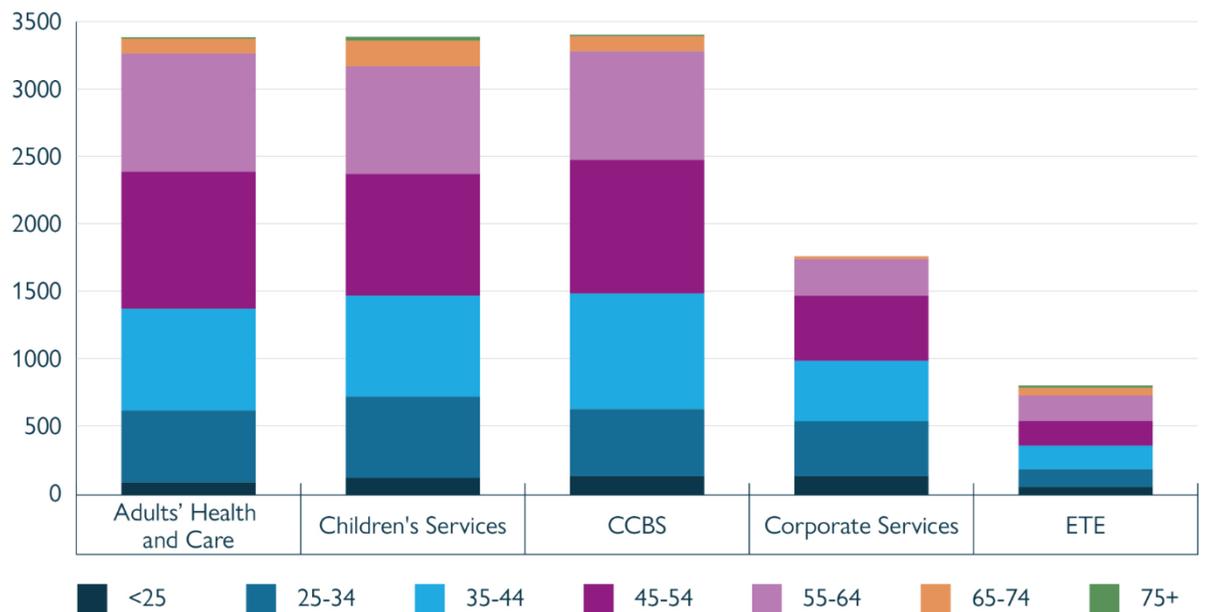
Black, Asian and Minority Ethnic workforce representation trend



Age

3.19 The below graph shows our age profile across the Council.

Age profile across departments

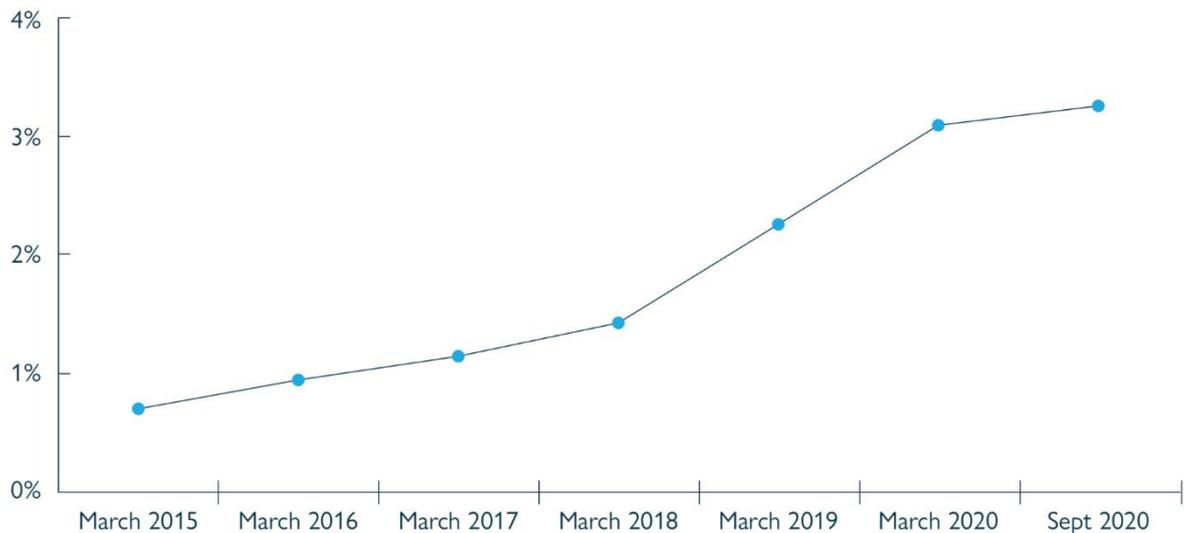


3.20 We reported in our Annual Report an interest in following the age demographics of workforce over time since our workforce tends to be over the age of 35, particularly we noted an interest in the percentage of our Black, Asian and Minority Ethnic workforce under the age of 35 (in that it was lower for this group than any other) and this continues to be a point of interest, although there has been a slight increase in Black, Asian and Minority Ethnic representation in this age bracket in the first half of the year.

Disability

- 3.21 The chart below shows that the level of declared disability has increased since March 2015, with 3.77% (482) of employees now having recorded themselves as having a disability. This represents an increase from March 2020.

Declared disability workforce representation trend



EMPLOYEE LIFE-CYCLE



4.0 **Attract – Being an inclusive employer of choice.**

- 4.1 Between the period April 2020 – September 2020 the Council (excluding schools) advertised circa 627 directly employed roles across all grades. This is a proportionate decrease from 2019/20 where 2,443 roles were advertised across the whole year. The decrease is not surprising in the context of COVID-19, particularly as in paragraph 10.2 it shows that the number of leavers has reduced in this period.
- 4.2 10,527 applications were received, an average of 17 applications per role which is an increase from the average of 10 applications received per role for the whole of 2019/20. Again, this is expected as according to the Office for National Statistics (ONS) the latest UK employment figures on 15 September 2020, revealed a rise in unemployment to a two year high of 4.1% (up from 3.9%).

