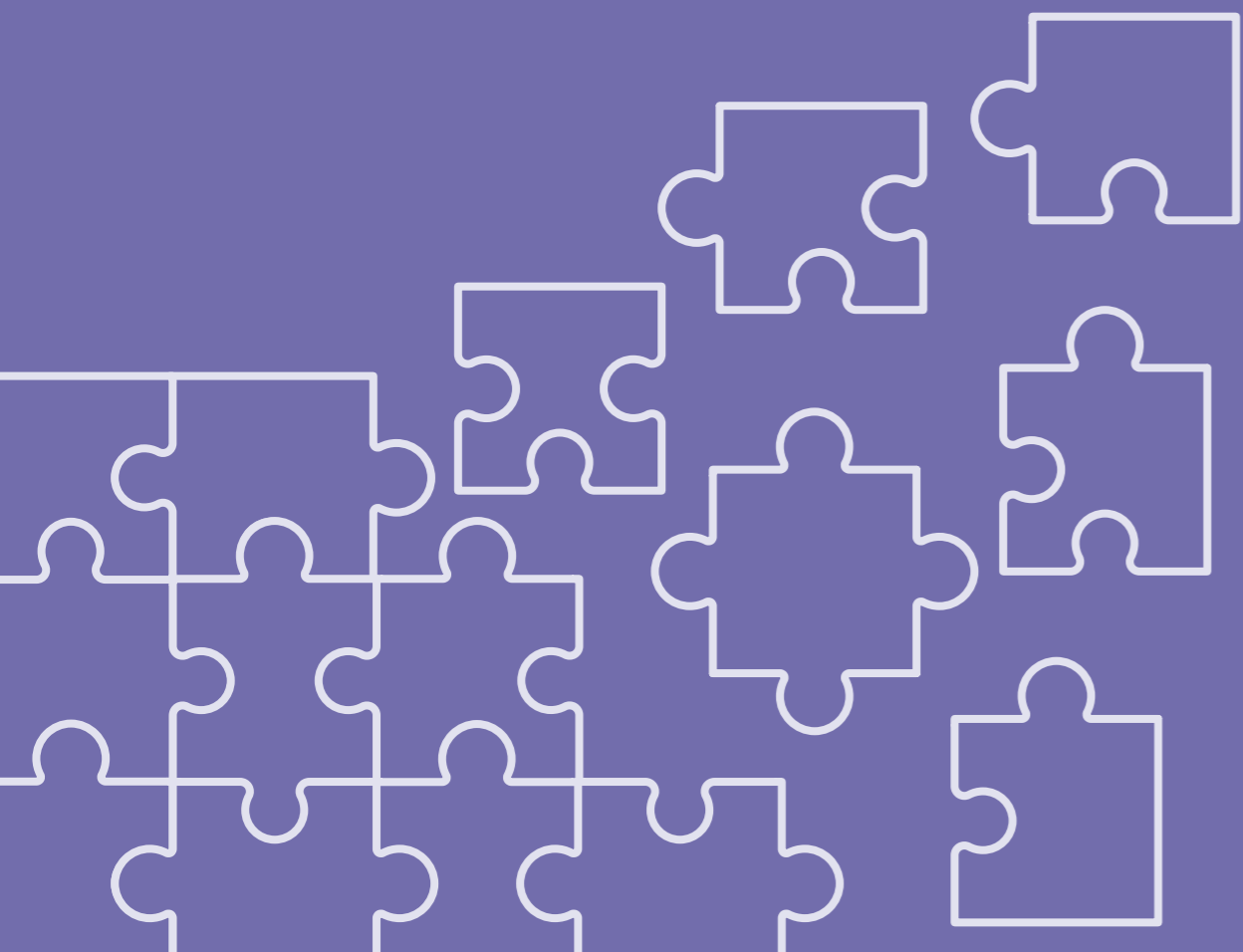


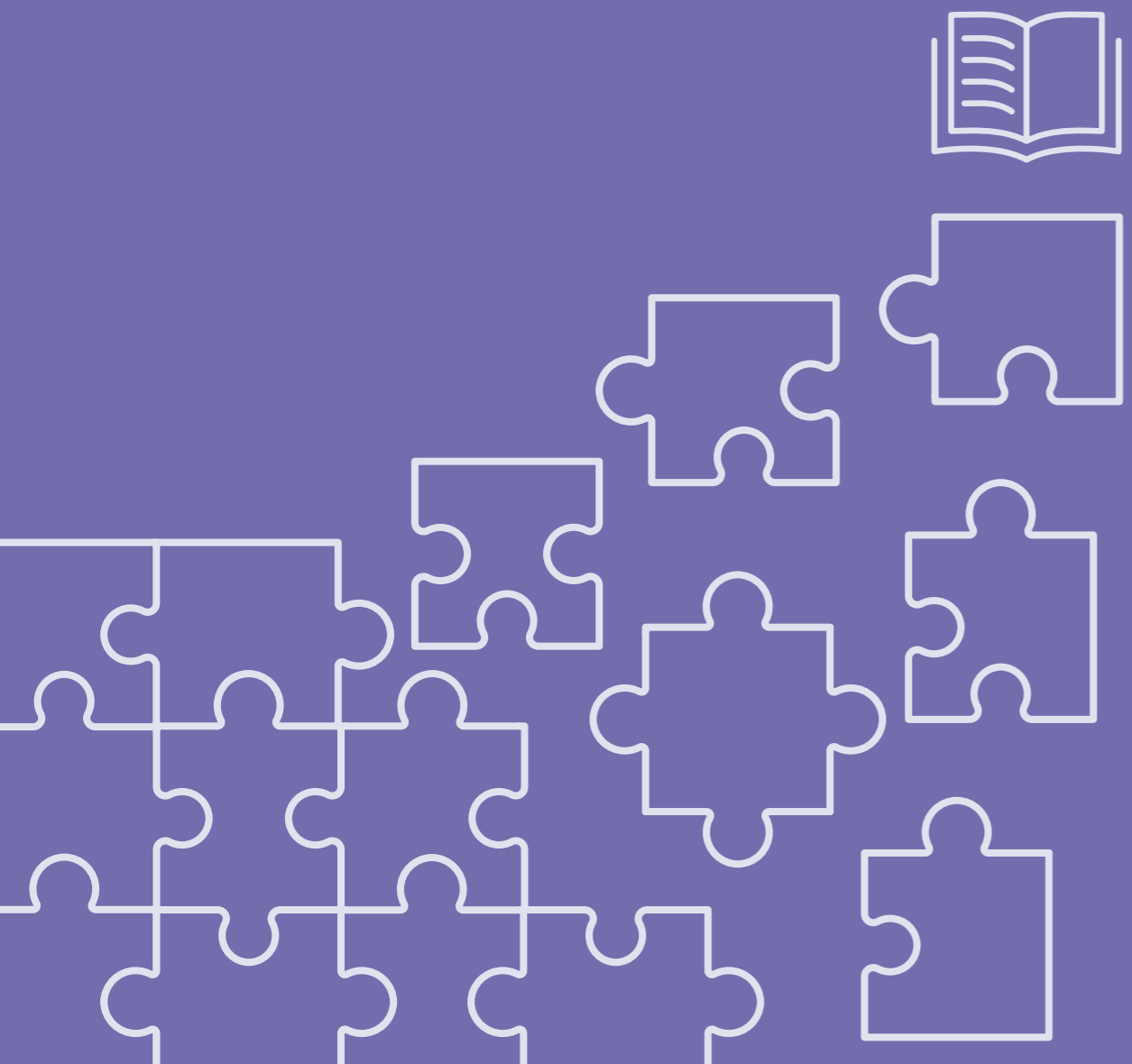
Our people.





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Executive summary

This Workforce Report for the period April 2021 to March 2022 provides a high-level overview of key workforce data (excluding schools) and the relevant trends to inform the County Council's people strategies and priorities.

In addition, this report provides an overview of initiatives and strategies that have been put in place to support our people over the last year. The format follows an 'employee lifecycle' as reflected below:

An employee life cycle



The data comparisons used in this report show either a trend from 2016 to 2022 to correspond with respective Transformation Programmes or are a specific point of time (i.e. 31 March 2022).

By exception, data for our directly employed workforce (**page 16**) dates to 2010 to show the trend since the start of the Government austerity; and Special Recognition Payment (SRP) data detailed in the **Reward and recognise section** relates to the 2021 calendar year.

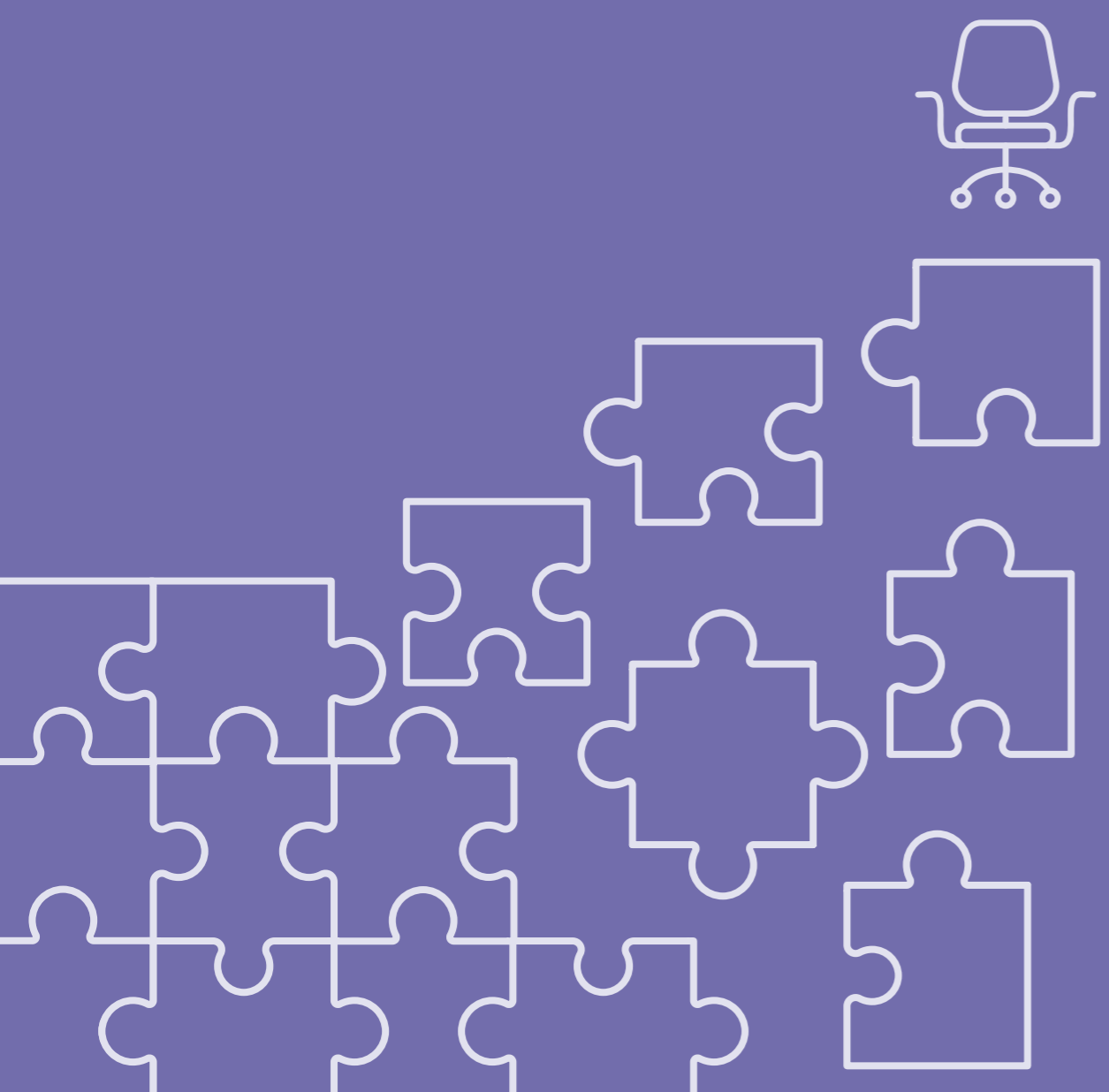
The following table reflects 'at a glance' changes to our workforce over the reporting period 2021 to 2022.

An overview of changes 2021 to 2022

	March 2021	Trend	March 2022	
Headcount	12,795	↓	12,726	
Full-time equivalent	9,985	↓	9,940	
Part-time headcount	Male	717	↓	704
	Female	5,726	↓	5,582
Female headcount	9,715	↑	9,719	
Under 25 headcount	514	↓	466	
Over 55 headcount	3,120	↑	3,602	
Declared ethnicity %	95%	=	95%	
% in senior roles (H+)	Females	57%	=	57%
	Ethnic minorities	2.9%	↑	3.3%
Gender pay gap %	15.8%	↑	16%	
Overall external turnover % (MAT)	11%	↑	17%	

Once again, the reporting year has been far from normal because of the global Coronavirus pandemic, however, with considerable pride we continue to note that the commitment of the entire workforce (directly employed, agency/casual workers and our wider network of supporters and volunteers) has enabled us to continue to manage services to a high standard across the board.

In September 2021, we launched our first 'organisation wide' **Inclusion Strategy**. This reflects our belief that the more diverse and inclusive an organisation is, the more effective it can become.



Our organisation

Hampshire County Council is the democratic body that serves the residents and businesses of Hampshire.

We remain a high-performing Council focussed on providing quality services and support to the people of Hampshire. We are proud of our people and acknowledge that our strong reputation is built on our exceptional staff, managers, and leaders.

This reporting period saw the appointment of Carolyn Williamson to the role of Chief Executive and Head of Paid Services in July 2021.

The appointment of a new Chief Executive has seen some changes in the Corporate Management Team and the overall organisational model deployed across the Council, however, key service areas continue to be led by a director as follows:

Adults' Health and Care

Director: Graham Allen

Children's Services

Director: Steve Crocker

Corporate Operations

Director: Rob Carr

Community, Culture, Business and Services

Director: Felicity Roe

Economy, Transport and Environment

Director: Stuart Jarvis

Human Resources, Organisational Development, Communications and Engagement

Director: Jac Broughton

For the purposes of this report, and to support trend analysis, the functions of Corporate Operations, HR, OD, Communications and Engagement continue to be reported collectively under the heading 'Corporate Services.'*

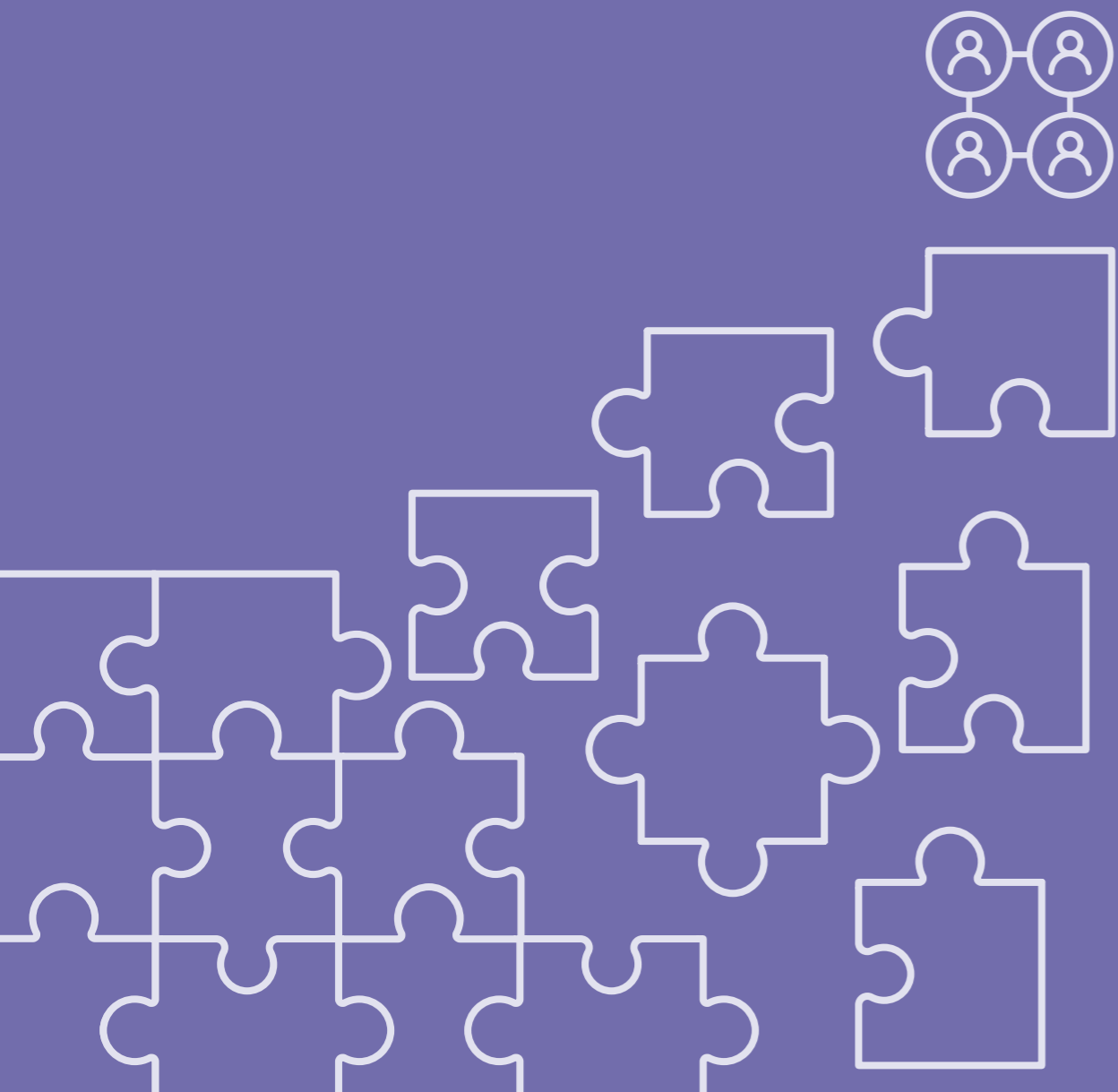
Our extending organisation can be seen in **Appendix one**.

