

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Employment in Hampshire County Council
Date:	7 July 2022
Title:	Hampshire County Council - Annual Workforce Report 2021 - 2022
Report from:	Director of Human Resources, Organisation Development, Communications and Engagement

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Purpose of this report

1. This report introduces the Annual Workforce Report for 2021/22 for discussion at the Employment in Hampshire County Council committee (EHCC).

Recommendation(s)

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 2021/22 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.

Executive Summary

4. The report includes the normal suite of data and analysis relating to our people up to and including March 2022 and continues to be built around a typical 'employee lifecycle'.
5. Included in the report are updates on progress against last year's actions which remain ongoing and our next areas of focus.

Conclusions

6. The following conclusions are provided directly from Annex One following the analysis of the 2021/22 data:
7. General:
 - Despite another extraordinary year for everyone, much of our organisational data has now reverted to being comparable to the years prior to the pandemic which may reinforce our sense of things 'returning to normal'.
 - Headcount continues to reduce with great reductions at senior levels of the workforce (H+).
 - We have seen some increase in the numbers of people reporting to be disabled and those reporting to be from an ethnic minority.
 - Since last year, unsurprisingly, there has been an increase from 3% to 4% in time lost for sickness absence with COVID-19 remaining our top sickness absence reason.
8. Attract:
 - We have seen increased advertising activity linked to the fact that COVID-19 measures have lifted and in response to increased turnover.
 - Our adverts have generated less applications 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.
 - Our data suggests that ethnic minority applicants have been less successful through our selection process than those reporting as white. This is further emphasised at more senior levels in the organisation.
9. Resource:
 - We are experiencing the same challenges in the labour market as other Hampshire and national employers.
 - We continue to fill our roles through a multitude of means such as directly employed staff, agency workers, casual workers and contractors.
 - Internal candidates are more likely to be hired than external candidates.
 - Agency costs have increased, back to pre-pandemic levels, with usage being predominantly in Social Care roles and IT. C2H therefore remain key to our resourcing strategy.
 - 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.

10. Onboard:
 - Circa 2,000 external new starters have been onboarded into the organisation with induction remaining critical to the way we welcome and familiarise them with the business.
11. Develop:
 - We have continued to invest in the development of our workforce with an excess of 80 employees joining TLP and in excess of 100 joining Firefly.
 - Inclusion and Wellbeing continue to be important themes for the development of our people.
12. Reward and Recognise:
 - Formal and informal recognition remain critical to our people.
 - We continue to have a high-performing workforce with 99% of those directly employed achieving a successful or exceptional years performance.
 - 17% of our workforce received an SRP payment, with awards distributed evenly across grade, age and Full Time/Part Time status. More staff from an ethnic minority received an SRP than white colleagues.
13. Progress and Perform:
 - Another sign of the high-performing nature of our workforce is reflected in the fact that we only saw 39 new performance management cases and 87 misconduct cases raised in the reporting year.
14. Retain and Exit:
 - Turnover has increased from 15% pre-pandemic to 17%, unsurprising since the CIPD note that 41% of employers are experiencing similar trends.
 - Circa 2,000 employees left our organisation, the majority for 'voluntary reasons' although still only 16% completed our Leaver Questionnaire meaning our understanding of 'why' remains relatively low.
 - Of our leavers, circa 450 left within their first 12 months and circa 140 within 3 months.

Next steps

15. On-going actions from our previous Annual Workforce Report can be seen in Appendix 2 of Annex One. We will continue to progress these actions through 2022/23.
16. A range of actions have become evident through this report that will be built into our existing Inclusion, Diversity and Well-being Action Plan – particularly the following:

- We continue to explore different ways to analyse our workforce data to understand more about our people.
- We will continue initiatives to increase the numbers and profiles of people from protected characteristics groups in senior roles.
- We continue to look at ways to making flexible working more accessible.
- We are raising awareness and sharing information about the diversity and cultures of colleagues and their lived experiences.
- We want to better enable colleagues to report feelings of bullying, harassment, and discrimination in the workplace.
- We are exploring the value of a 'conflict resolution' approach, modelled on a restorative justice and alternative dispute resolution process.
- We continue to embed health and wellbeing in the organisation and supporting managers in this area.

17. A further set of actions have emerged that will be progressed through our newly formed Strategic Workforce Planning Programme namely:

- Improving our attraction rates for those under the age of 25 through the development of appropriate interventions aimed at the post 16 labour market.
- Develop our attraction strategy and Employee Value Proposition with a view to gaining a competitive edge in the labour market.
- Better understanding our turnover data, particularly any patterns of external and/or internal turnover.
- Review and update our Leadership and Management Development framework in light of emerging needs and detailed gap analysis.
- Further developing our insight about the future skills and workforce needs of our organisation.

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

<u>Title</u>	<u>Date</u>
Hampshire County Council's: Workforce report 2017 - 18	11 July 2018
Workforce report 2018 – 19	28 June 2019
Workforce report 2019 – 20	9 July 2020
Workforce report 2020 – 21	5 July 2021

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.)

Chartered Institute of Personnel Development (CIPD)

CIPD Labour Market Outlook (Winter 2021-2022)

https://www.cipd.co.uk/Images/labour-market-outlook-winter-2021-22_tcm18-106241.pdf

CIPD Health and wellbeing at work 2022: Survey report

https://www.cipd.co.uk/Images/health-wellbeing-work-report-2022_tcm18-108440.pdf

Hampshire County Council Economic & Business Intelligence Service (EBIS)

Hampshire Monthly Labour Market Update April 2022

<https://documents.hants.gov.uk/Economy/Hampshire-monthly-Labour-Market.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)

2018 sexual orientation UK statistics

[Sexual orientation, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgender/diversityandequality/sexualorientation/sexualorientationuk)

2020 outcomes for disabled people statistics

[Outcomes for disabled people in the UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/disabledpeopleandolderpeople/disabledpeople/outcomesfordisabledpeopleintheuk)

2021 employment and unemployment statistics

[Employment in the UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/employmentandunemployment/unemploymentandemployment)

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:

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.