- 4.3 Further analysis shows that circa 50% of applicants are shortlisted for interview or assessment which is in line with previously reported percentage.

Diversity of our applicants

- 4.4 59.28% of applications were received by female applicants and circa 62.16% of applicants shortlisted or called for assessment were female which is a slight reduction from reported numbers last year, however, still demonstrates that we remain more attractive as an employer in the female labour market.

Number of applications received and shortlisted

| Gender | Application | | Shortlisted | |
|------------------|---------------|----------------|--------------|----------------|
| Male | 6,240 | 59.28% | 3,311 | 62.16% |
| Female | 3,607 | 34.26% | 1,719 | 32.27% |
| No data provided | 680 | 6.46% | 297 | 5.58% |
| Total | 10,527 | 100.00% | 5,327 | 100.00% |

- 4.5 Although slight, it is possible this reduction in female applicants could be attributed to the fact that the ONS report that over half of women have caring responsibilities, and we know that 'caring' has been an even more significant feature of life for many people in the first 6 months of this year.
- 4.6 48.52% of applications were received by applicants aged between 20 – 34 years of age, and predominantly these applications were received across roles graded C to E. This is an increase of 5% from March and again could be linked to the global pandemic since there have been numerous reports about the impact of the virus on this age range and indeed on the sorts of work delivered at grades C-E. This is supported by the Office for National Statistics data that states that roles within hospitality and retail which generally employ younger people have been impacted by the COVID-19 pandemic which has led to large numbers of job losses.
- 4.7 The ethnicity breakdown of applicants shows that 83.24% of applications received were from white applicants and 13% from Black, Asian and Minority Ethnic groups with 3.75% of applicants choosing not to disclose their ethnicity at the application stage of the recruitment. This is broadly in line with the figures reported in the Annual report.
- 4.8 In terms of shortlisting, 84.17% of those shortlisted were white applicants and 12.33% from Black, Asian and Minority Ethnic groups with 3.49% choosing

not to disclose their ethnicity. Again, this is broadly in line with data reported in the annual report.

Number of applications received and shortlisted with ethnicity

| Ethnicity | Application | | Shortlisted | |
|------------------|---------------|----------------|--------------|----------------|
| | Count | Percentage | Count | Percentage |
| BAME | 1,369 | 13.00% | 657 | 12.33% |
| No data provided | 395 | 3.75% | 186 | 3.49% |
| White | 8,763 | 83.24% | 4,484 | 84.17% |
| Total | 10,527 | 100.00% | 5,327 | 100.00% |

- 4.9 Of the total number (10,527) of applications received 5.91% declared a disability. Of those applicants shortlisted (5,327), 7.26% declared a disability. This would imply that during the pandemic we have not been attracting as many applicants with disabilities as we did when compared to last year and that our attraction rates for disabled candidates remains considerably below the known national representation. Again, this is not surprising considering the impact that COVID-19 has had on people with specific conditions that could be classified as disabilities.
- 4.10 Of the 627 advertised roles in April to September 2020, 495 (4.7%) of the applicants were internal, this has reduced from 9% in March suggesting that staff are choosing to remain in their current roles at this current time. Internal applicants also make up 6.6% of those shortlisted.
- 4.11 The roles which have been advertised continue to reflect the full range of services the Council delivers. Departmental workforce data tells us that the profile of recruitment ‘hot spots’ remains the same as in recent years, including, for example, care assistants, nurses, cooks, catering assistants and social workers. Adults’ Health and Care advertised the largest number of roles in the last 6 months, however the restrictions placed on schools to transition to virtual learning, albeit with some specific exceptions defined by government during the first national lock-down, significantly impacted on the demand for catering assistants as fewer children were physically attending school.
- 4.12 In summary, where roles have been advertised the number of applications received has increased, this has particularly been seen in administrative roles. We have also seen that roles which have previously been hard to fill such as Educational Psychologists have been somewhat more easily filled, it is unclear at this stage if this is linked to the pandemic. However, whilst we

have received more applications for some roles our areas of recruitment difficulty in other areas remain consistent.



5.0 **Resource – Facilitate all available talent to apply**

- 5.1 Typical resourcing options available include recruitment of permanent or fixed-term employees, promotion or movement within and across departments, deployment of agency workers, casual workers and external contractors or consultants.
- 5.2 In regard to vacancies advertised by the County Council for permanent and fixed term contracts Nurses are still proving problematic to recruit and this can be attributed to it taking at least 3 years to qualify as a nurse which has created a competitive recruitment market. There are two areas that remain difficult to recruit to from an adult social work perspective, these are qualified social workers for older persons in the North/North east area and the Hospital teams across the County. Experienced children’s social workers also continue to be a challenging area in terms of attraction, with a national shortage in this area. However, recruitment to the Children’s Service Graduate Entry Training Scheme for children’s social workers has continued successfully during the pandemic and overall substantive vacancies for children’s social workers continues to decrease. The introduction of a market supplement for residential care workers at Swanwick Lodge at the start of the year has supported increased attraction to roles in this area, although overall resourcing of children’s residential homes remains a challenge. Administrative roles continue to be easier to resource across the County Council and these positions have become even more attractive to applicants during the pandemic.
- 5.3 Another way in which we resource our workforce is to provide ‘acting up’ roles, secondments, and promotions. During the last 6 months there have been a total of 394 instances of people securing such roles. This figure is expected as over the full year 2019/20 this figure was 703.
- 5.4 During the pandemic Connect 2 Hampshire continues to play a fundamental role in resourcing for the County Council. Particularly an increase in demand has been seen for the roles of qualified social workers and administrative roles during the pandemic. For social work this is linked to an increase in demand upon services as a result of COVID-19.