*This includes the Law and Governance Function who report directly to the Chief Executive.

Like many organisations, this reporting year has seen the Council re-think working practices for office-based staff (circa 40% of our total Headcount). Performance analysis and Staff Engagement surveys during the past two reporting years have demonstrated that there were no negative impacts on organisational performance because of staff being asked to 'work from home where possible' and whilst our staff recognise the need to come together for certain tasks and activities, they have welcomed the opportunity presented through greater flexibilities on a longer-term basis. Consequently, the Council launched a new Open Working Policy which enables hybrid working and sets out the key requirements and considerations that will enable both managers and staff to work from Council premises, home, or other suitable alternative locations. This policy recognises the benefits in providing modern, efficient, and productive ways of working to better support the needs of the Council and members of staff.

That said, the majority (circa 60%) of our workforce continue to work in public facing roles across the County.

As always, it is important for us to recognise the contributions made by our staff across the last year and we would like to take this opportunity to thank our staff for their hard work and dedication to delivering and supporting the delivery of our services.



Our departments 'at a glance'

Adults' Health and Care (AHC)

During 2021 to 2022 most headquarters staff have continued to work from home. Staff working in the community social work teams have also largely worked from home, albeit visiting their office base and undertaking face-to-face visits as restrictions have eased. Hybrid working is now established as the norm for most teams and feedback indicates this is valued because of the greater flexibility and better life balance it provides.

The workloads for the social work teams across all client groups has increased, with staff reporting capacity challenges and fatigue as the pressures have amplified. The reporting period has also seen turnover amongst the social work teams increase with staff moving from front line roles into jobs they perceive will be less stressful. To counter this trend, significant effort and resource has been channelled into recruitment and retention strategies which now appear to be paying dividends as vacancy levels reduce and capacity in the teams increases.

Hybrid working is not an option for staff working within HCC Care and Reablement given the need to provide direct care, either in younger or older adults units or in the homes of services users. However, both services strive to offer as much flexibility as possible with significant part-time working evident across the teams. A huge amount of effort has been directed into supporting staff wellbeing and there is a department-wide focus to improve recruitment and retention. Strategies aimed at increasing the potential pool of available talent, maximising career pathways and improving recognition and reward are intended to create additional workforce capacity.

However, recruitment and retention of the social care and public health workforce remain a significant challenge for the department.

Children's Services

During the last year Children's Services staff have developed new ways of working in response to changes to Government guidance relating to COVID-19. This has enabled a return to face-to-face working with social care and education staff returning in full to direct working with children, families, and schools. Staff absence due to COVID-19 continues to be a pressure upon services, particularly in children's residential and social care. This is in the context of increased demand upon children's social care which remains circa 20% above pre-pandemic levels.

The most significant risk in the Children's Services workforce is the shortage of Qualified Social Workers which reflects the challenges in supply that exist nationally and particularly in the South-East. During the last year external turnover in children's social workers has increased by 7% to 20%, at least in part due to latent job movement pressures which were realised post-COVID. We have recruited more than 90 new social workers during the last

year, although increased demand and some service expansion means that social worker recruitment remains an ongoing priority. A resourcing strategy which pulls together all the interventions seeking to address this issue is in the final stages of production; this will include measures seeking to increase the recruitment of overseas social workers and developing the offer to support emotional wellbeing to aid retention and resilience in role.

There are some national developments in Children's Services in the coming year which will influence the future workforce. This includes the outcomes of the children's social care review, developments in Special Education Needs and the future governance model for schools. The department will be developing strategies to respond to these developments in the coming year.

Community, Culture, Business and Services (CCBS)

The prolonged period of the pandemic has continued to impact CCBS services, particularly those which are front line and in very high demand. However, the department has been opportunistic in continuing to develop creative and agile delivery models. It has taken learning from its previous experiences, elicited greater digital utilisation and with appropriate strategies applied, it has enabled the department 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 service improvement resulting from alternative ways of working and service innovation.

During the last year, increased emphasis has been placed on staff engagement to better understand staff views on a broad range of topics such as inclusion, diversity, wellbeing, ways of working and staff's lived experience. This insight has enabled co-creation of interventions, guidance and support for managers and staff as well as the introduction of 'spotlight' sessions focusing on topics relating to CCBS strategy, organisation and department priorities, in order for staff to share knowledge and aid learning across CCBS's diverse services.

There continues to be an increasing recruitment and retention risk across the department and spanning multiple professions. Strategies aimed at increasing the potential pool of available talent, defining, and profiling our employee value proposition, radical overhaul of recruitment for hard to fill roles, and maximising career pathways are some of the interventions deployed in support of an optimum workforce that is able to meet the future needs of the department.

Corporate Services

During the period of the pandemic, most staff continued to work from home, with performance remaining high. During the last year, the department has seen a change to its ways of working, with hybrid working becoming the norm.

A significant amount of engagement with staff was undertaken ahead of introducing hybrid working to ensure that people had the opportunity to inform what would work best for them and the services they provide. Having had a sustained period of working remotely during the pandemic provided our people with invaluable insight into how best to move into a new way of working.

The department has for many years had challenges in recruiting for and retaining some of our more specialist roles, e.g. IT and Legal and for some of our transactional roles at the lower grades, such as those deployed in the IBC. These challenges have typically been addressed through regular recruitment campaigns, an increased use of social media and the application of market supplements. However, the current economic context and high employment levels are resulting in increased challenges for these, and other roles and we continue to explore opportunities to address them.

Economy, Transport and Environment (ETE)

During the last year, the majority of ETE office-based staff have formally transitioned to a hybrid way of working with great success. The insight gained from agile ways of working during the pandemic and staff surveys has informed tools, techniques and guidance which have been deployed to embed new ways of working and underpin a high-performance culture.

The departments Driving Change programme, supported by the 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 a period of unprecedented change. There has been significant investment in our people to continue to build capability and capacity fit for the future and in recognition of recruitment and retention challenges, to support a continuous talent pipeline. It is hoped that the focused investment in diversifying and expanding our apprenticeship offer and increasing the number of graduate placements in respect of civil engineering, will directly contribute to growing our own talent base particularly in professions which are in high demand e.g. engineering and where we continue to experience significant recruitment and retention challenges.

The department continues to develop its resourcing strategy with values-based recruitment a critical component including the introduction of values-based interviews across multiple roles. Evidentially, this is already paying dividends in enabling the department to recruit people who share the departments vision, are aligned to the departments values and equally support employee retention by making sure we are the right organisation for individuals.

Staff Networks

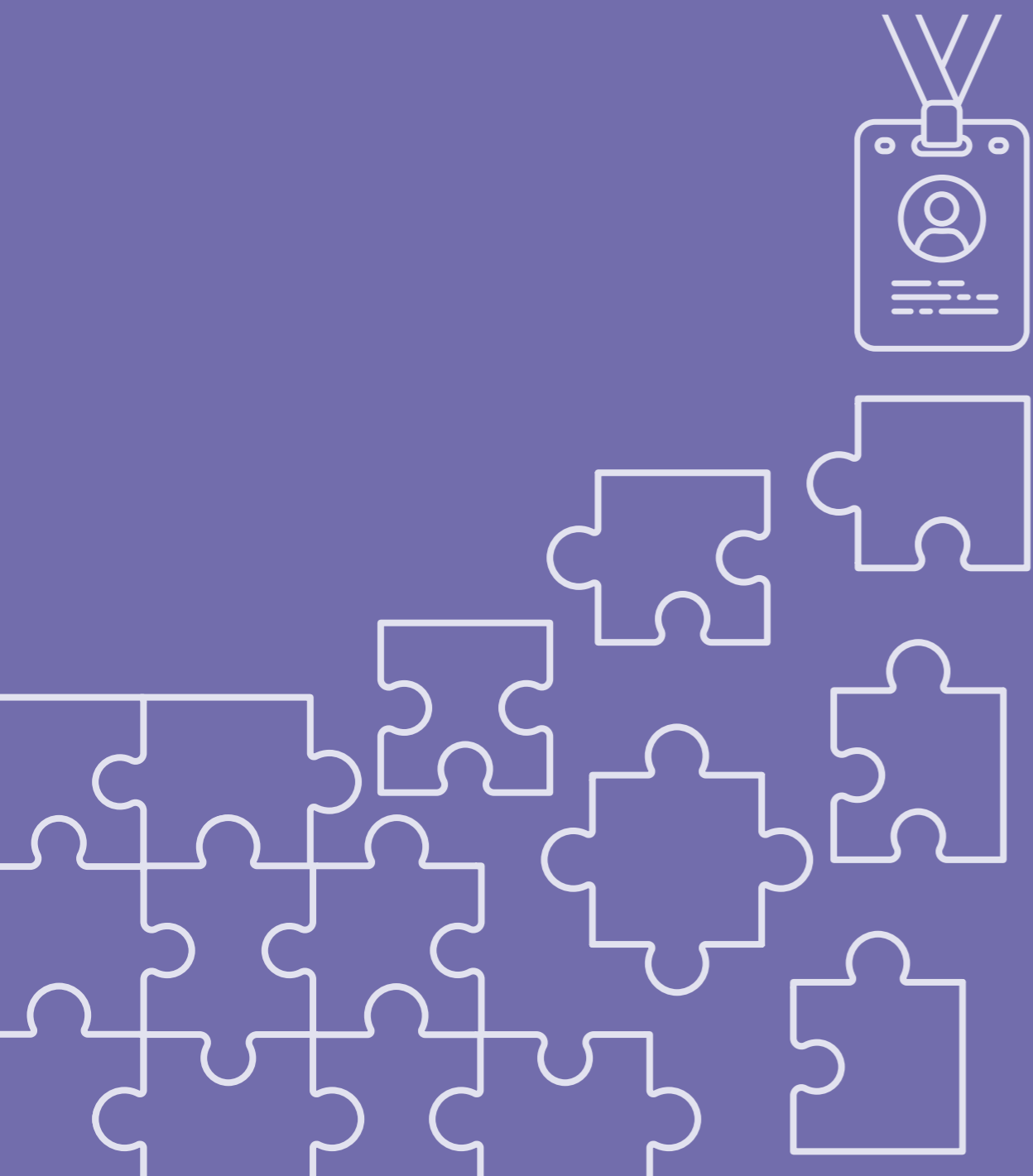
Staff Networks remain a critical part of our organisation, during the pandemic they have pulled together to support various well-being initiatives as well as directly contributing to numerous activities that have sought to both keep staff safe and ensure continued delivery of key services to the residents of Hampshire. Our networks are:

- Black and Minority Ethnic Network (BME) – 103 members
- Carers and Working Parents Network – 243 members
- Disability Network – 130 members
- LGBT+ Network – 65 members

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
- CCBS's Women's Forum
- ETE's Better Balance Network
- Neurodiverse Staff Group
- Women in IT

Trade Unions have continued to play their part during the past year and have remained a consistent presence in our organisation, working closely with managers throughout the pandemic in the shared best interest of our service users and the staff who provide those services.



Our people

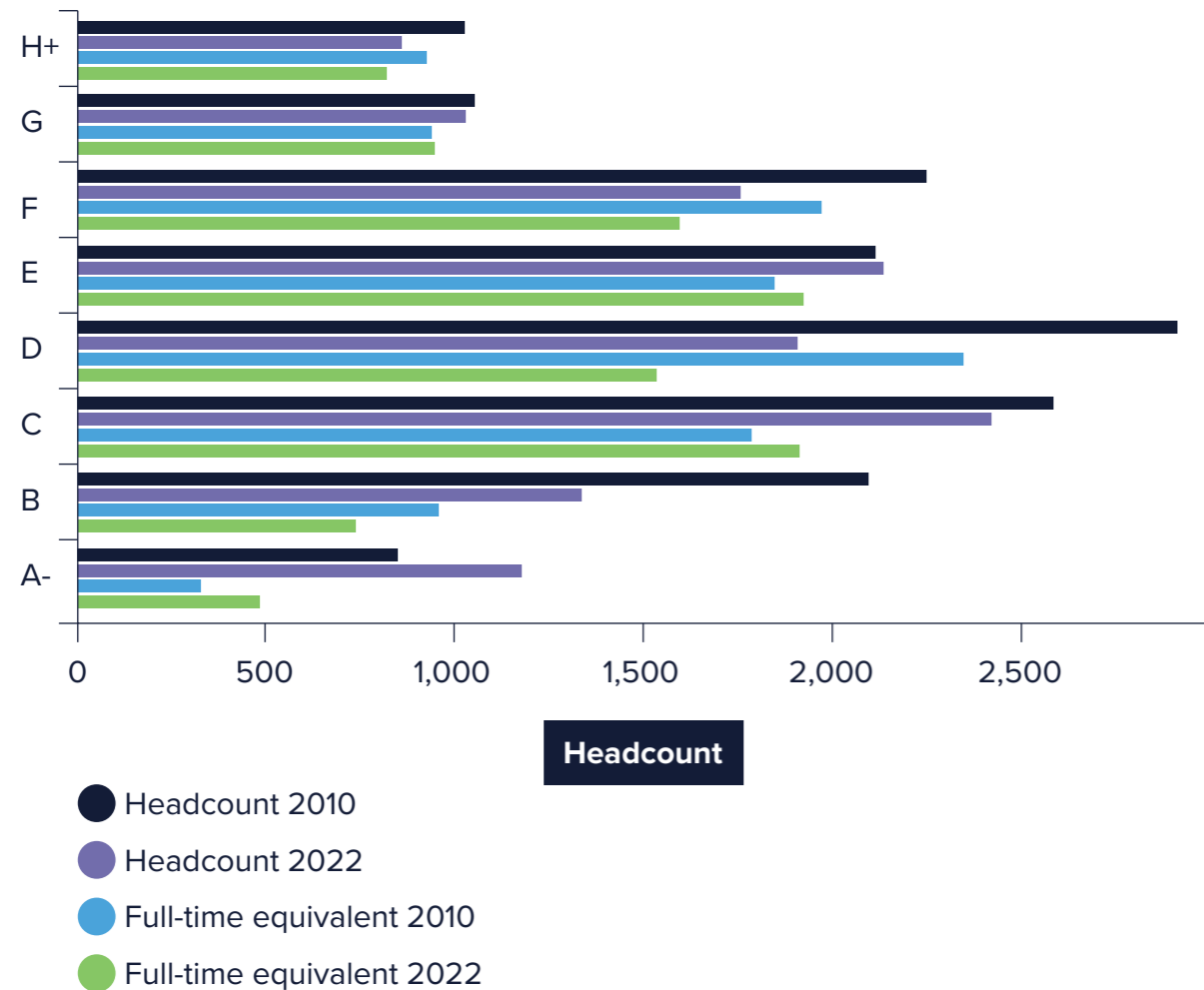
An overview summary of the overall workforce data

Workforce data

We continue to explore different ways to analyse our workforce data to understand more about our people.

The following graph and table show a comparison of our workforce by grade, reflected both in terms of 'Headcount' (each individual person) and full time equivalent (FTE) between April 2010 and March 2022.

Workforce headcount and full-time equivalent



Workforce headcount and full-time equivalent

Grade	Headcount			Full-time equivalent		
	2010	2022	% change	2010	2022	% change
H+	1,024	857	-16%	924	819	-11%
G	1,052	1,028	-2%	938	944	1%
F	2,249	1,755	-22%	1,969	1,591	-19%
E	2,114	2,136	1%	1,847	1,923	4%
D	2,915	1,907	-35%	2,347	1,533	-35%
C	2,586	2,422	-6%	1,786	1,912	7%
B	2,095	1,334	-36%	955	735	-23%
A-	848	1,176	39%	326	481	48%
Total	14,883	12,726	-14%	11,092	9,938	-10%

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.

2010 marks the beginning of Government austerity and our workforce remains below the levels of that time with FTE currently 10% lower although this % equates to a reduction in actual Headcount of 69 during the last 12 months.

There continues to be a greater reduction (-11%) of senior grades (H+) than the overall reduction.

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 is underway to update the questions we ask. Once these changes are made, they will be communicated, and we anticipate this will help to reduce the gaps in our data.

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, Diversity 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.

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.

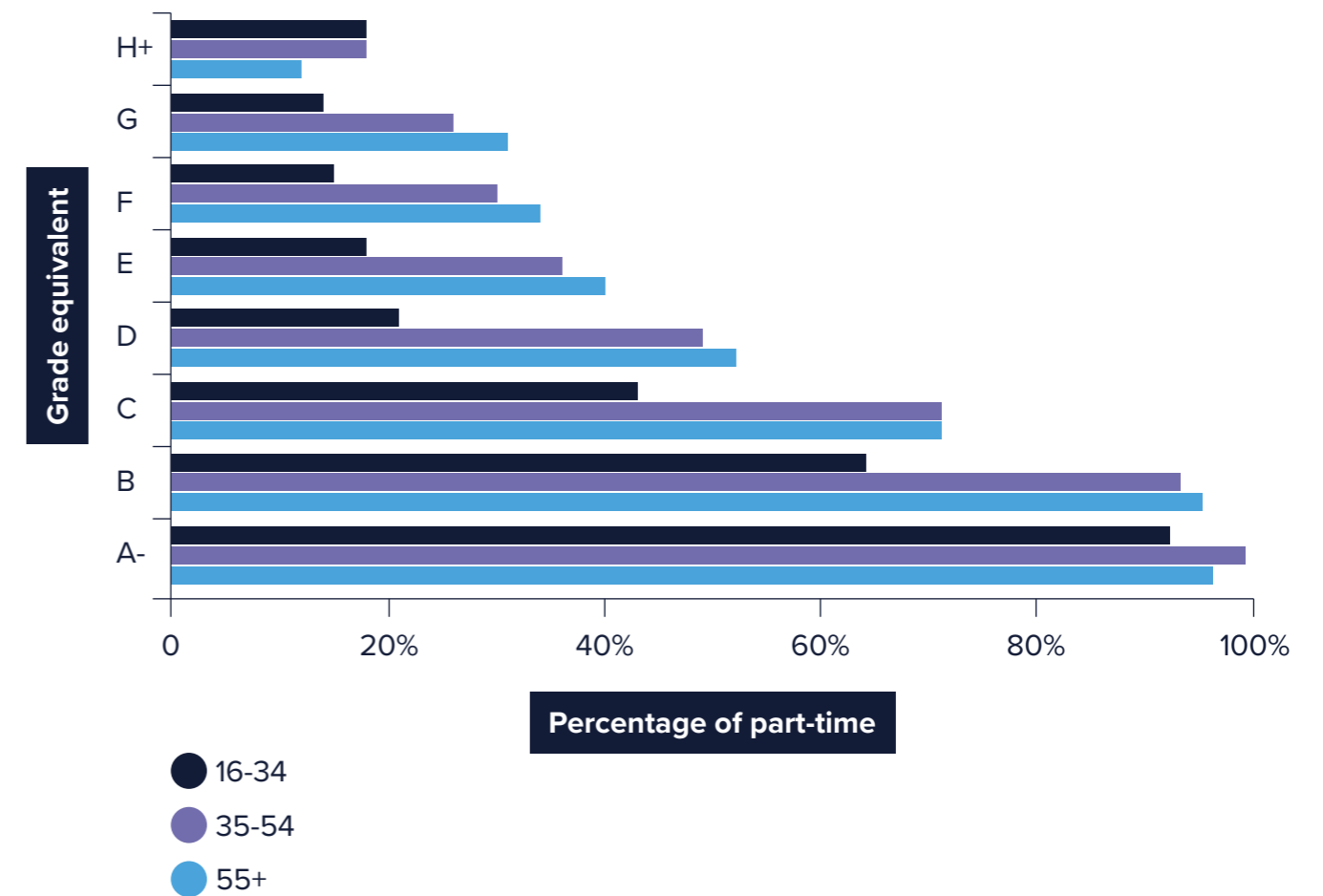
Age

The age profile across departments within the Council is shown in **Appendix four**.

Typically, our data suggests that younger people are more highly represented in our lower graded roles, whilst those in the older age categories may take up a higher proportion of senior roles, this is likely due to both actual and perceived levels of experience required in a role.

Across most grades our data suggest more staff in the older age categories work part-time more than those in the younger age categories, however, within our more senior roles (H+) this trend is reversed, with staff in the younger age categories (16-34) working part-time, all of whom are female.

Representation of part-time working across grades, by age group



This year continues to reflect an even distribution of age groups above 25, across all departments, shown in **Appendix four**. However, we have significantly less employees aged below the age of 25, with this figure further reducing in this reporting year, and we believe a contributing factor is likely to be that many of our roles may require qualifications/experience and therefore applicants are nearer the top end of this age bracket. There are widely reported reasons why a workforce may be older, such as the growing trend to remain in education or travel, however the reason behind this trend in the Council is unknown.

Disability

The graph below shows that the level of declared disability has increased since March 2016, with 4.5% (566) of employees now having recorded themselves as having a disability. This represents an increase from March 2021 and is likely to be linked to two factors; the pandemic (with staff wanting to record that they have a disability for well-being purposes); and the work that the Disability Network, supported by the Corporate Management Team, has undertaken to encourage staff to record this information.

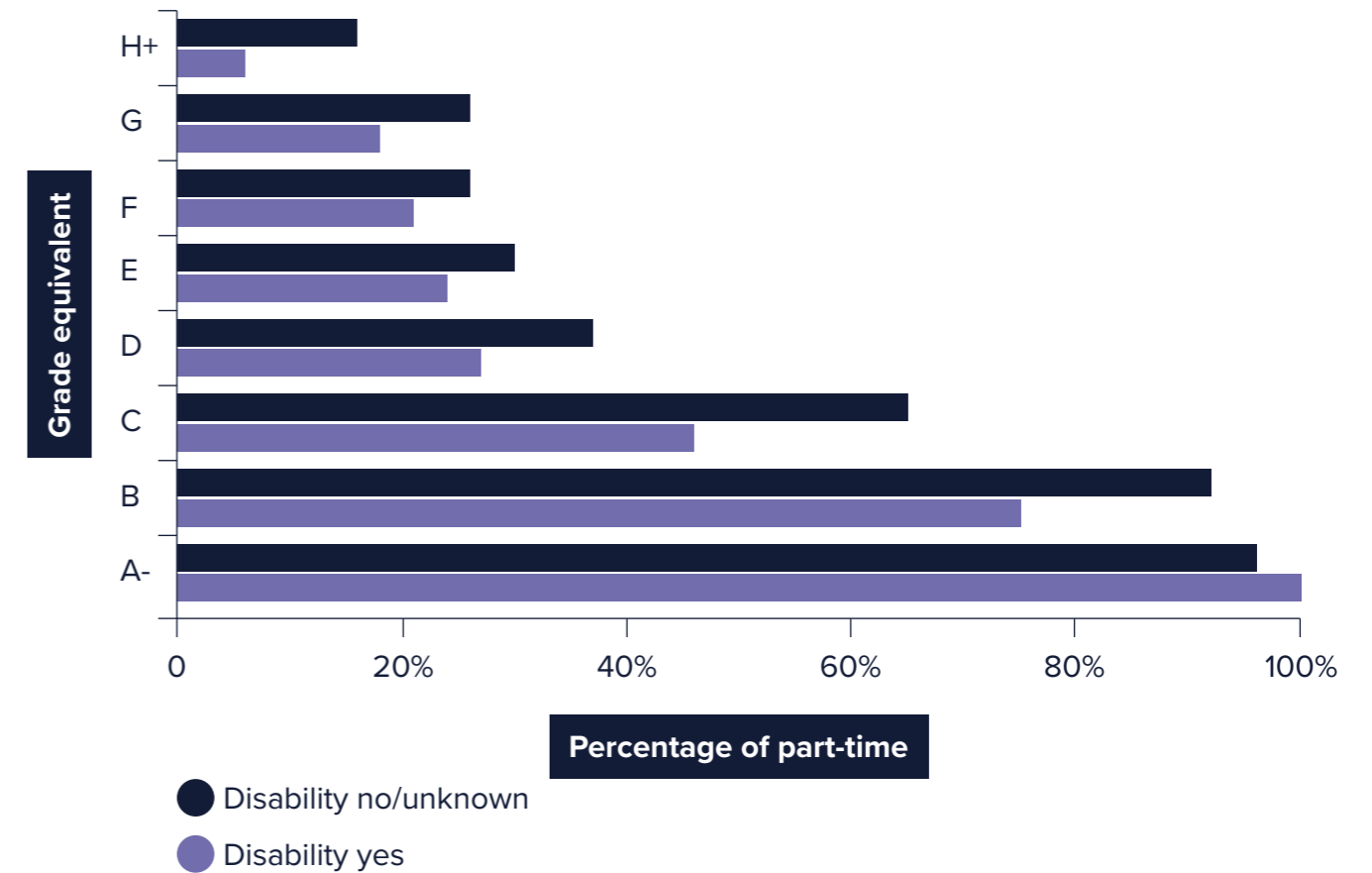
There is little recent data in the public domain about disability numbers in Hampshire, however a recent Government Report (Office for National Statistics, October – December 2020) noted that 20% of working age adults report to have a disability, an increase from 19% last year. Accepting that there will be a proportion of this group who are unable to work, and that we will undoubtedly have employees who have chosen not to declare their disability, we might still expect the number of people reporting disabilities to be higher.

Declared disability representation



Of the workforce, 4% (383) of females and 6.1% (183) of males have recorded a disability and our data shows that those declaring a disability are not concentrated in any one age group. Accepting that there will be staff with disabilities who have not declared them, the graph shows that recorded disability and part time working both decrease the more senior the grade. In addition, there are less recorded disabilities the older the employee.

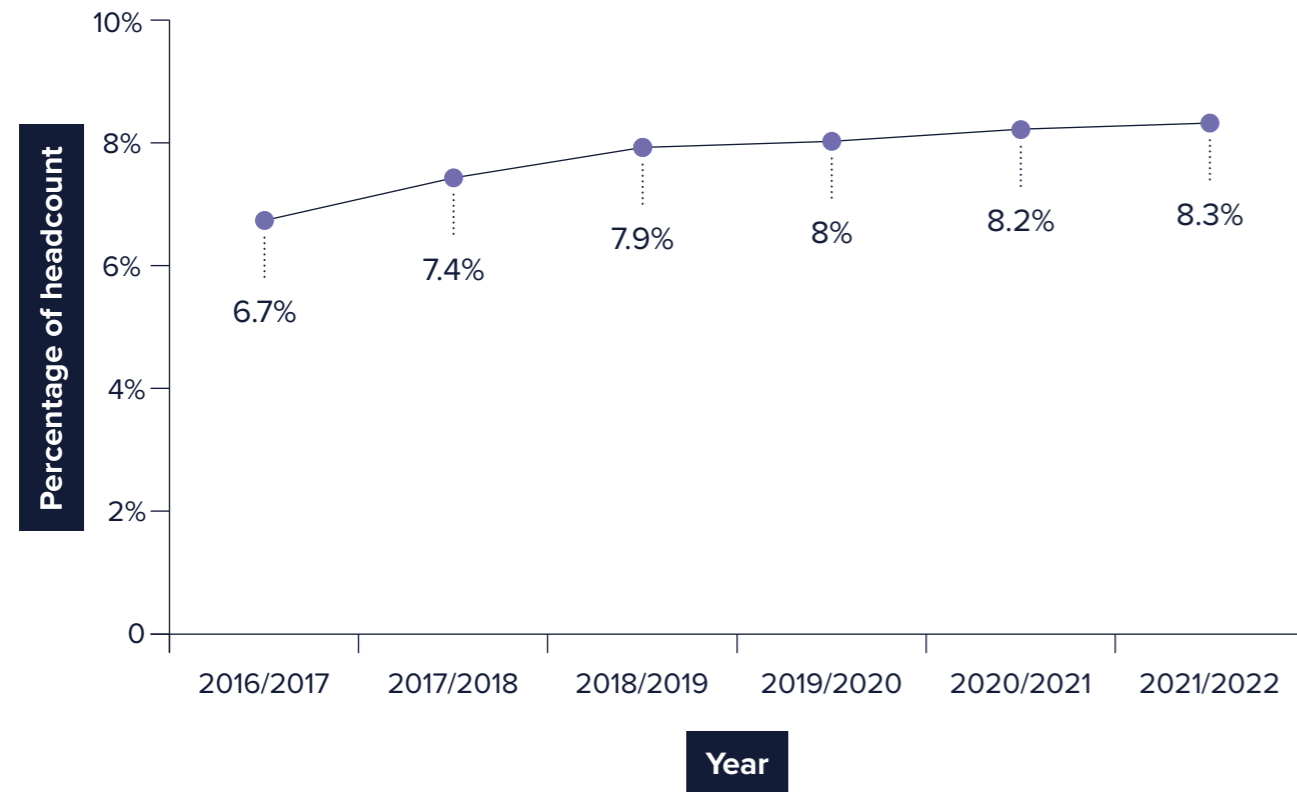
Representation of part-time working across grades, by disability



Ethnicity

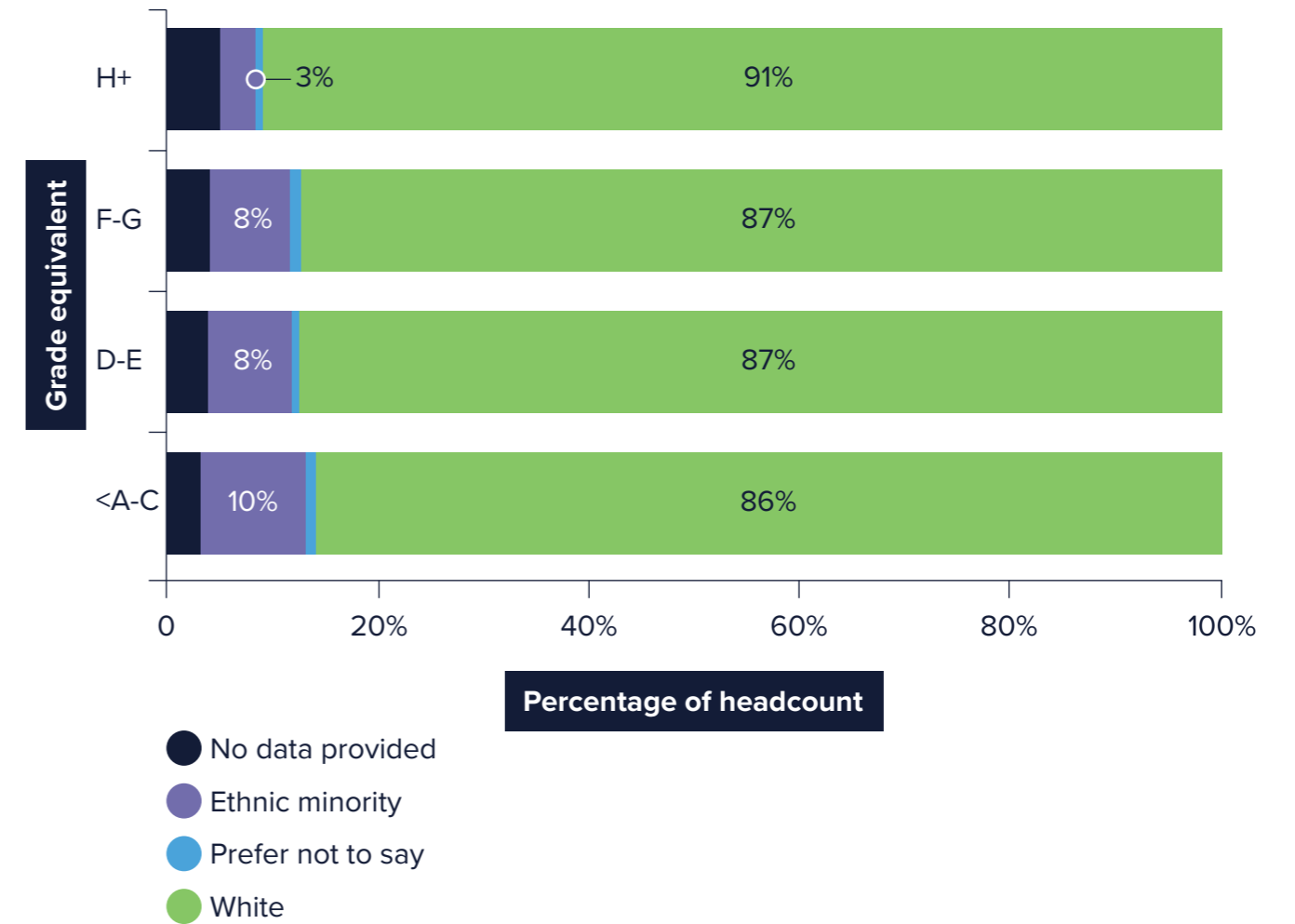
Reflected in the table below we can see that 87% of our staff classify themselves as white and 8.3% classify themselves as from an ethnic minority. This is a marginal increase in staff from an ethnic minority from 8.2% last year.

Ethnicity representation



The following graph reflects how ethnicity is broken down across grades.