- 5.5 The demand from people registering with Connect 2 Hampshire has increased too. The quality of applications received has improved, which has been attributed to people being made redundant from their roles and applying for temporary work. The increase in applications has been seen particularly for administrative roles, where there tended to be approximately 10 applications received per advert, this has increased to an average of 40 per role.
- 5.6 Less IT roles have been advertised due to projects being delayed and reprioritised and there has more recently been a reduction in the number of roles in Care being required as turnover has slowed, it is hoped that a reason that retention has improved is following the adoption of values based recruitment particularly for care roles within HCC Care. This could be attributed to a change in the way roles are recruited, with better responses to Care Assist adverts being received.
- 5.7 There is currently a demand for approximately 57 agency Qualified Social Workers, whereas the average demand tends to be approximately 30. These roles take longer to fill due to the national demand for Qualified Social Workers. There are currently 61 Administrative vacancies to fill as opposed to approximately 25. This demand is impacted by COVID-19 as the vacancies are predominantly for the Track and Trace project. Administrative roles are quicker to recruit to as they can be filled directly by Connect 2 Hampshire.
- 5.8 Working from home has been a key challenge for Connect 2 Hampshire initially. However, with the introduction of Microsoft Teams it has made it easier to contact hiring managers, more so than arranging face to face meetings. Challenges faced include managers arranging urgent interviews and responding to feedback requests for unsuccessful candidates.
- 5.9 In preparation for the EU Exit, each department has considered the roles that may be impacted because of a potentially reduced labour pool and any mitigations that could be put in place. In March 2020, the Home Secretary commissioned the Migration Advisory Committee (MAC) to review the occupations it had placed on its Shortage Occupation List. The County Council submitted information to the consultation, following this the MAC recommended that 'senior care workers' were added to the Shortage Occupation List, an addition that the County Council requested through the consultation.
- 5.10 In October 2020, the Government decided not to immediately accept any of the recommendations put forward by the MAC with a view of assessing the impact of the new Points-Based Immigration System and how the UK labour

market develops and recovers following COVID-19. We are disappointed in the Government's decision, particularly since we had firmly advocated the inclusion of the senior care worker to the Shortage Occupation List in our response to the consultation and in light of anticipated future recruitment challenges as a consequence of COVID-19.

- 5.11 Following the rise of unemployment detailed in paragraph 4.2 and a rise in applications received for roles advertised within the County Council the position will be kept under review and this will form part of further work which is ongoing to fully understand the impact that the EU Exit may have on the County Council which is an action from the annual workforce report.



6.0 Onboard – Making sure people are welcomed and inducted.

- 6.1 If anything, since April 2020 onboarding has become an even more critical phase in the employee life cycle since it reflects how an employee is welcomed to the organisation. Clearly in the past we have largely welcomed new employees 'in person'.
- 6.2 In 2019/2020 there were 2,059 new starters, however within the six-month period of April to September 2020 this has reduced to 610 permanent and fixed term employees joining the County Council.
- 6.3 Onboarding through the pandemic has been challenging for new employees and managers. Feedback suggests that Microsoft Teams has been a key element of a successful virtual induction as new employees can visually meet the team and be shown documents and processes.
- 6.4 Work continues on the corporate induction with updated e-learning modules being developed.
- 6.5 A review of the virtual induction has also commenced as part of the People and Organisational Health and Effectiveness Process workstream to consider whether it is fit for purpose in our current virtual ways of working and to determine areas for improvement.



7.0 **Develop – Supporting our people to grow, develop and learn.**

- 7.1 Our investment in the development of our people has remained throughout the challenging first 6 months of this reporting year.
- 7.2 A planned launch later in 2020 of Microsoft Teams was brought forward to enable staff to work more effectively and efficiently remotely during the pandemic and the benefits of this have been seen also in the way we have been able to continue to develop our people, even though we have not been able to facilitate the bringing together of groups of people face to face.
- 7.3 Two specific themes for development for the first 6 months of the year have been Inclusion and Wellbeing.
- 7.4 **Inclusion:** A large focus of this half of the financial year has been on inclusion across the organisation by increasing awareness and understanding of cultural differences and their impact in the workplace.
- 7.5 To coincide with Black History Month the Chief Executive communicated by video message to staff about the County Council's position on racism and how as an organisation we will be taking the opportunity and commitment to take inclusion and diversity forward.
- 7.6 This message was followed by Let's talk...Race sessions which were delivered in October with a view of this being extended to other protected characteristics in due course. Feedback received indicates that those attended felt inspired by the speakers and there was a consistent view that those who attended wanted to be ambassadors of change in their Departments.
- 7.7 **Wellbeing:** An important focus has understandably been on wellbeing and supporting staff with new ways of working and providing them with information. Therefore, there is a continued approach of promoting the information available. In addition to this, further research is taking place into best practices around digital wellbeing and virtual working and engagement

with staff and staff networks on experiences of 'isolation' to better understand issues.

- 7.8 A Wellbeing site of pooled resources to make information more accessible was created because of the first lockdown, with the aim to support staff and their families through the COVID-19 pandemic. This has involved the collating of wellbeing related information from departments in collaboration with Public Health England and Occupational Health and Wellbeing. Further engagement with staff has taken place through Yam Jams to include areas such as Sleep, Stress, Wellbeing, Resilience etc. In addition, Health Assured wellbeing speaker sessions took place to raise awareness of the ongoing benefits of the Employee Assistance Programme and the new app launched.
- 7.9 Work Force Development has developed two new initiatives for virtual delivery to Managing Remote Teams and Organisational Resilience. Managing Remote Teams will commence in December and will be programmed to run throughout 2021.
- 7.10 To provide further key information a set of employee and manager guides that provide focussed detail on support offered by assured organisations outside of the County Council have been designed with telephone numbers and web addresses. This will enable those employees without IT access to also be able to access the information. Appendix 2 shows page 1 of the support guidance for both staff and managers.
- 7.11 The Leadership Development Programmes Firefly and the Transformative Leadership Programmes paused through lockdown and recommenced virtually in August. Recruitment of the next Transformative Leadership Programme cohorts will commence shortly, and this will be reported further in the annual workforce report.
- 7.12 The Hampshire Leaders Network has continued to meet virtually during the past six months with sessions focusing on strategic performance, inclusive leadership and Let's talk...Race. This also includes senior management briefings, virtual breakfasts with the Chief Exec and joint CMT/DMT meetings.
- 7.13 Apprenticeships are a key part of our development toolkit and there have been 40 new apprenticeship starts between April and September 2020. The majority of those starts have been in the month of September. By the middle of December, we project these figures to rise to 100 starts, which will be 55% less than in the same period in 2019. COVID-19 has prevented the usual

apprenticeship programme development and promotional activity, especially in the early part of the financial year, which has impacted new starts.