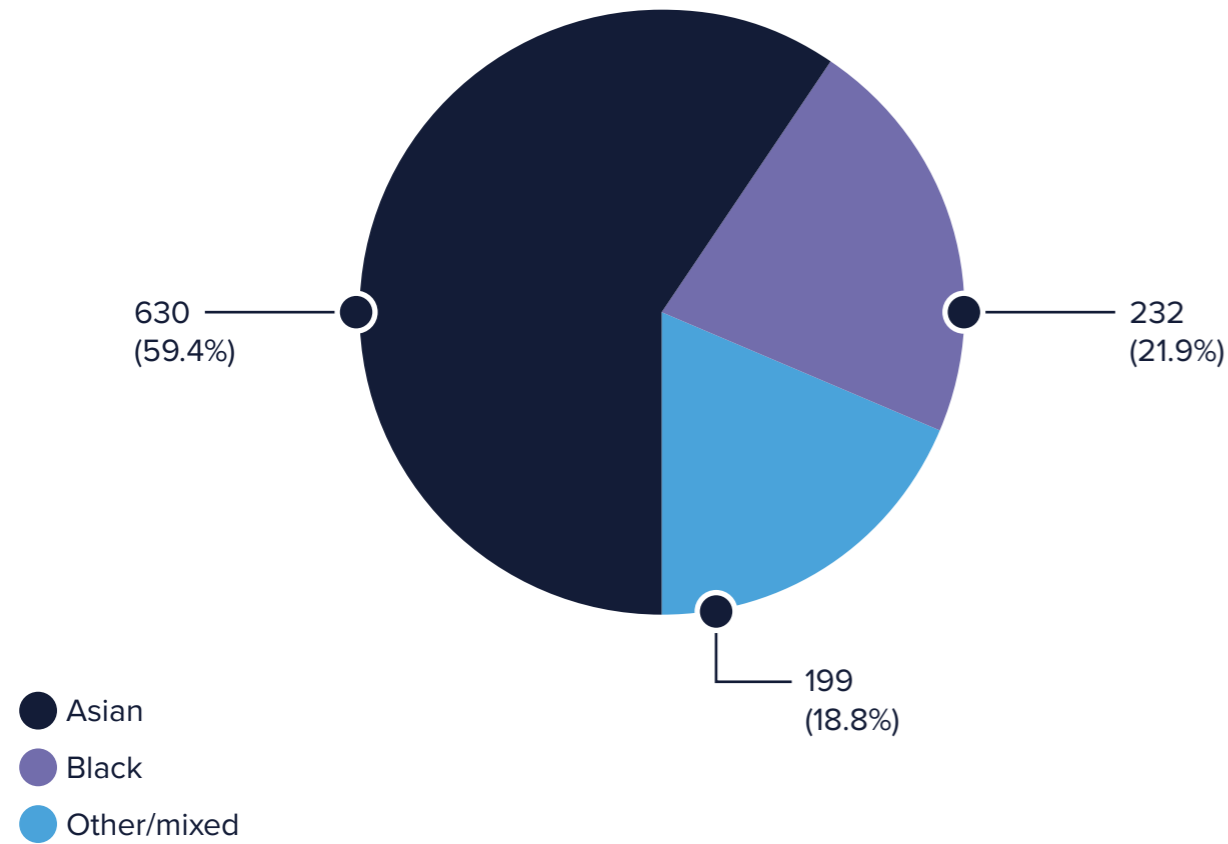
Ethnicity breakdown across grades



As stated in last year's Annual Workforce Report our ethnicity representation remains 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 when they are available later this year.

The 8.4% of ethnic minority staff can be further broken down as follows:

Ethnic minority representation

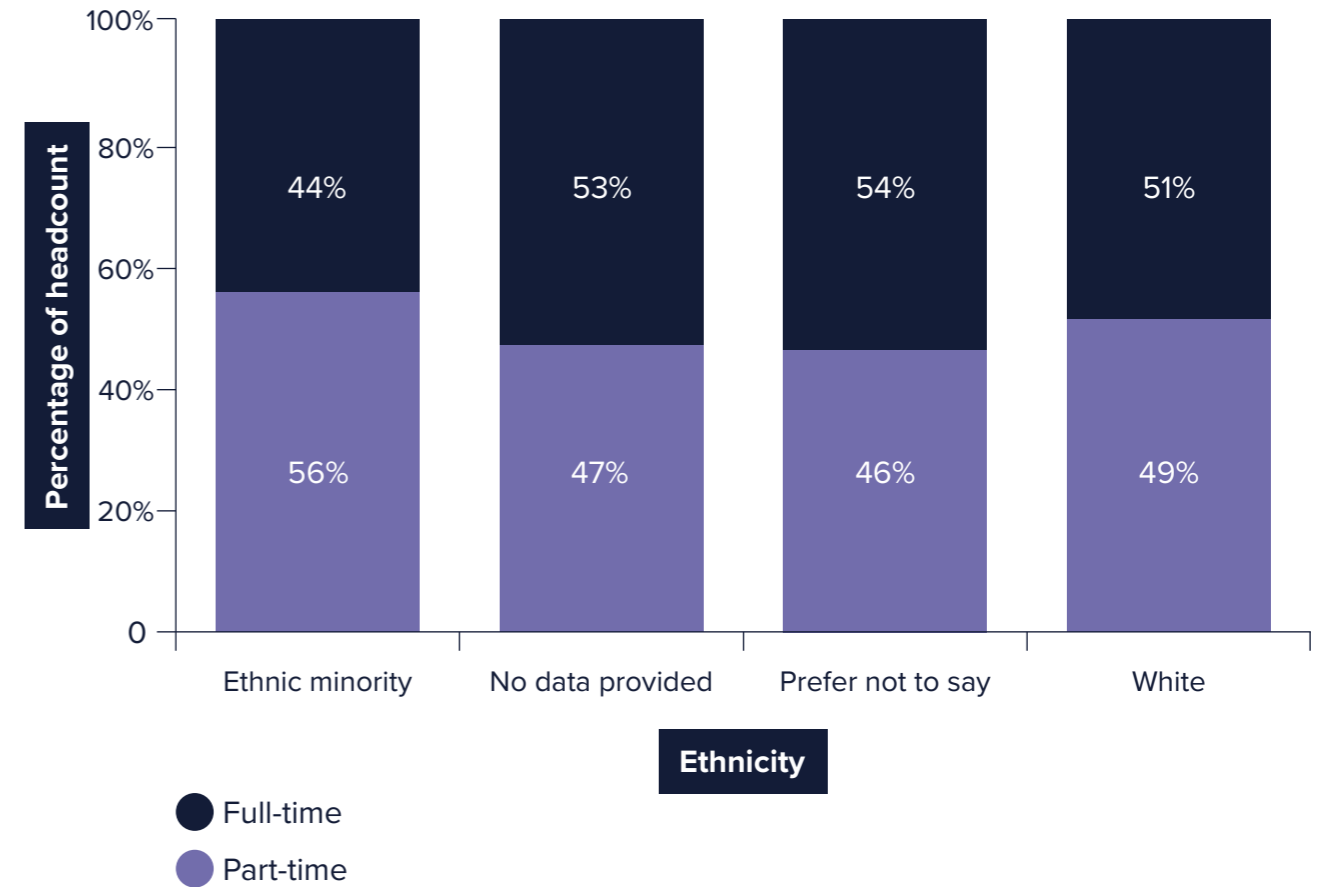


71% of our ethnic minority staff are female and 29% are male. These figures are different to our organisational gender profile, which is representative of 76% female and 24% male employees.

This year we have also looked at ethnicity representation across part time working, 56% from an ethnic minority are working less than 37 hours per week. This can be partially understood due to greater representation of ethnic minority staff in grades A-C, of which A to C Grades have most part time staff. We know too that the majority of our part-time workers are female which may also link to the fact that the majority of our ethnic minority staff are also female which correlates with the data provided in the paragraph above.

Appendix five shows our ethnicity profile across departments.

Ethnicity representation across full-time/part-time employees

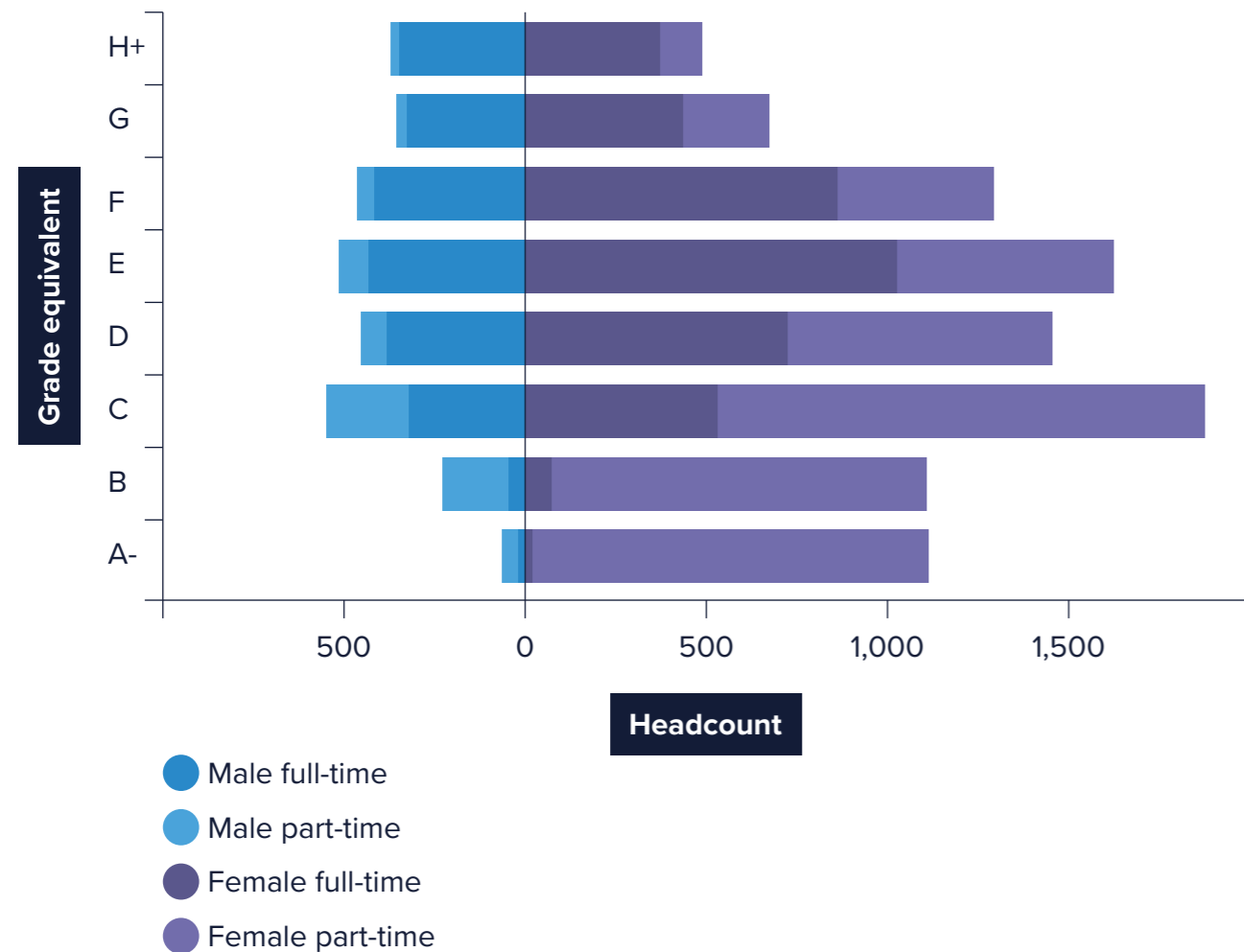


Gender

The graph below reflects our headcount by gender and full/part time working profile as of 31 March 2022. 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.

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



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

Grade	Female			Male		
	Full-time	Part-time	Total	Full-time	Part-time	Total
H+	43%	13%	57%	40%	3%	43%
G	42%	23%	65%	32%	3%	35%
F	49%	25%	74%	24%	3%	26%
E	48%	28%	76%	20%	4%	24%
D	38%	38%	76%	20%	4%	24%
C	22%	55%	77%	13%	9%	23%
B	5%	78%	83%	3%	14%	17%
A-	2%	93%	95%	2%	4%	5%
Total	32%	44%	76%	18%	6%	24%

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). Detailed analysis is still not possible since only 4.2% of our people have currently reported this information (risen from 3.5% last year).

Nationality

The nationality profile of the Council is presented below. We have not seen a significant change in these figures following the EU exit.

Nationality profile

Residency status	Headcount	Percentage
UK National	9,342	73.4%
No data provided	2,642	20.8%
Non UK or EU National	374	2.9%
EU National	368	2.9%
Total	12,726	100%

Pregnancy and maternity

The below table shows the number of staff who started, or were on maternity leave, from 1 April 2021 to 31 March 2022. It also shows us the number of employees (headcount) who have taken shared parental leave, adoption leave and paternity leave.

Types of leave

Type of Leave	Headcount
Maternity leave	374
Shared parental leave	11
Paternity leave	59
Adoption leave	4
Keep in touch days	513

During 2021 to 2022, 513 'Keeping in Touch' (KIT) days (encouraged within our Maternity and Adoption Policies) were taken by Council employees. Less maternity leave was taken; however, an increased number of KIT days and paternity leave have been taken this year. Per maternity leave headcount, the average number of KIT days taken was 1.4 per person. There may be a number of benefits to the individual and the organisation associated with the use of KIT days and we would therefore want this figure to be higher. We are therefore continuing to work with our Carers and Working Parents Network to understand how these can be better promoted and utilised by our managers and their staff through updating our family friendly policies. Additionally, a buddy scheme has been launched by the Carers and Working Parents Network for members who are returning from maternity/paternity or adoption leave which we anticipate will help with this.

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. To this end 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.'

As the quality of our data improves in relation to religion, we will seek to provide comparison to regional and national data as we do with the other protected characteristics.

The religious profile across our organisation is as follows:

Religion or belief representation

Religion	Headcount	Percentage
Bahai	2	0.0%
Buddhist	70	0.6%
Christian	2,786	21.9%
Hindu	67	0.5%
Jewish	4	0.0%
Muslim (Islam)	44	0.4%
No data provided	6,057	47.6%
No religion or belief	2,987	23.5%
Not stated	499	3.9%
Other belief	123	1.0%
Other religion	60	0.5%
Sikhism	23	0.2%
Zoroastrian	4	0.0%
Total	12,726	100%

Sexual orientation

Since reporting our employees' sexual orientation data for the first-time last year, 45% of employees have now provided their information. This is an increase of 20% in the last reporting year. 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.

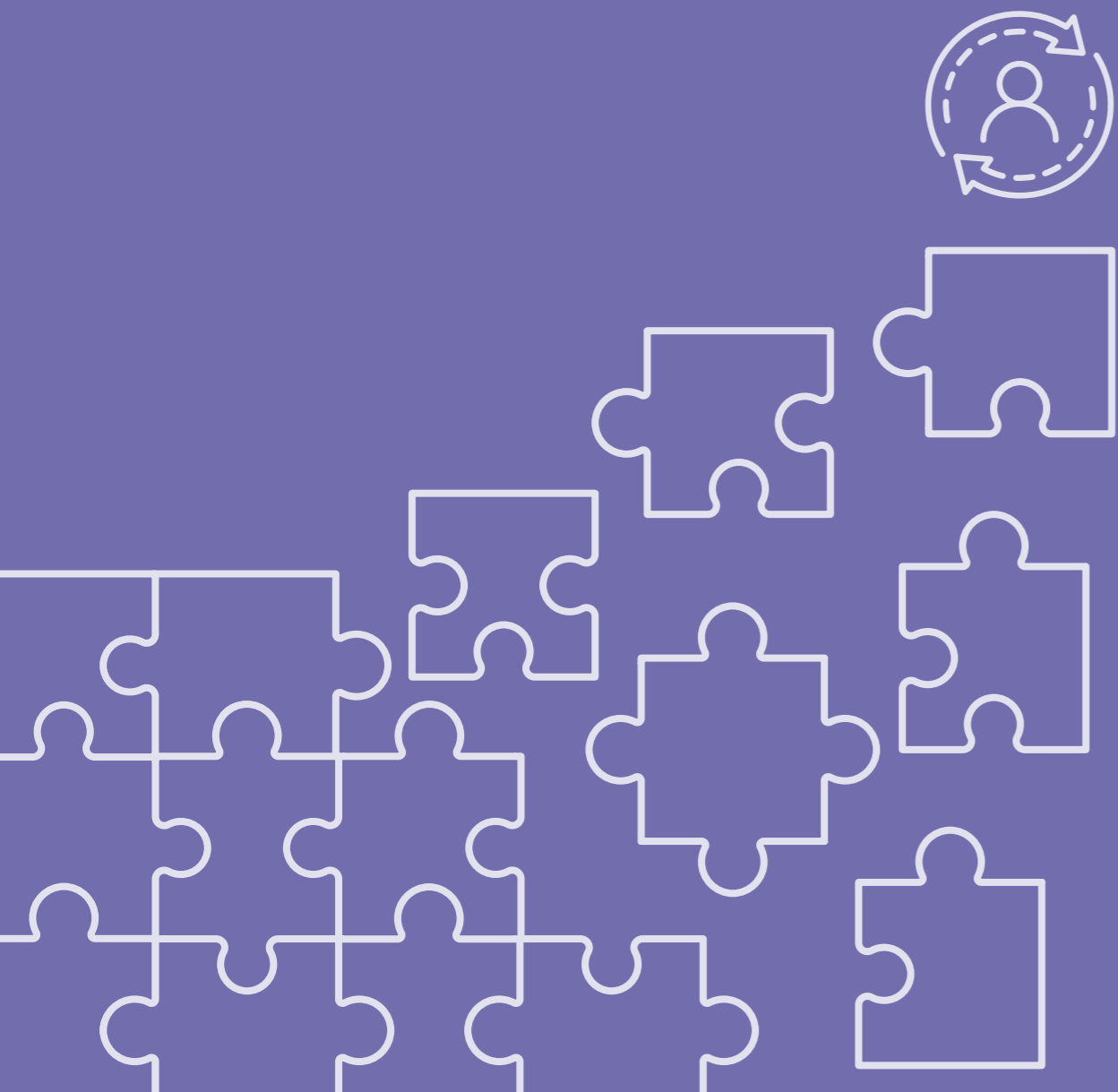
The sexual orientation profile is shown below:

Sexual orientation representation

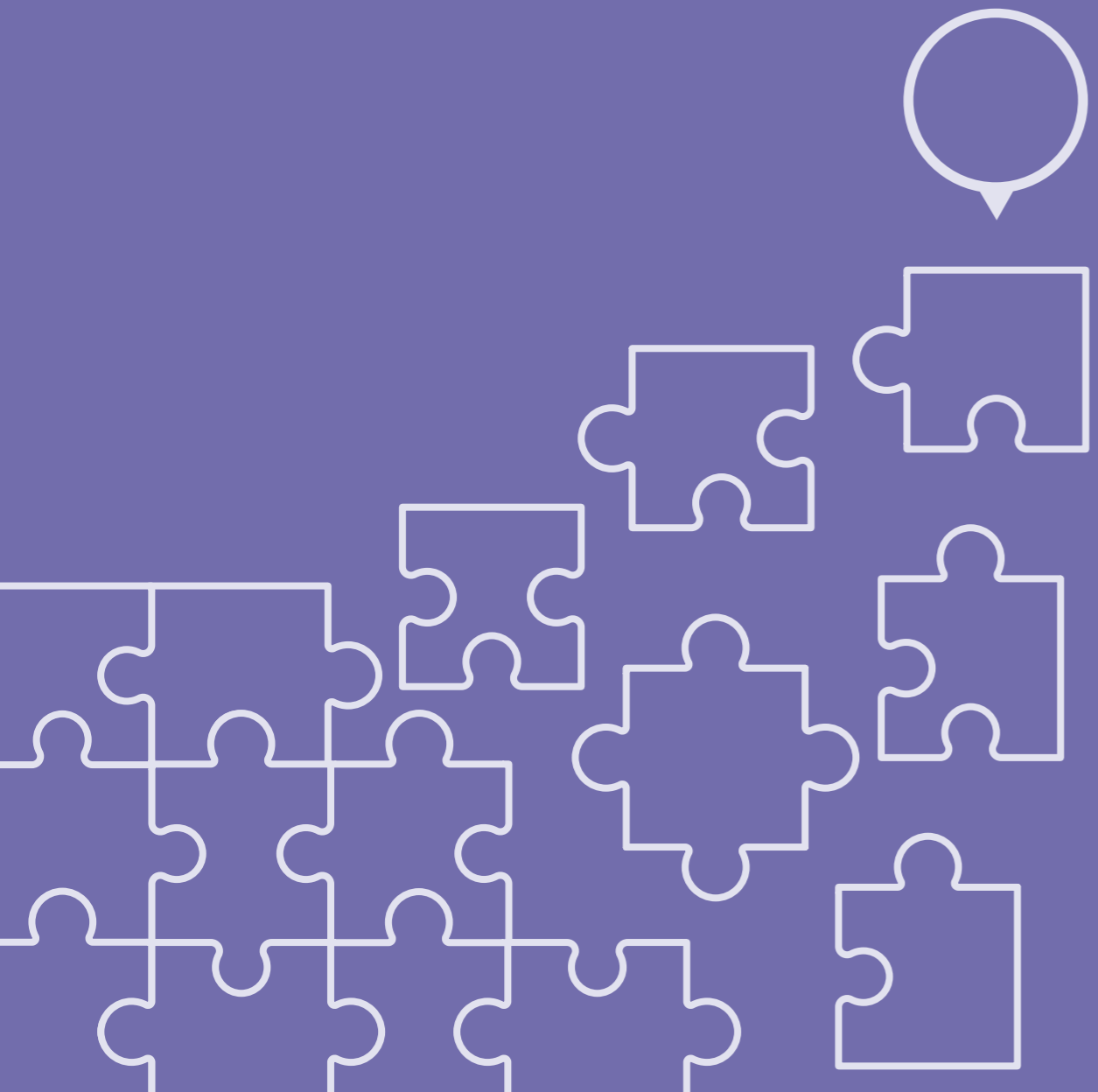
Sexual orientation	Headcount	Percentage
Bisexual	104	0.8%
Gay man	67	0.5%
Gay woman/lesbian	82	0.6%
Heterosexual (straight)	5,149	40.5%
No data provided	6,990	54.9%
Other	51	0.4%
Prefer not to say	283	2.2%
Total	12,726	100%

We continue to work closely with the LGBT+ Network to build trust and in the future, we hope this will enable us to consider how the Council compares to the Hampshire community specifically.

In terms of national comparisons data from the Office of National Statistics (March 2020) shows that 94.6% of the population identified as heterosexual/straight and 2.2% as bisexual, gay or lesbian. Acknowledging our significant data gap (55%), we can however still see that within the Council the number reporting as bisexual, gay or lesbian is about the UK average at 2.4%. It will be interesting to revisit this data once the 2021 Census results have been published and compare it to a fuller set of workforce data.



Employee lifecycle



Attract

Attract

Being an inclusive employer of choice

We remain focussed on ensuring that our jobs are attractive to as diverse a pool of candidates as possible, preferably reflective of our local labour market. This includes attracting new employees into our organisation and developing existing employees into new opportunities.

A key part of this is ensuring that our benefits package (Employee Value Proposition) remains attractive, and we will touch on this further in **'Reward and recognise'** section.

In July 2021, we published the **County Council's Zero Tolerance Statement**. As an inclusive organisation, we take pride in promoting, valuing, and celebrating diversity. As a public body serving Hampshire, we seek to ensure zero tolerance of harassment, discrimination, bullying and abuse and will respond promptly to any incidents of these.

In October 2021, the Council became a Level 2 Disability Confident Employer. The Disability Confident scheme can help us:

- tap into a wider pool of talent to meet our workforce needs;
- recruit and retain high-quality staff;
- reduce staff turnover, saving time and money on recruitment and training;
- hold onto valuable skills and experience;
- reduce sickness absence;
- improve staff morale by showing a commitment to treat all employees fairly;
- positively change attitudes, behaviours and cultures.



In this current reporting year, we advertised circa 2,900 directly employed roles across all grades. This is a large increase from 2020 to 2021 where only 1,470 roles were advertised and reflects both an easing of COVID-19 measures as well as the increased number of leavers experienced in this reporting year.

22,662 applications were received, an average of 8 applications per role which is a decrease from the average of 15 applications received per role for 2020 to 2021.

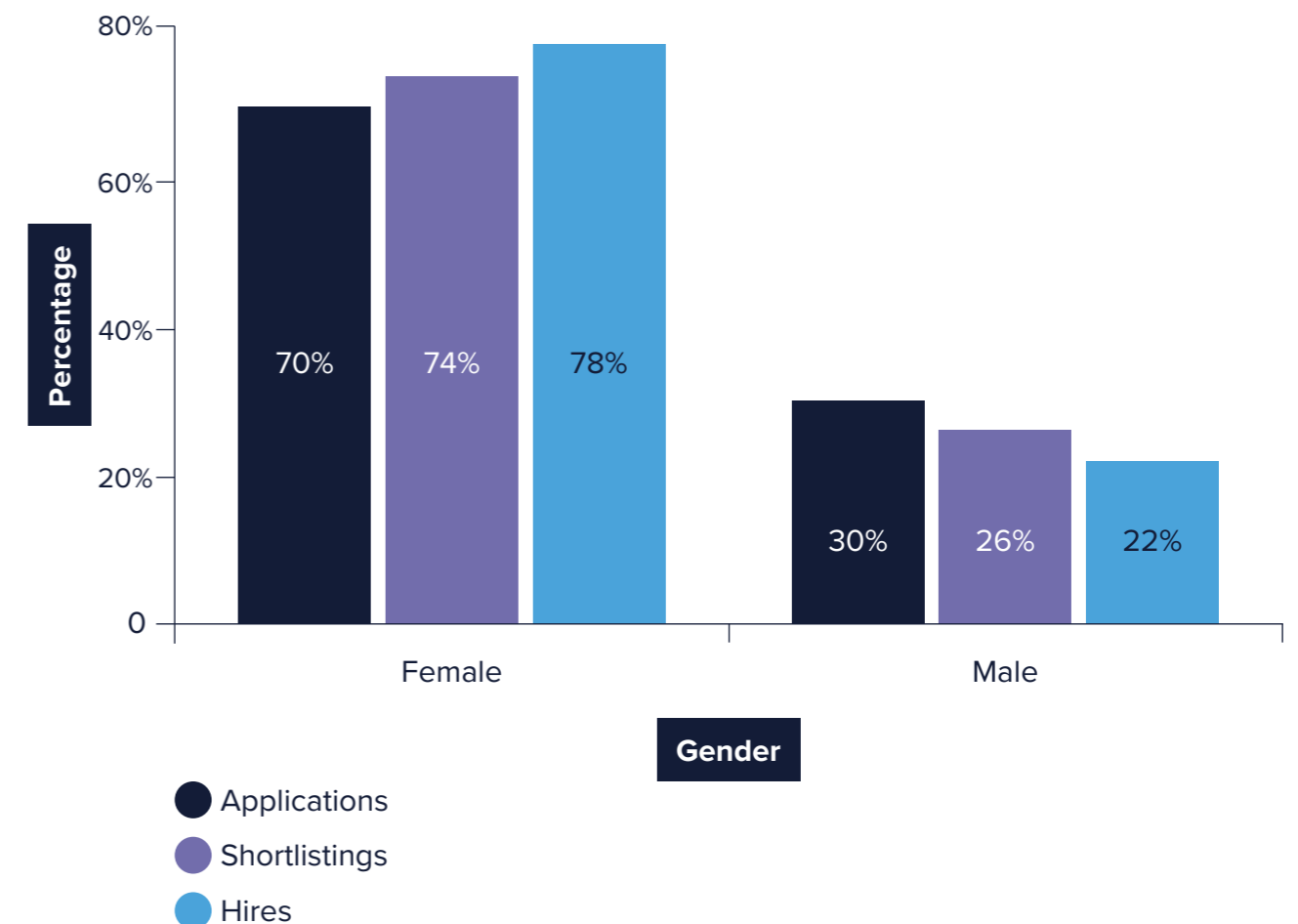
This year's figure remains slightly below the number of applications received in 2019 to 2020 pre-pandemic which showed an average of 10 applications per role. The decrease in applications is perhaps expected since according to the Office for National Statistics April 2022 UK employment figures, revealed a decrease in unemployment from 4.9% in April last year to 3.8%.

Of the 22,662 applications, 31% (7,091) were shortlisted for assessment or interview, diversity breakdowns are shown in the graphs below (pages 38-40).

Diversity of our applicants

70% of applications were received by female applicants and 74% of applicants shortlisted or called for assessment were female which is on a par with reported numbers last year, and still demonstrates that we remain more attractive as an employer in the female labour market. We also understand this to a trend across other Councils.

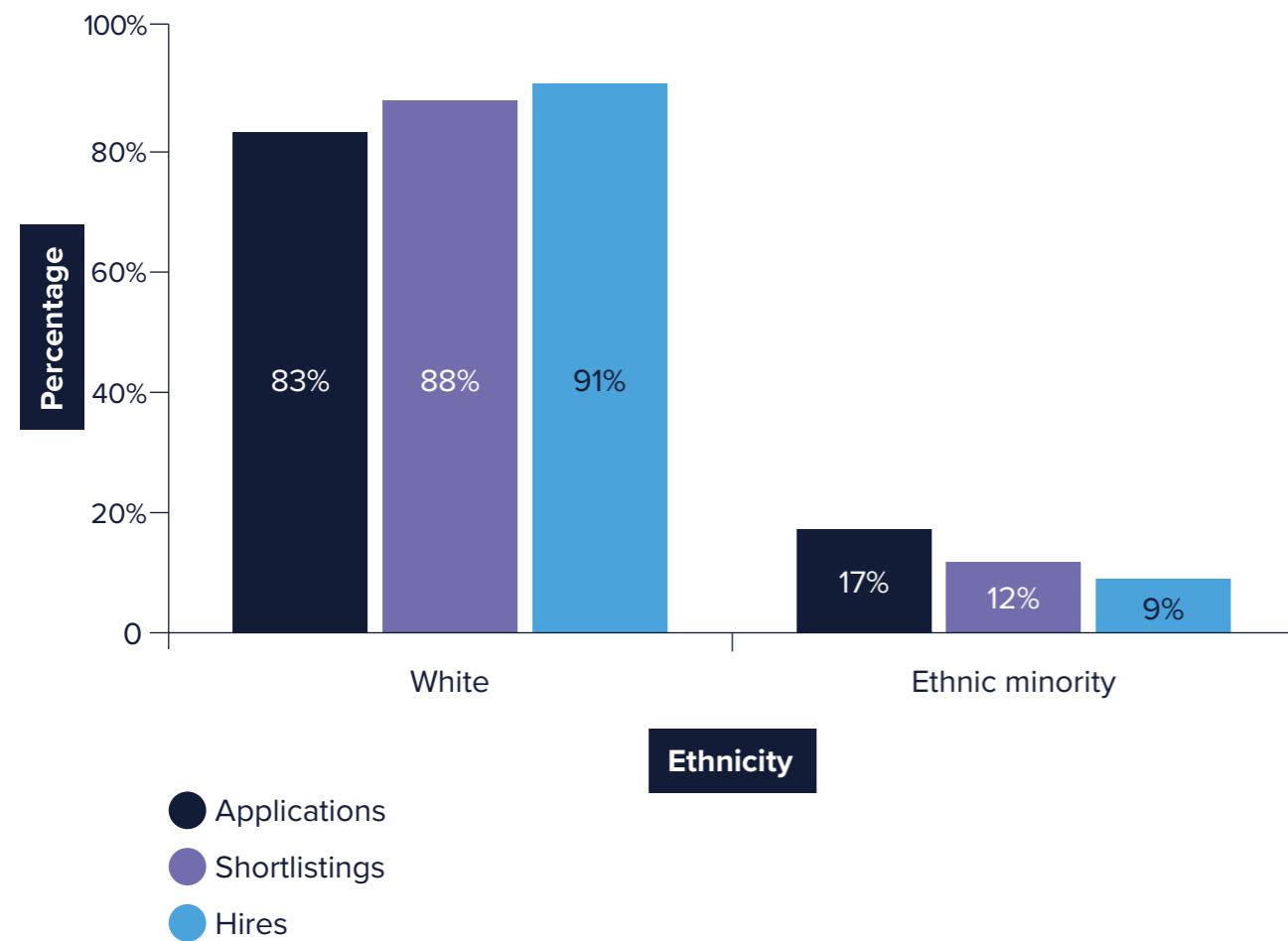
Gender breakdown by applications/shortlistings/hires



Having reported last year that the slight decline in applications received from females may be linked to the additional caring responsibilities that COVID-19 had created, it is likely therefore that the increase may be linked to the lifting of COVID-19 restrictions. This year's data shows there is also a slight increase on female applications received compared with 2019 to 2020 data pre pandemic. 78% of applicants hired were female.