- 7.14 The good news is, despite COVID-19, most County Council apprentices on a programme have remained on a programme, which is testament to the apprentices, managers and teams supporting them, and the training providers who have adapted provision swiftly in response to COVID-19 measures.
- 7.15 Over the summer the apprenticeship team announced, the County Council had started its 1000th apprentice on a levy funded apprenticeship programme. All involved are absolutely delighted in achieving this milestone and are currently working on a 'good news story' that will be publicised internally and externally, demonstrating the County Council's investment and commitment in its employees.



8.0 Reward and Recognise – Ensuring the efforts of our people are recognised.

- 8.1 This message feels even more important than when written in March. Never has the importance of saying 'thank you' been felt more profoundly across the County Council than in this exceptional year we are having. There continue to be countless stories of performance through adversity, support for service users and each other and people generally 'going the extra mile'. These cannot be captured numerically but are no less rich in their organisational value.
- 8.2 Reward for exceptional performance is typically through a Special Recognition Payment (SRP). Data for the full financial year of 2020/21 will be shown in the annual workforce report published next year as in previous years.
- 8.3 During the first half of this year SRPs were awarded to staff mainly within Adults' Health and Care (1382 staff) and they were largely used as means of recognising the extra demands being placed on staff, i.e to cover absences and additional duties, during the period of COVID-19 response as opposed to our more traditional use of SRPs which tends to reward staff post event/delivery. A small number (92) of staff in other departments also received SRPs during this period for significant performance though not specifically linked directly to COVID-19. The total number of staff receiving an SRP this year has significantly increased to 1,474 compared with 398 for the

same period last year which is largely as a result of the use of SRPs in Adults' as described above.

- 8.4 The Gender Pay Gap figures for the County Council will be published on 30 March 2021 in line with the statutory requirements.
- 8.5 The September figures continue to show that most of our highest earners (top 5%) are white with Black, Asian and Minority Ethnic representation in this group below the profile of our representative area. Priorities within this space will be determined as part of the Inclusion Strategy which is currently being developed.
- 8.6 Our data tells us that of our top 5% of earners, those with disabilities are representative of our wider workforce profile and again this has not changed since March 2020.



9.0 Progress and Perform – Having regular robust conversations about performance to support growth and meet the needs of the business.

- 9.1 As in the previous section, the first and most important thing to say here is that throughout this difficult year people have continued to demonstrate high levels of commitment to the work of the council and to performance in their roles. The efforts and achievements of our staff group cannot be underestimated.
- 9.2 In April it was recognised that Departments with critical roles would need support through the pandemic. This was with additional pressures on their services where employees could not attend work due to reasons such as self-isolating, taking care of dependants or were unwell themselves. The Temporary Re-Designation Scheme was set up with many staff offering their help. Staff from across departments supported Adults' Health and Care through the first lockdown.
- 9.3 It was recognised through the pandemic that it was necessary to support staff in the workplace through a range of measures which were put in place. We have long managed performance against the delivery of outcomes and/or the

achievement of key objectives rather than by attendance in the office and the pandemic has reinforced that, with managers continuing to measure performance against what is being delivered by their teams. We have provided toolkits and guidance to managers to help them shift their style and approach to support them as they have got used to new ways of working.

- 9.4 A COVID-19 Self-assessment toolkit was launched in July to provide employees and managers with information and tools to help them assess their risk of poorer outcomes of COVID-19. Through engagement with the BME Network a self-assessment was launched for Black, Asian and Minority Ethnic colleagues alongside a self-assessment for other staff who felt particularly vulnerable for reasons, such as their age or an underlying health condition.
- 9.5 Managers tackle poor performance and misconduct issues in accordance with the Council's disciplinary policies. During Q1 and Q2 20/21 there were 16 new performance cases which is 0.13% of the total workforce and 33 new conduct cases (0.26%) across Council departments. Compared to the same period last year we have seen a decrease in performance and misconduct cases and whilst the specific rationale for this is unknown, this may be linked to new working arrangements and increased volumes of work for managers during the pandemic. In Q1 and Q2 2019/20 there were 26 new performance cases and 71 new misconduct cases.
- 9.6 In a high performing organisation such as ours we would not expect to see high numbers of formal performance management cases and of course our policies support the informal resolution of issues, including performance, where it is possible to do so.
- 9.7 Members of staff who are being managed because of poor performance will have their incremental progression withheld however numbers are not yet known.
- 9.8 During the first period of lockdown, we paused all casework. Management with advice from HR continued to log and determine appropriate action when new HR casework arose and undertake those aspects of casework that did not require face to face meetings or hearings.
- 9.9 At the point casework restarted there were 56 cases that were either completely paused or where preparatory work (e.g. to Quality Assure an Investigation report) was being undertaken.

- 9.10 Casework recommenced on 29th June and since then we have been progressing previously paused cases through face to face and/or virtual means as necessary and appropriate. The majority of cases that were paused due to lockdown have now reached a conclusion. Those that have not are being closely monitored and there is a clear strategy for progressing them through to resolution.
- 9.11 Of all performance cases resolved within Q1 and Q2 20/21 58% of these cases resulted in informal action. There were no dismissals due to performance during Q1 and Q2 20/21 although 2 employees left by way of a mutual / settlement agreement. This compares similarly to the same period last year.

Performance cases by resolution category

| Resolution category | Number | Percentage |
|-------------------------|-----------|----------------|
| Informal advice given | 6 | 50% |
| Mutual agreement | 2 | 16.67% |
| Resignation | 2 | 16.67% |
| Informal stage complete | 1 | 8.33% |
| No further action | 1 | 8.33% |
| Total | 12 | 100.00% |

- 9.12 Of the 43 resolved misconduct cases the majority (37%) were due to behavioural issues. The following table provides the detail of the reason categories for all the misconduct cases. 2 misconduct cases related to individuals wearing PPE, one was resolved by way of a formal warning and one is still ongoing. This is a slight decrease from 39% compared to the same period last year.

Reason for misconduct

| Reason for misconduct | Number | Percentage |
|---|-----------|----------------|
| Behavioural | 16 | 37% |
| Failure to follow policy or procedure | 7 | 16% |
| Criminal allegation | 5 | 12% |
| Other | 5 | 12% |
| Failure to follow instruction | 3 | 7% |
| Failure to follow prof codes of conduct | 3 | 7% |
| Financial abuse | 2 | 5% |
| Breach of data protection | 1 | 2% |
| Inappropriate boundaries/relationship | 1 | 2% |
| Total | 38 | 100.00% |

- 9.13 40% of resolved formal conduct cases resulted in informal action. There were 3 dismissals due to misconduct during Q1 and Q2 20/21 and an additional 5 cases were resolved by way of a mutual/settlement agreement or they resigned mid-way during the process.

Misconduct cases by resolution category

| Resolution category | Number | Percentage |
|--------------------------|-----------|----------------|
| Informal stage completed | 12 | 27.91% |
| No further action | 12 | 27.91% |
| Informal advice given | 5 | 11.63% |
| Resignation | 3 | 6.98% |
| Dismissal – notice | 2 | 4.65% |
| Formal warning – final | 2 | 4.65% |
| Formal warning – written | 2 | 4.65% |
| Mutual agreement | 2 | 4.65% |
| Other | 2 | 4.65% |
| Dismissal – summary | 1 | 2.33% |
| Total | 43 | 100.00% |

- 9.14 In respect of tackling absence and attendance issues, managers work in accordance with the Council’s disciplinary policies. During Q1 and Q2 20/21 there were 75 new attendance cases across Council Departments.
- 9.15 Absence and attendance cases have been a mix of long term (73.3%), short term (17.3%) as well as health cases where the employee is not absent from work (9.3%), but where action and / or adjustments are required in order to sustain their attendance.
- 9.16 Of all absence cases which concluded within Q1 and Q2 20/21, 27 cases (36%) resulted in the employee terminating their employment with the Council. This includes 20 who left by way of a mutual / settlement agreement and 7 resignations as employees made the decision to leave the Council rather than undergo the full formal attendance management process. In the main this compares similarly to the same period last year.

Attendance cases by resolution category

| Resolution category | Number | Percentage |
|--------------------------|-----------|----------------|
| Mutual agreement | 19 | 25.68% |
| Informal advice given | 16 | 21.62% |
| Return to work | 16 | 21.62% |
| Resignation | 7 | 9.46% |
| No further action | 5 | 6.76% |
| Formal warning – written | 4 | 5.41% |
| Formal warning – final | 2 | 2.70% |
| Informal stage completed | 2 | 2.70% |
| Appeal – not upheld | 1 | 1.35% |
| Settlement agreement | 1 | 1.35% |
| Other | 1 | 1.35% |
| Total | 74 | 100.00% |

- 9.17 Within this report it is important to recognise the impact of COVID-19 on attendance within the County Council, this is demonstrated in the tables in Appendix 3. Attendance is broken down into percentages of all sickness absence, COVID-19 related sickness absence and absence due to self-isolating. The data shows the highest sickness absence recorded for these absences was in April.
- 9.18 Over the last six months a higher level of absence was attributed to ‘Isolating – non-working’ for female employees, showing that they were absent for a higher percentage than male colleagues (Appendix 4). However, this higher level of absence will predominantly be due to the following:
- they were clinically extremely vulnerable and could not attend the workplace.
 - a higher number of female employees working in roles where it was not possible to work from home.
 - they were self-isolating because they or a family member were symptomatic.
 - caring responsibilities: whilst this has not specifically surfaced as a cause for concern through our staff surveys, we know that ONS figures documented in paragraph 4.5 report that over half of women have caring responsibilities, and we know that ‘caring’ has been an even more significant feature of life for many people in the first 6 months of this year.
- 9.19 Wherever possible staff who were self-isolating would work from home. However, not all roles could be carried out from home and or the member of

staff did not have (particularly prior to the IT rollout) the necessary IT kit to be able to do so.

- 9.20 During Q1 and Q2 20/21 there were 19 new 'resolving workplace issue' cases across Council departments one of which related to the employer's duty of care for an individual during the pandemic. No matter how successful the organisation there are issues that prompt an employee to submit a 'grievance' through the Council's Resolving Workplace Issues policy.
- 9.21 Of the 'resolving workplace issue' cases the majority (9) were in Children's Services and Adults' Health and Care; and of these the highest category related to bullying or discrimination.
- 9.22 Of those cases that were resolved within Q1 and Q2 20/21, the majority 7 (35%) resulted in informal advice or resolution.
- 9.23 Work in the space of 'conflict resolution' is underway in order to build confidence in how to raise and resolve issues in a way that is 'healthy' and reaches positive conclusions for both parties as opposed to a traditional approach where typically one party continues to feel aggrieved. Conflict resolution remains important to the County Council, however, due to immediate priorities of a second lockdown the work is being reviewed in line with the Inclusion Strategy and more widely with our service provision.



10.0 Retain and Exit – Encouraging our people to stay and learning from those who leave.

- 10.1 Retaining good employees is critical to the continued high performance of the Council overall.
- 10.2 Since the beginning of the financial year there have been 623 leavers which is a decrease in number of leavers given 2,027 left during the full year of 2019/2020. The reasons for leaving are shown in the table below. Of these leavers, 8.35% (52) were from Black, Asian and Minority Ethnic employees and 3.53% (22) had declared a disability which is broadly comparable to our workforce data overall.