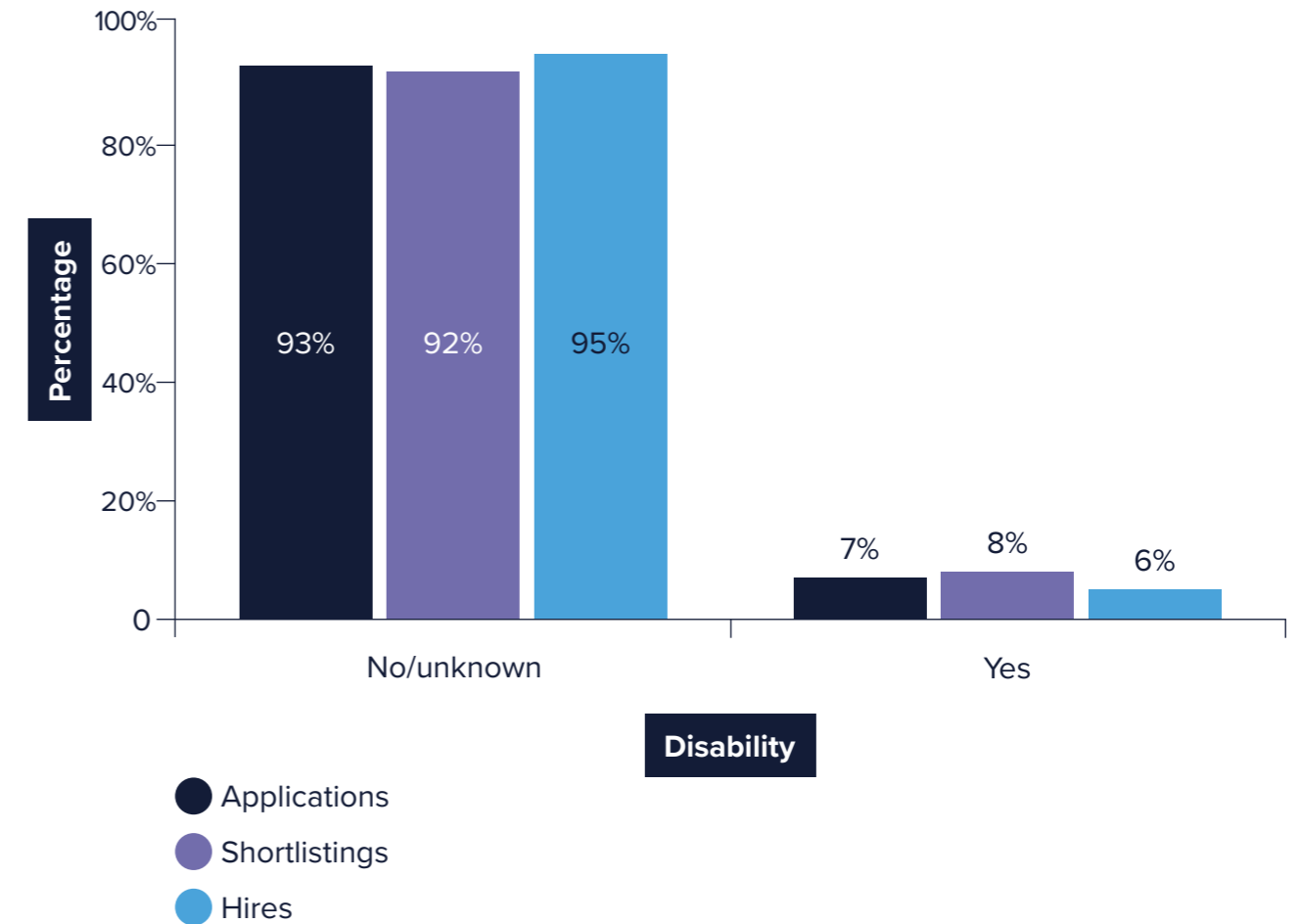
The ethnicity breakdown of applicants shows that 83% of applications received were from white applicants and 17% from ethnic minorities, an increase of 3% from last year.

Ethnicity breakdown by applications/shortlistings/hires



In terms of shortlisting, ethnicity data show that 88% of those shortlisted were white applicants and 12% from ethnic minorities. This is a decrease from last year by 1% of ethnic minority applicants being shortlisted. 9% of applicants hired were from an ethnic minority.

Disability breakdown by applications/shortlistings/hires



We advertised 660 roles graded H+, we received 48% of applications from female applicants.

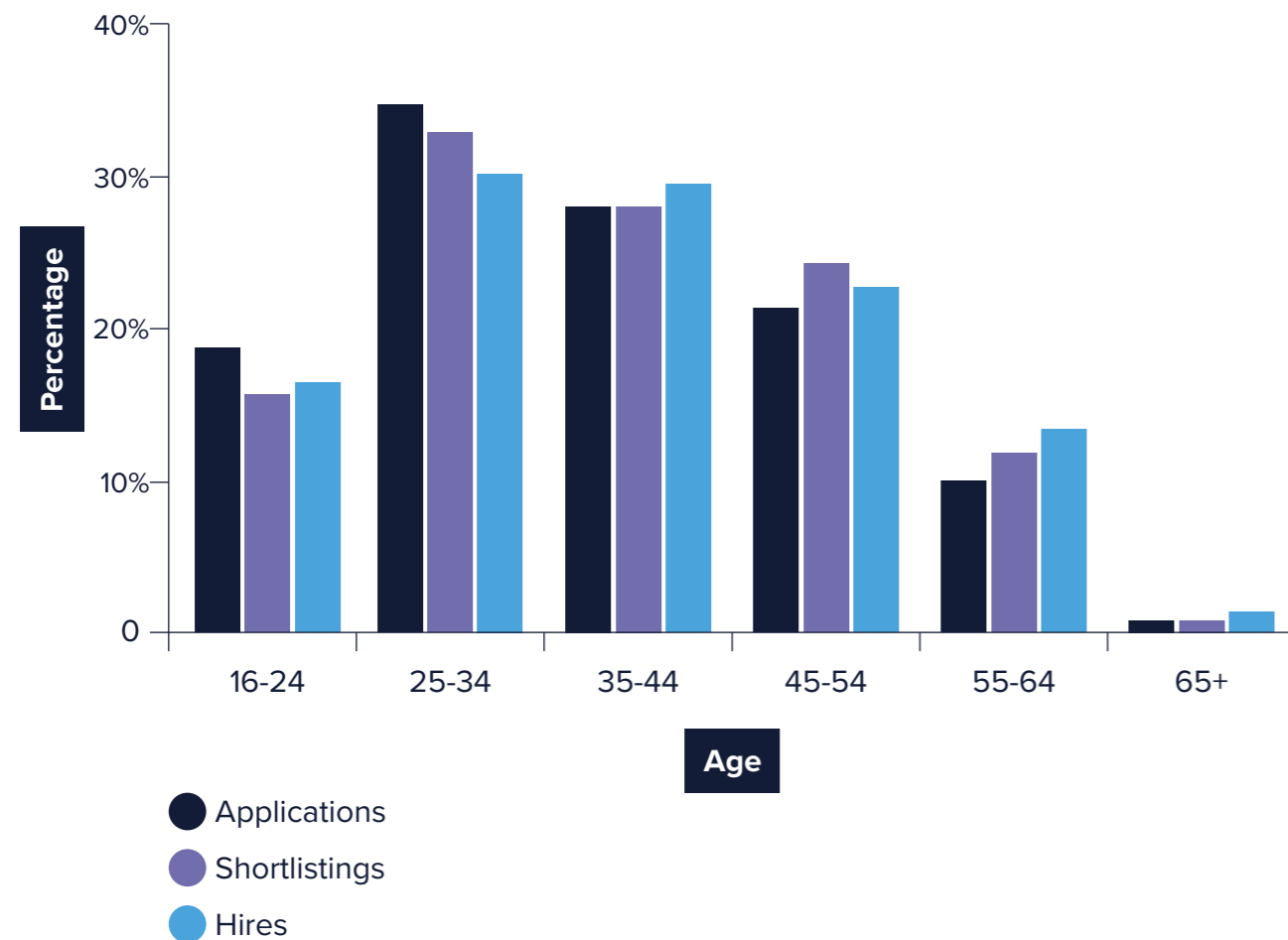
19% of applications to the H+ grade roles were from ethnic minorities. Out of the ethnic minority applicants, 33% were female. Of short listings, 12% were ethnic minorities, and of hires 3% were ethnic minorities. As shown in the 'An overview of changes 2021 to 2022' graph on [page three](#), our ethnic minority representation in H+ grades has increased from 2.9% to 3.3%.

Of the total number (22,662) of applications received 7% declared a disability. Of shortlisted applicants, 8% declared a disability. It is positive to see that this year's figures are higher than reported in 2019 to 2020 pre-pandemic and are higher than the representation of employees declaring a disability at the Council. 6% of applicants hired declared a disability.

Further insight into the sexual orientation profile of our applicants is discussed on [page 52](#).

47% of applications were received by applicants aged below 34 years of age, and predominantly these applications were received across roles graded C to E which is on a par with the last reporting year. The age profile is shown in the graph below.

Age group breakdown by applications/shortlistings/hires



Of the 22,662 applications received in 2021 to 2022, 10% (2,187) of the applicants were internal, this has increased from 6% across 2020 to 2021 which could suggest that staff are looking at different career opportunities across the Council now that COVID-19 pressures are easing in many areas of the organisation.

This is supported by the increase in internal turnover (staff moving jobs within the Council), which has increased at a higher rate than external turnover (staff leaving the Council). Internal applicants make up 15% (1,053) of those shortlisted which has increased from 12% in 2020 to 2021 showing that we continue to shortlist more of our internal staff. Internal applicants are 1.9 times more likely to be hired than external applicants, offering

progression within the organisation.

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. 26% of all roles advertised were in catering and 14% were for administrative roles.

However, whilst we have received more applications for some roles our areas of recruitment difficulty in other areas remain consistent. For example, whilst there may have been an increase in applications for some roles, for example catering and administration, this does not necessarily mean appointments have been secured for those roles.

During the last year, ETE modified its attraction strategies to support the continued recruitment of technical and professional specialisms. This included utilisation of an employer branding toolkit to position ETE more competitively in the recruitment market, revised marketing campaigns, and introduced a Values based recruitment pilot for a cohort of Transport and Engineering roles for which the market is fiercely competitive both regionally and nationally. Following the success of the pilot, roll out of values-based recruitment has been extended, with training targeted at recruiting managers where roles are considered hard to fill and where evidentially retention rates are increasing and therefore prioritised action is required.

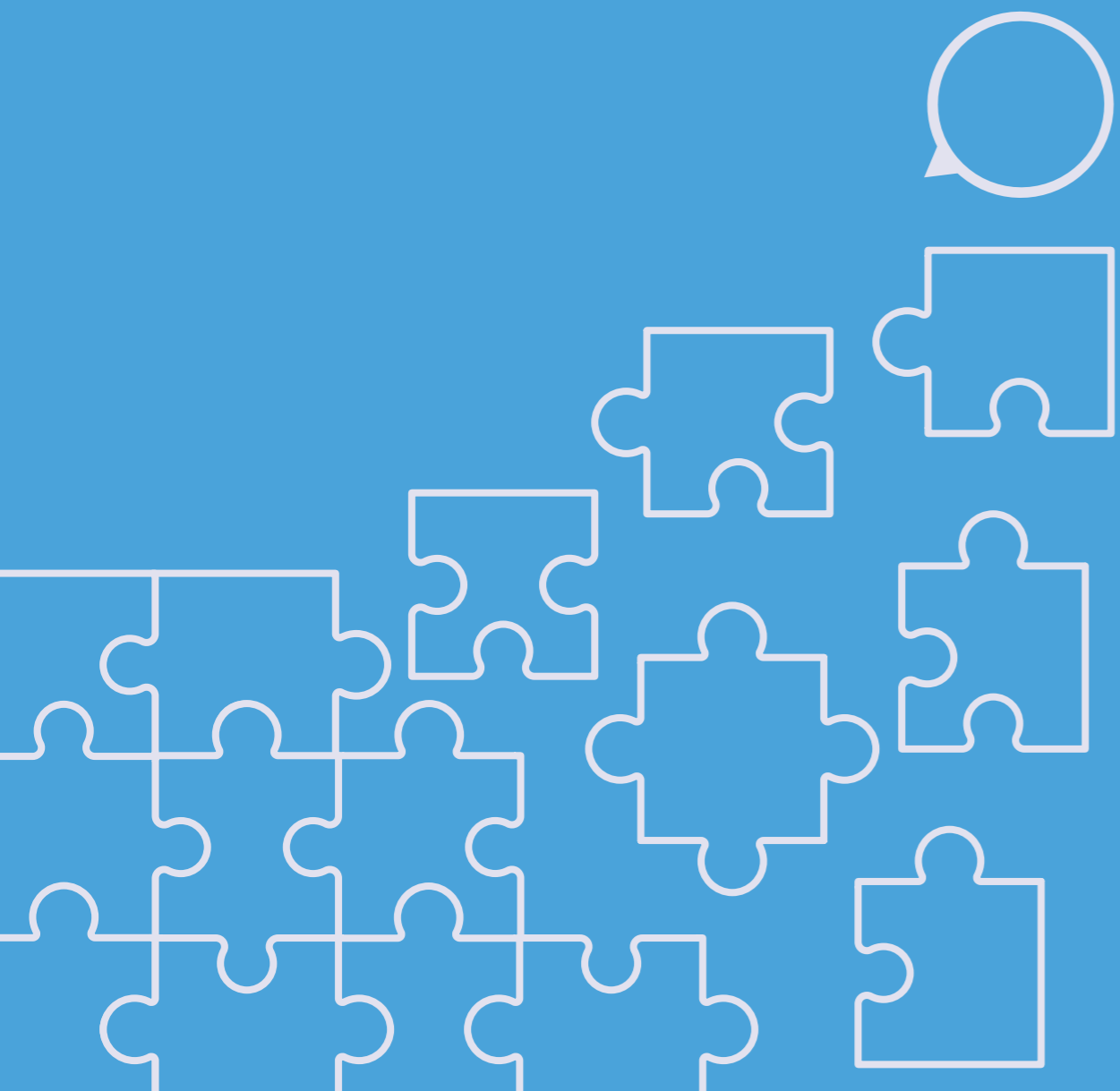
Armed Forces community

Our commitment to the county’s Armed Forces community has been recognised once again, by being re-accredited with the Gold Award 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 have had 1.6% (364) of applicants who are Armed Forces veterans apply for our vacancies. Figures suggest that an equal proportion of veterans applying for our vacancies are shortlisted and then hired for roles.



Resource

Resource

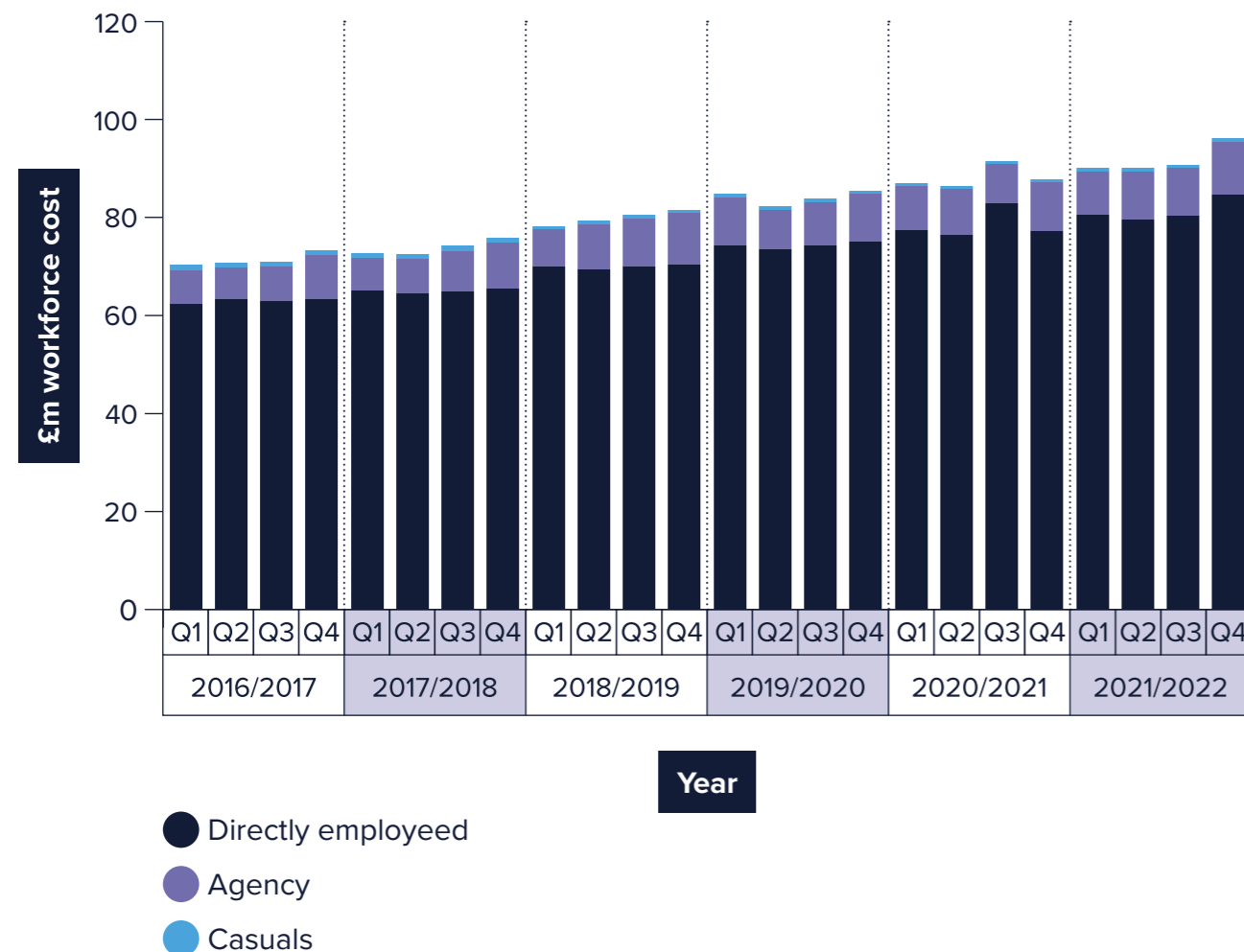
Facilitate all available talent to apply

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.