Leaver reasons across departments

| | Adults' Health and Care | Children's Services | CCBS | Corporate Services | ETE | All departments |
|---------------------------------|-------------------------|---------------------|------------|--------------------|-----------|-----------------|
| Leaving reason | | | | | | |
| Dismissal | 11 | 7 | 16 | 2 | 1 | 37 |
| Other | 58 | 85 | 90 | 18 | 9 | 272 |
| Redundancy | 21 | 2 | 1 | 6 | 0 | 30 |
| Resign – Alternative Employment | 55 | 52 | 45 | 29 | 5 | 186 |
| Resign – Alternative LG Org | 8 | 7 | 2 | 1 | 1 | 19 |
| Resign – Dissatisfaction | 8 | 10 | 2 | 0 | 0 | 20 |
| Retirement | 15 | 19 | 19 | 3 | 4 | 60 |
| Total | 178 | 190 | 175 | 60 | 20 | 623 |

- 10.3 Of the total 623 leavers since April, the largest proportion (272) left for 'other' reasons, these include to take career breaks, family commitments, education and health.
- 10.4 134 employees (21.5%) left within 12 months of joining which is a similar percentage to those leaving in the first 12 months of employment last year (24%). The reasons provided for leaving within the first 12 months include 49 leaving to go roles in other organisations; 62 recording a range of reasons such as due to health, returning to full time education, taking a career break, moving away, or simply did not give a reason and 5 recorded a reason of dissatisfaction.
- 10.5 One of the actions from the 2019/20 annual workforce report was to explore how to best capture information from those leaving the County Council. SAP development is underway to create a notification to managers and staff once the leaver action has been completed by the manager via the manager's portal. This notification will direct leavers and managers to information on the leaver process. An electronic leaver questionnaire and a leaver checklist were published in November and are available to staff across the County Council. Reporting of the data collected from the leaver questionnaire against the workforce profile will be at six monthly intervals which will be included in the Annual Workforce Report and interim reports next year.
- 10.6 All resigning employees are encouraged to have a leaver interview unless they choose to opt out. Departments will be able to respond to and action any outcomes from these meetings.

11.0 CONCLUSIONS

11.1 The Council continues to monitor and review all aspects of the workforce to ensure there are effective strategies and measures in place to meet the needs of its business. Most of the staff data has not changed considerably in the last 6 months. However, the main changes have been the number of applications received for roles advertised which has increased from an average of 10 applications per role to an average of 16 per role, which may be contributed to higher levels of unemployment. In addition, the reduction in staff leaving the County Council which is expected given the impact of the pandemic.

12.0 NEXT STEPS

12.1 We continue to progress the 'next steps' agreed in the Annual Workforce Report as follows:

12.2 *COVID-19 Actions:*

- *Support the physical and mental-health and well-being of our workforce, including a thorough review of the mental health provisions available to our front-line workforce. This work is ongoing, and paragraphs 7.7 onwards detail the progress.*
- *Understanding the diversity of our 'front-line' services to monitor attraction and retention more closely over the coming months. As part of the development of the Inclusion Strategy an understanding the key issues that are faced by 'front-line' services particularly where this relates to protected characteristics.*
- *Review how induction is delivered across the organisation with a view to ensure that it remain COVID-19 secure without detriment to the organisation or our new employees. Work has commenced to review the virtual induction.*
- *Review our Leadership and Management offer, both in terms of content and in terms of methods of delivery. Considerable amount of work has taken place to convert materials and sessions to be held virtually, progress is documented in paragraph 7.9.*

12.3 Delivery of the Inclusion, Diversity and Wellbeing Corporate Work Programme throughout 2020/21; prioritising:

- The development of ‘conflict resolution’ with a view to implementing in the Council. This action remains important to us, however, as confirmed in paragraph 9.23 there are links and themes to conflict resolution within the recovery work that is ongoing. Due to further work required from the second lockdown there are more immediate priorities at this stage and so limited progress has been made. As part of the Inclusion strategy, we will be able to identify links to managing workplace conflict within the strategy, internally for staff and for the County Council’s wider service provision which will feed into the review of managing conflict.
- Encouraging all employees to share personal information about their ethnicity, age, disability, race, sexual orientation. As documented in paragraph 3.11, further communications will be published to staff to encourage them to update their personal data on SAP.
- The development of ‘flexible working’ options for employees across the Council in accordance with business needs. To support business continuity, the roll out of IT equipment has been paramount in providing flexibility to employees across the organisation particularly with Microsoft Teams as detailed in paragraph 7.2.
- Consideration of attraction and resourcing approaches for the local labour market with disabilities and for those under the age of 25 – pursuing actions as agreed by the Inclusion and Diversity Steering Group. These actions will remain under review in conjunction with the development of the Inclusion Strategy and until such time as we are able to determine what our workplace will look like in order to consider attraction and resourcing approaches across all of the protected characteristics.

12.4 Delivery of the Wellbeing Action Plan throughout 2020/21; for example:

- Seek to better understand the impact of poor mental health on our workforce and necessary interventions that may support improved health – on-going. Engagement activities and research into wellbeing carried out in 2020 so far is referenced in Section 7 paragraphs 7.7 onwards.
- Actively explore further ways in which to reduce sickness absence across the Council. Clearly in this exceptional year little progress is likely however we continue to support engagement and well-being activities as referenced in paragraph 7.7.

12.5 Development and Implementation of an HR Data strategy during 2020/21, including references to:

- Improved options for gathering diversity data in relation to Leadership and Management development, turnover and Employee Relations casework including Misconduct and implementing changes as necessary. Work has continued with gathering diversity data across Leadership and Management development and this will be reported further in the 2020/2021 annual workforce report due to timings of programmes. As part of the work to create a leaver questionnaire detailed in paragraph 10.5 diversity data captured will also be reported to assess the turnover of our staff with an inclusive lens. Further consideration is ongoing to explore options to report data from the casework database.
- Developing options to enable the capture of feedback from new starters and leavers to inform strategies across the whole of the employee life cycle. With the corporate induction being updated a survey will be introduced following the induction review and progress of this work will be captured in the annual workforce report 2020/21.

12.6 Ongoing consideration of the impact of the new EU immigration on attraction and resourcing. This continues to be monitored and further information has been provided in paragraph 5.9 in relation to the MAC findings.

13.0 APPENDICES

Appendix 1

Gender workforce headcount and FTE

| Grade | Male | | | Female | | | Overall total |
|--------------|--------------|------------|--------------|--------------|--------------|--------------|---------------|
| | Male FT | Male PT | Total male | Female FT | Female PT | Total female | |
| Below A | 20 | 45 | 65 | 23 | 1,155 | 1,178 | 1,243 |
| B | 52 | 175 | 227 | 88 | 1,090 | 1,178 | 1,405 |
| C | 346 | 248 | 594 | 588 | 1,495 | 2,083 | 2,677 |
| D | 403 | 90 | 493 | 657 | 774 | 1,431 | 1,924 |
| E | 449 | 66 | 515 | 936 | 580 | 1,516 | 2,031 |
| F | 401 | 43 | 444 | 849 | 448 | 1,297 | 1,741 |
| G | 322 | 32 | 354 | 420 | 209 | 629 | 983 |
| H and above | 348 | 11 | 359 | 351 | 81 | 432 | 791 |
| Total | 2,341 | 710 | 3,051 | 3,912 | 5,832 | 9,744 | 12,795 |

Appendix 2

Page 1 of support guidance for staff and managers shown below:

Mental Health and Wellbeing Support Guide for Staff



What's in this guide and who is it for?

This guide provides an overview of the health and wellbeing support available to you as an employee of Hampshire County Council along with further information on where to find specific support and urgent care if needed.

Information and support available from Hampshire County Council to all staff

Having good mental health and wellbeing helps us relax more, achieve more, and enjoy our lives more.

-  Our partners **Health Assured** have created a free app for smartphones. 'My Healthy Advantage' provides access to wellbeing tools and confidential in the moment counselling support by phone, call-back request, email or live chat. Download the app 'My Healthy Advantage' from the Google Play Store or Apple AppStore. Register using the employer ID code: MHA000090
-  Our staff **mental health and wellbeing resources** have been aligned to the Five Ways to Wellbeing themes and contains a range of helpful tips and resources and links to internal and external support resources.
-  For advice on medical conditions and adjustments in the workplace for managers and individuals the **Occupational Health** duty line **023 8062 6600** is available from 8am to 4pm weekdays.
-  The **Employee Support Line** is a free phonenumber giving you 24/7 365 day, in the moment, confidential support from qualified counsellors and legal advisors with any issue you may be struggling with, including financial difficulties. Also, request a call back from a nurse for medical advice. Call freephone **0800 028 0199** or email: support@healthassured.co.uk A live chat option is also available via the 'My Healthy Advantage' app. This service can also be accessed by partners and children (aged 16 – 24) living in the same household.
-  Visit the **Learning Zone** for a range of mental health and wellbeing training courses available for staff, from improving resilience and wellbeing to specific departmental courses aimed at particular roles. You can also visit the **corporate mental health and wellbeing website** for additional external courses.

 Hampshire County Council hants.gov.uk

Mental Health and Wellbeing Support Guide for Managers



What's in this guide and who is it for?

This guide is for managers and provides an overview of the health and wellbeing support available internally to staff, along with further information on where to signpost to specialist external support and urgent care if needed. An all staff version of this Mental Health and Wellbeing Support Guide is available to share with staff.

Information and support available from Hampshire County Council to all staff

Having good mental health and wellbeing helps us relax more, achieve more, and enjoy our lives more. The following support is available to all staff working for Hampshire County Council.

-  Our staff **mental health and wellbeing resources** have been aligned to the Five Ways to Wellbeing themes and contain a range of helpful tips and resources. This includes a **page for managers**, as well as links to **internal** and external sources of support.
-  Our partners **Health Assured** have created a new app for smartphones. 'My Healthy Advantage' provides free easy, inclusive access to wellbeing tools and confidential counselling support by phone, call-back request, email or live chat. Download the app 'My Healthy Advantage' now from the Google Play Store or Apple AppStore. Register using the employer ID code: MHA000090
-  The **Employee Support Line** is a free phonenumber giving you 24/7 365 day, in-the-moment, confidential support from qualified counsellors and legal advisors with any issues you may be struggling with, including financial difficulties. You can also request a callback from a nurse for medical advice. Call freephone **0800 028 0199** or email support@healthassured.co.uk. A live chat option is also available via the 'My Healthy Advantage' app. This service can also be accessed by partners and children (aged 16-24) living in the same household.
-  For advice on medical conditions and adjustments in the workplace for managers and individuals the **Occupational Health** duty line **023 8062 6600** is available from 8am to 4pm weekdays.

 Hampshire County Council hants.gov.uk

Appendix 3

Overall hours lost

Absence type: all sickness absence

Indicative % hours lost of available FTE hours

| Department | April 2020 | May 2020 | June 2020 | July 2020 | Aug 2020 | Sept 2020 |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Adults' Health and Care | 8.88% | 6.48% | 5.17% | 4.18% | 3.78% | 3.22% |
| Children's Services | 2.15% | 1.65% | 1.94% | 1.78% | 1.92% | 2.09% |
| CCBS | 2.04% | 1.39% | 1.86% | 2.08% | 1.97% | 3.46% |
| Corporate Services | 1.90% | 1.56% | 1.90% | 1.41% | 1.39% | 1.38% |
| ETE | 1.38% | 1.04% | 1.53% | 1.19% | 1.09% | 1.75% |
| Total | 3.97% | 2.93% | 2.82% | 2.45% | 2.31% | 2.60% |