In Hampshire, ‘demand for labour remains strong’ (Hampshire Monthly Labour Market Update April 2022, p. 2). According to the CIPD, recruitment difficulties remain high in the public sector (52%), with 46% of employers reporting vacancies that are hard to fill (CIPD, Labour Outlook Report, Winter 2021 to 2022, p. 3).

The graph below shows the total workforce costs, split by our workforce ‘resource’ type, i.e. directly employed (permanent/temporary), agency (staff, contractors/consultants) and casual workers.

Total workforce costs £m



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

It should be noted that our overall agency workforce costs have increased compared to the previous year. However, this was in line (proportionately) with our spend in 2019 to 2020 (pre the COVID-19 pandemic) and continues to be predominantly within the Social Care and IT sectors.

Of those directly employed at the end of March 2022, departments engage circa 13% on a temporary basis at any one time, which is an increase on last year, again enabling flexible management of resource and costs to meet demand across services.

Departments have developed hybrid working arrangements which combine the flexibility and efficiencies of virtual working with the benefits gained by physically bringing people together on a regular basis. Staff who were placed on furlough which continued this last year have returned to work and services have resumed business as usual, albeit with new ways of working.

Work is planned for HCC Care as part of the department’s recruitment and retention strategy, given their workforce has experienced similar issues in terms of vacancy levels, particularly amongst care and nursing staff. It is hoped that overseas recruitment for nursing staff and the more effective use of social media advertising and improved onboarding for care staff will address this shortfall.

The acute hospital systems continue to create additional demand for services across social work teams, the Reablement service and HCC Care. Reablement have maintained levels of support, despite their recruitment challenges and have established very successful apprenticeship posts and well-defined career pathways to attract and retain staff within the service.

There has been a significant growth in temporary AHC social work posts, funded by government monies, to support the response to COVID-19. However, whilst there have been additional funds there has been no increase in the workforce supply, particularly posts that require a professional qualification, such as social work. This increased demand has fuelled competition between employers to attract and retain staff, using incentives such as ‘golden handshake’ or ‘golden handcuff’ payments and market supplements to remain competitive in the employment market.

Children’s Services also has other critical recruitment challenges (beyond Qualified Social Workers) which extends across several services. The most critical of these relate to staffing in Children’s Residential Homes and Special Education Needs Caseworkers. Work is underway in relation to these services to develop pay benchmarking data to inform potential developments in remuneration and other measures to support retention such as

the consideration of rotas and training. The recruitment and retention of school escorts is an area of growing concern with increased turnover and a shortage in supply. Alternative methods of attractions will be explored to support this area.

Market supplements

For some roles there may be specific pressures in attracting and retaining staff and where appropriate the Council will consider market supplements, taking account of published market pay and turnover data and other evidence supporting the business case. Market supplements are temporary payments and subject to ongoing review by Departmental and Corporate Management Teams on a regular basis.

We know there are 31 roles that are difficult to recruit and retain staff. These roles can attract market supplements where appropriate in recognition of the highly sought after or specific skill shortage.

Regular reviews of market supplements continue to be critical in being able to address some of our more challenging areas in relation to recruitment and retention. During this year, we have identified circa four roles that require consideration of what measures, some of which may be market supplements, that could support recruitment and retention.

A review of market supplements has led to an increase in the payments made to nursing staff and the introduction of a new market supplement for their leadership cohort. Market Supplements have also been implemented to support the introduction of a new Senior Social Worker role to champion excellent social work practice. As well harmonising the expectations of the previous Senior Practitioner role the Excellent Practice competency framework recognises the professional practice of qualified social workers and provides additional remuneration as well a clear career pathway.

Based upon pay benchmarking information, new market supplement arrangements for Children's Social Workers were introduced in November 2021 alongside the introduction of a new Senior Social Worker role. It remains too early to determine the impact of these measures upon recruitment and retention at this stage.

There are also continued pressures in recruiting to many professional roles and specialisms such as planning, engineering, transport professionals, surveyors, architects, countryside rangers, arborists, catering and LGV Drivers. The market for the recruitment of these professions remains very competitive and has been exacerbated further in the last year because of national skills shortages, demand outstripping supply and the consequential impact resulting in significantly increased remuneration predominately in the private sector. To mitigate the increased risks, which include retention, both CCBS and ETE have placed increased focus on growing our own staff by continuing to engage graduates across multiple disciplines, increased the breadth of apprenticeships on offer and profiling this to

aid recruitment whilst deploying an increased number of apprenticeship opportunities to existing staff to invest in their development and build capacity and capability aligned to our future workforce needs. Additionally, recruitment and retention strategies are being applied with a review of market supplements implemented for high-risk roles.

Secondments/acting up arrangements

Another way in which we resource our workforce is to provide 'acting up' roles, secondments, and promotions. During the last 12 months there have been approximately 621 instances of people securing such roles (defined by actions in the HR system), which is higher than last year, again this may be linked to the increase in roles being advertised internally during the pandemic. However, this is a slightly lower figure than reported pre pandemic of 703 in 2019 to 2020, we will continue to monitor this data and provide opportunities for our staff to develop.

Flexible working

It is important for us to pro-actively consider how best to attract and retain staff who may require part time or more flexible working. Making flexible working more accessible to employees remains a priority action. Work continues to embed on the action of the development of 'open working' options for employees across the Council in accordance with business needs following the launch of the Open Workplace Policy. The last reporting periods have shown that it is possible to deliver in more flexible ways, without compromising on performance, and we will use this experience to support improvements in this area. [Page 27](#) shows that circa half of our staff work less than full-time, defined by working under 37 hours, or less than 52 weeks per year. Insight from the Inclusion, Diversity and Wellbeing survey in May 2021 has enabled us to inform our inclusion and diversity priorities.

Connect2Hampshire

Connect2Hampshire have continued to provide a fundamental role in sourcing temporary workers to supplement and support the Council's permanent workforce. During the last year, our response to the COVID-19 pandemic has significantly impacted our levels of demand for agency workers in some services, but the pandemic has also further accelerated broader challenges in the workforce market, impacting in some cases Connect2Hampshire's ability to recruit some of the harder to recruit roles to the full extent required. However, despite these challenges the agency has successfully recruited and supplied significant numbers of workers throughout the year, amounting to approximately £30m of revenue expenditure from the Council.

In terms of supporting the Council's response to the pandemic, Connect2Hampshire's main area of focus has remained on providing agency workers to enable us to resource our temporary 'Track and Trace' team, as well as the provision of lateral flow tests. These two large projects required more than 100 agency workers over a period of more than six months.

More widely the demand for Qualified Social Workers has continued to grow (again in part due to the impact of the pandemic), although the workforce challenges being experienced nationally to attract, recruit, and retain professionals with these particular skills (especially within Children's Services), has made this a particularly hard role for Connect2Hampshire to recruit the full number of the workers needed. Connect2Hampshire has, however, provided the ability for the agency to engage with their supply chain to provide different models of temporary supply back into the Council, alongside their core agency provision.

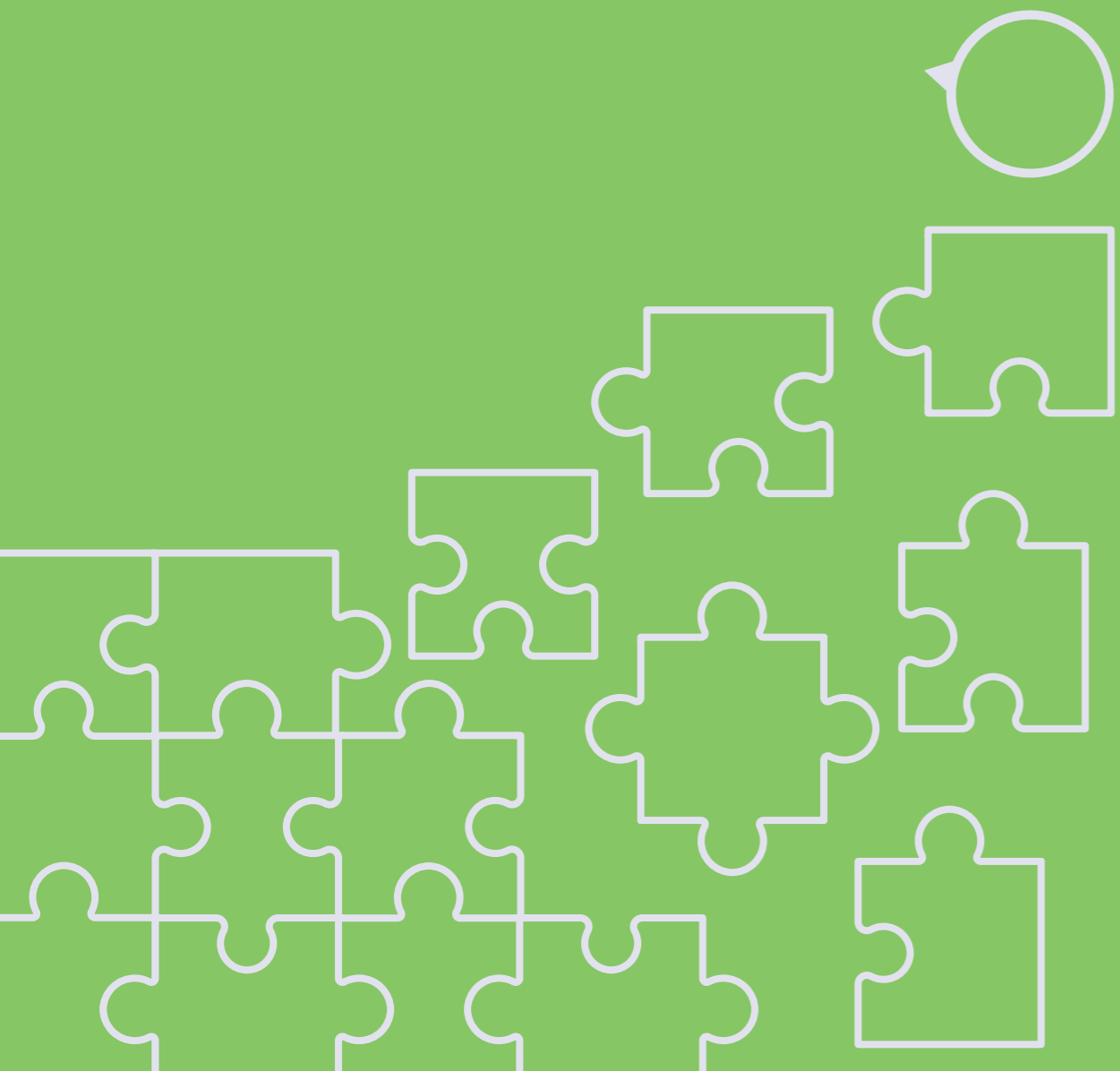
Similarly, the demand for agency workers to support our broader social care services (such as our Adults Health and Care internal residential and nursing homes), has remained high. However, despite increased promotion of careers in care this has remained a difficult area to recruit to and retain workers within, and this was further impacted in November 2021 when the legislation mandating Coronavirus vaccinations for care workers was introduced. Finding new and innovative ways to address workforce challenges in both areas remains a key priority for Connect2Hampshire.

In other areas of the Council, administrative roles have remained stable over the last year, but the requirement for IT and other Professional roles increased, partly due to previously paused projects (because of the pandemic) re-commencing or starting up. This has also included Public Health roles, which have proven harder to fill due to the competitive recruitment market currently, and these skills being in high demand across other public sector organisations. Cleaning roles have also become more difficult to fill, and this could be attributed to competitive rates of pay in local companies and roles in other sectors such as retail, perhaps being more attractive for the same or more pay.

One of the key objectives for the Council in creating Connect2Hampshire was the ability to directly source temporary agency workers to support improvements in quality, continuity, and sustainability, and this is therefore a key performance measure for the agency. Overall, the number of people registering directly with Connect2Hampshire remained stable over the year. However, the number of roles that Connect2Hampshire have been able to fill directly (as opposed to an agency on their framework filling), has increased from 30% in 2020 to 2021 to 42% 2021 to 2022. This will remain a key focus for the agency in the next 12 months.

The Council will continue to work closely with Connect2Hampshire in the coming months to utilise their insight on what works or does not work in terms of candidate attraction, recruitment, and retention in the current market. This, along with insight obtained from

our own permanent workforce recruitment and retention will ensure that the Council's future workforce needs are able to be met in what will continue to be a challenging and changing environment.



Onboard

Onboard

Making sure people are welcomed and inducted

In 2021 to 2022 there were 3,457 new starters, which is reflective of the increase in roles advertised and the number of leavers. This is broken down into 1,956 external starters, and 1,501 internal starters.

The workforce profile of new external starters can be seen as 90% white and 9.2% of ethnic minorities, 5% of staff declared a disability. In analysing the sexual orientation profile of our new staff, we can see that our profile remains the same as last year and that we do not appear to be discriminating in this regard.

Onboarding continues to be a more critical phase in the employee life cycle since our welcome over the last 12 months has remained largely 'virtual' for office-based staff.

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

The 'Welcome to Hampshire' module of the corporate induction is currently being reviewed considering changes to the Council's political and officer leadership and to ensure that it reflects the current culture of the organisation and its corporate priorities. It is anticipated that it will be launched in early summer.

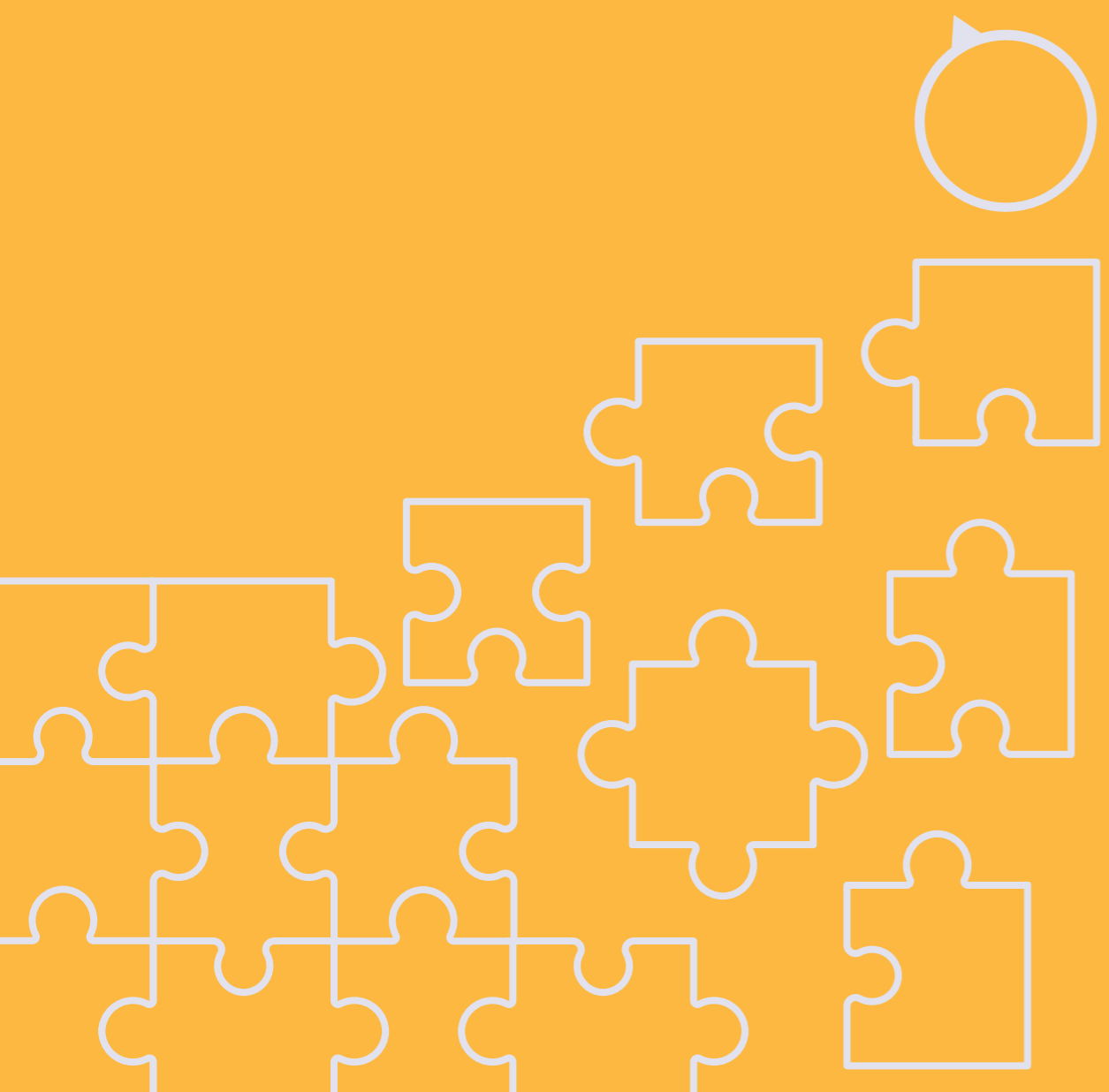
In addition to specific role induction, departments have continued to provide information and context in respect of their specific service and department.

We recognise that onboarding through the pandemic has been challenging for new employees and managers. Feedback suggests that Microsoft Teams continues to be a key element of a successful virtual induction as new employees can visually meet the team and be shown documents and processes in real time.