Sickness reason: COVID-19

Indicative % hours lost of available FTE hours

| Department | April 2020 | May 2020 | June 2020 | July 2020 | Aug 2020 | Sept 2020 |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Adults' Health and Care | 4.86% | 2.71% | 1.33% | 0.90% | 0.50% | 0.37% |
| Children's Services | 0.64% | 0.20% | 0.14% | 0.10% | 0.10% | 0.12% |
| CCBS | 0.80% | 0.42% | 0.39% | 0.40% | 0.12% | 0.34% |
| Corporate Services | 0.61% | 0.22% | 0.15% | 0.13% | 0.00% | 0.04% |
| ETE | 0.42% | 0.30% | 0.31% | 0.14% | 0.11% | 0.14% |
| Total | 1.87% | 0.98% | 0.55% | 0.41% | 0.20% | 0.23% |

Absence type: isolation-nonworking

Indicative % hours lost of available FTE hours

| Department | April 2020 | May 2020 | June 2020 | July 2020 | Aug 2020 | Sept 2020 |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Adults' Health and Care | 1.45% | 1.01% | 0.91% | 0.55% | 0.12% | 0.11% |
| Children's Services | 2.10% | 2.35% | 2.42% | 1.46% | 0.22% | 0.10% |
| CCBS | 4.09% | 2.06% | 1.44% | 0.61% | 0.51% | 0.56% |
| Corporate Services | 0.60% | 0.42% | 0.25% | 0.21% | 0.15% | 0.08% |
| ETE | 6.29% | 5.63% | 3.93% | 1.52% | 0.05% | 0.37% |
| Total | 2.42% | 1.81% | 1.53% | 0.82% | 0.24% | 0.22% |

Appendix 4

Overall hours lost by gender

Absence type: all sickness absence

Indicative % hours lost of available FTE hours

| Department | April 2020 | | May 2020 | | June 2020 | | July 2020 | | Aug 2020 | | Sept 2020 | |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Male | Female |
| Adults' Health and Care | 8.71% | 8.93% | 5.97% | 6.64% | 4.66% | 5.33% | 3.92% | 4.26% | 2.85% | 4.08% | 2.61% | 3.41% |
| Children's Services | 1.59% | 2.27% | 1.38% | 1.71% | 1.69% | 2.00% | 1.72% | 1.79% | 1.52% | 2.00% | 1.30% | 2.26% |
| CCBS | 1.88% | 2.10% | 1.23% | 1.45% | 1.33% | 2.07% | 1.58% | 2.28% | 1.18% | 2.29% | 1.80% | 4.14% |
| Corporate Services | 1.67% | 2.06% | 1.52% | 1.58% | 1.86% | 1.93% | 1.28% | 1.49% | 1.15% | 1.56% | 1.06% | 1.59% |
| ETE | 0.67% | 2.50% | 0.49% | 1.90% | 0.56% | 3.06% | 0.24% | 2.67% | 0.80% | 1.54% | 1.30% | 2.45% |
| Total | 3.29% | 4.23% | 2.37% | 3.14% | 2.21% | 3.05% | 1.93% | 2.65% | 1.57% | 2.60% | 1.68% | 2.95% |

Sickness reason: COVID-19

Indicative % hours lost of available FTE hours

| Department | April 2020 | | May 2020 | | June 2020 | | July 2020 | | Aug 2020 | | Sept 2020 | |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Male | Female |
| Adults' Health and Care | 5.10% | 4.79% | 2.92% | 2.64% | 1.75% | 1.19% | 1.16% | 0.82% | 0.76% | 0.42% | 0.51% | 0.33% |
| Children's Services | 0.85% | 0.60% | 0.33% | 0.17% | 0.31% | 0.11% | 0.33% | 0.05% | 0.20% | 0.07% | 0.18% | 0.11% |
| CCBS | 0.96% | 0.73% | 0.40% | 0.42% | 0.42% | 0.38% | 0.44% | 0.39% | 0.12% | 0.12% | 0.13% | 0.43% |
| Corporate Services | 0.35% | 0.79% | 0.07% | 0.32% | 0.12% | 0.16% | 0.19% | 0.08% | 0.00% | 0.00% | 0.09% | 0.01% |
| ETE | 0.46% | 0.35% | 0.32% | 0.26% | 0.22% | 0.45% | 0.02% | 0.31% | 0.00% | 0.27% | 0.00% | 0.35% |
| Total | 1.75% | 1.92% | 0.92% | 1.00% | 0.63% | 0.52% | 0.49% | 0.38% | 0.24% | 0.18% | 0.20% | 0.24% |

Absence type: isolation-nonworking

Indicative % hours lost of available FTE hours

| Department | April 2020 | | May 2020 | | June 2020 | | July 2020 | | Aug 2020 | | Sept 2020 | |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Male | Female |
| Adults' Health and Care | 1.66% | 1.38% | 1.10% | 0.98% | 1.05% | 0.86% | 0.60% | 0.54% | 0.13% | 0.12% | 0.08% | 0.12% |
| Children's Services | 1.43% | 2.25% | 1.53% | 2.53% | 1.81% | 2.55% | 1.13% | 1.53% | 0.31% | 0.20% | 0.03% | 0.11% |
| CCBS | 1.61% | 5.09% | 1.33% | 2.35% | 1.03% | 1.61% | 0.61% | 0.61% | 0.51% | 0.51% | 0.43% | 0.61% |
| Corporate Services | 0.34% | 0.77% | 0.19% | 0.57% | 0.14% | 0.32% | 0.12% | 0.27% | 0.57% | 0.52% | 0.00% | 0.13% |
| ETE | 3.82% | 10.14% | 3.40% | 9.12% | 2.42% | 6.28% | 1.16% | 2.07% | 0.08% | 0.00% | 0.21% | 0.62% |
| Total | 1.62% | 2.73% | 1.35% | 1.99% | 1.17% | 1.67% | 0.67% | 0.88% | 0.34% | 0.25% | 0.16% | 0.25% |