Many of our departments are also now ensuring that even where a new member of staff may work virtually for most of their working week, during induction, physical meetings and familiarisation sessions are built into their induction plans. There is an expectation from Directors and their Management Teams, that in the early weeks of the induction that it will involve an element of face-to-face meetings so that new staff can get to know their team more easily. Feedback suggests that this has been valuable for them to get to know colleagues and more widely stakeholders within the organisation. Being face to face has helped them more easily understand how their role fits within the wider organisation.

As part of an ongoing programme of staff engagement, the Chief Executive has been meeting with new starters to the Council to find out more about their experiences. These

meetings are scheduled bi-annually and whilst only one has taken place so far, early feedback would indicate that the new starters were positive about their experience of joining our organisation. Feedback received stated that the new starters had joined friendly, supportive teams where colleagues across the Council were receptive to helping them.



Develop

Develop

Supporting our people to grow, develop and learn

As we have said in previous years, there are links between an organisation's approach to personal development and the positive impact on retention and indeed organisational performance.

Despite the continued difficulties of the past year, we have continued to invest, formally and informally, in our people. One of the key formal ways in which we do so is through a comprehensive learning and development package which includes 'Leadership and Management Development'. These are provided through our corporate Leadership and Management Development Team and 'Departmental or Operational development', including professional development for our qualified staff, which is delivered through Departmental teams.

Within this report we are only focussed on the organisation-wide 'Leadership and Management Development'.

As an organisation we have invested circa £347K during 2021 to 2022 on Leadership and Management, this has been a reduction year on year, due to changes in ways of working. The ability to utilise technology has allowed us to deliver the same level of learning opportunity with a reduction in cost.

The Hampshire Leaders Network (HLN) (Grade H+) has continued to meet virtually during the year. Working in partnership with the University of Southampton and senior experts from within the organisation, HLN 'Reflect and Refresh' sessions have focused on organisational behavioural change, analytics-based decision making, and future ways of working. In addition, active use of Teams Live Events has enabled more to attend and engage in senior management briefings. A new series of HLN monthly small group meetings with the Chief Executive on a variety of discussion topics have provided the opportunity to share views and develop wider organisational insights. Topics have included, digital literacy, new ways of working, leadership development and inclusion. Meanwhile joint CMT/DMT meetings moved from online, to meeting in-person from September. Over 1,700 attended HLN events during 2021 to 2022.

Transformative Leadership Programme (TLP)

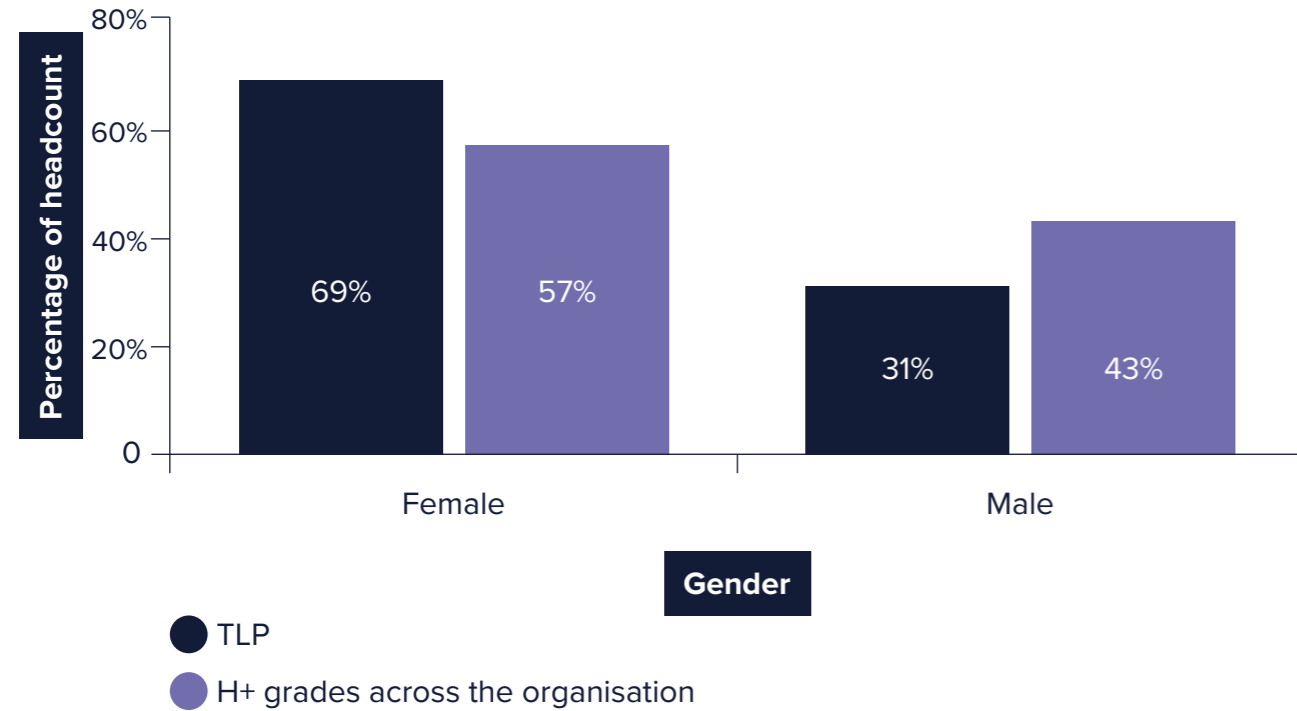
During 2021 to 2022 there was one cohort of the ten month Leadership Development Programme – Transformative Leadership Programme (TLP 2021 to 2022) with 83 participants enrolled in July 2021.

The TLP 2021 to 2022 cohort data below (pages 58-59) shows TLP participant data, relative to the percentage of the Hampshire Leaders Network (HLN) participant data. TLP participants are nominated from the HLN cohort (H-grade and higher) by Departmental Management Teams. Analysis of the TLP 2021 to 2022 data shows that:

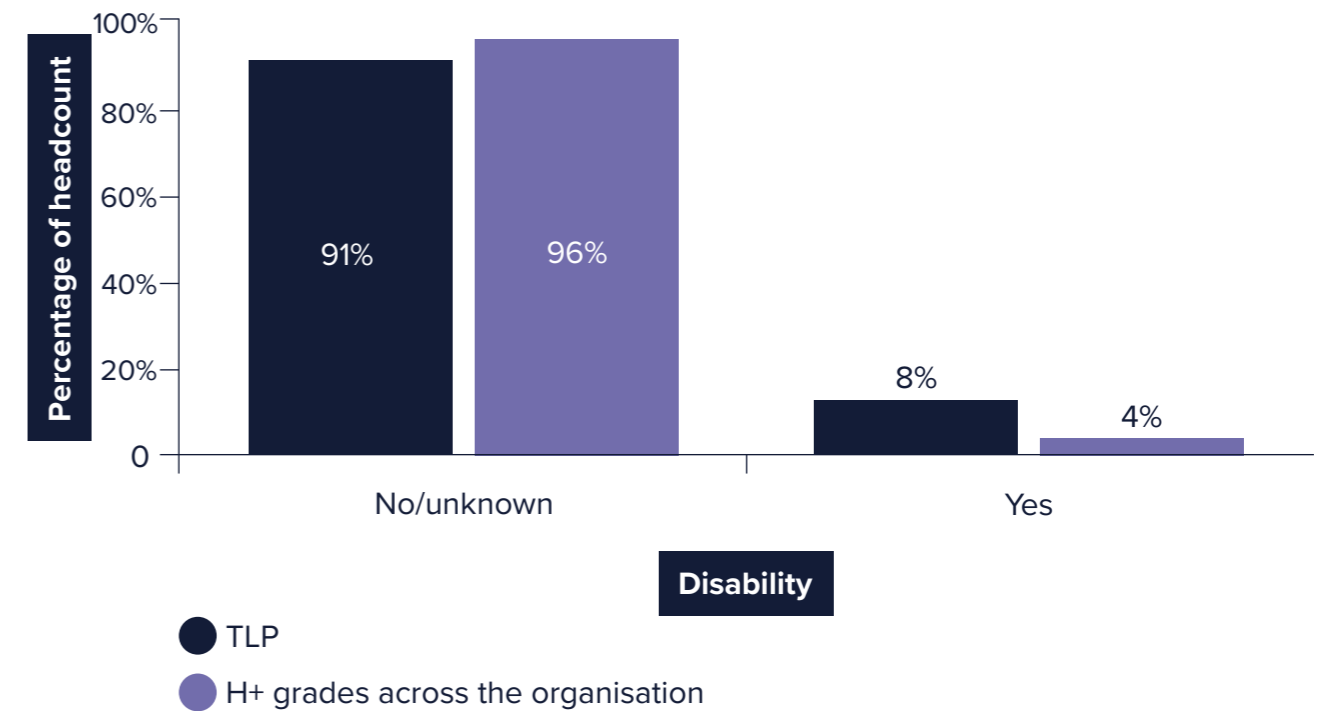
- Female participants represent 69% of TLP, which is higher than the HLN average of 57%, and higher than for TLP 2020 to 2021.
- The age profile of TLP participants is relatively younger, with 83% of TLP 2020 to 2021 participants aged 35-54, compared to 66% of HLN being 35-54.

Diversity profiles of TLP participants in comparison with our organisational profile

Gender breakdown across TLP, compared to H+ grades across the organisation



Disability breakdown across TLP, compared to H+ grades across the organisation



Ethnicity breakdown across TLP, compared to H+ grades across the organisation



Age breakdown across TLP, compared to H+ grades across the organisation



The 12-month progression data for the 63 participants who completed TLP 2019 to 2021 in February 2021, shows that:

- 22% (14) participants received Special Recognition Recipients totalling £64,972 in the past 12 months since completing TLP. This is equivalent to £4,641 per recipient and compares to 16% for non-TLP H+ Grades who received an average of £3,609 per recipient.
- Only 7.4% (5) participants have left the Council within the last 12 months, vs 10.9% for non-TLP H+ Grades.

Whilst data of this nature cannot, with certainty, speak to 'causality' it would seem to suggest that we are successful at selecting employees for this programme who are committed to the council and may also speak to this programme being a strong retention tool for talented staff. We will continue to monitor this data over time.

Firefly

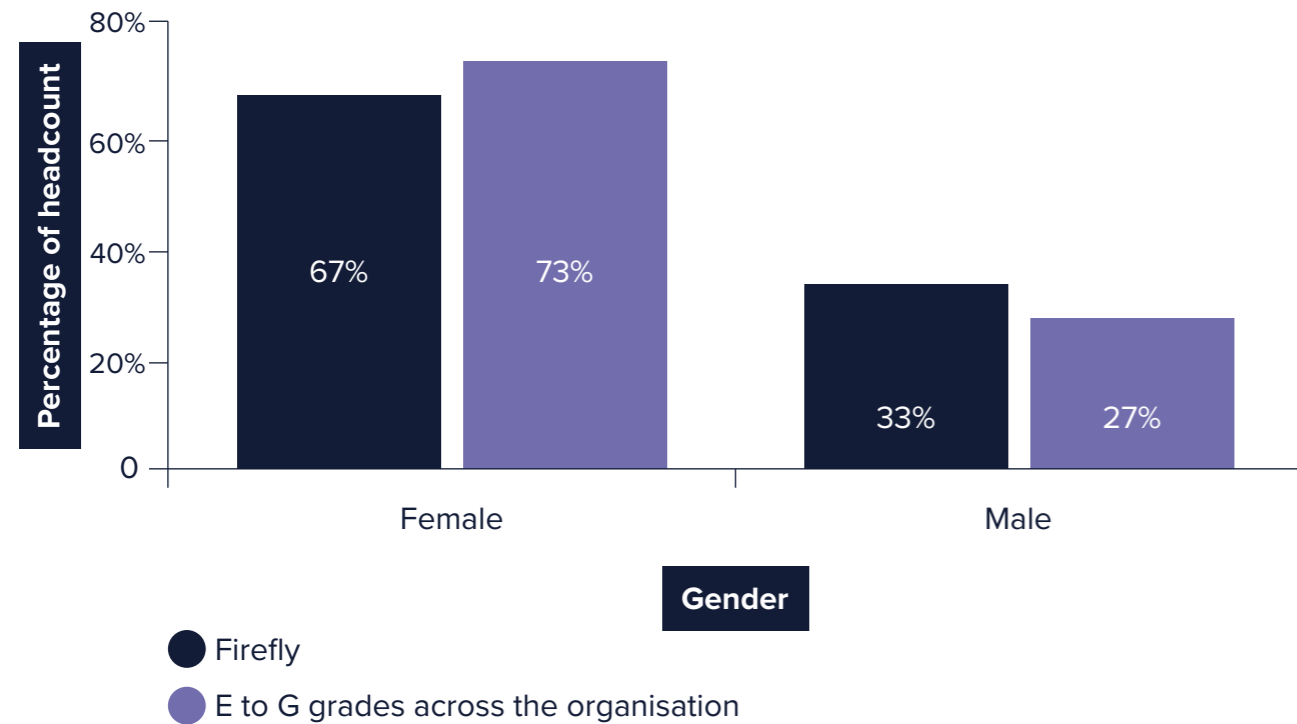
Demand for places on the ten month Firefly high-potential development programme for staff grades E-G, was oversubscribed so a total of four cohorts involving over 140 Council participants started between June and October 2021 (an additional two cohorts). These programmes are now designed to combine online and face to face delivery, so unlike 2020 to 2021, they were not disrupted by COVID-19 during Winter 2021 to 2022.

The Firefly 2021 to 2022 cohort data profiles (pages 62-63) show Firefly participant data, relative to the percentage of Council employees (grades E-G) from which most Firefly participants are nominated.

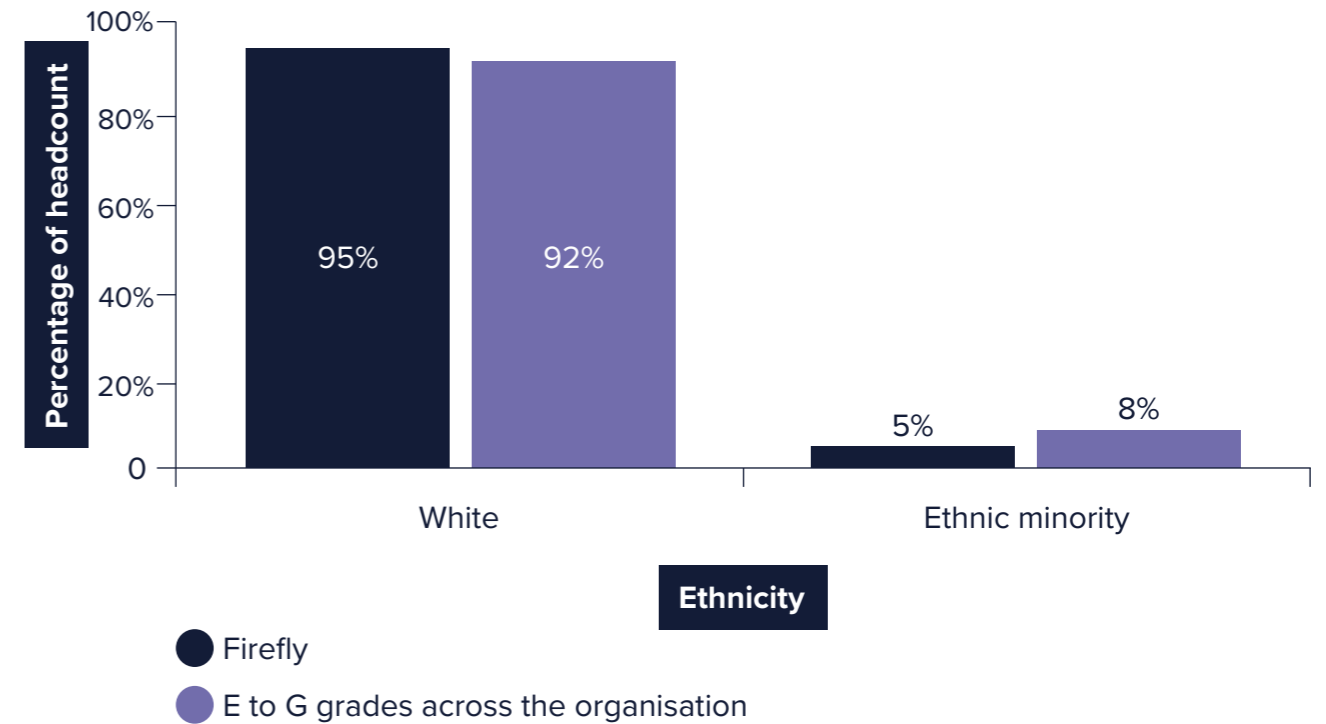
- Gender, female participants represent 67% of all current Firefly participants, compared to 73% for all Council staff (grade E-G). There are proportionately more male participants on the programme with 33%, compared to 27% for Council staff (grade E-G).
- Age profile, 40% of Firefly participants are aged 35-44 compared to 27% of all Council staff (grade E-G) aged 35-44.

Diversity profiles of Firefly participants in comparison with our organisational profile

Gender breakdown across Firefly, compared to E to G grades across the organisation



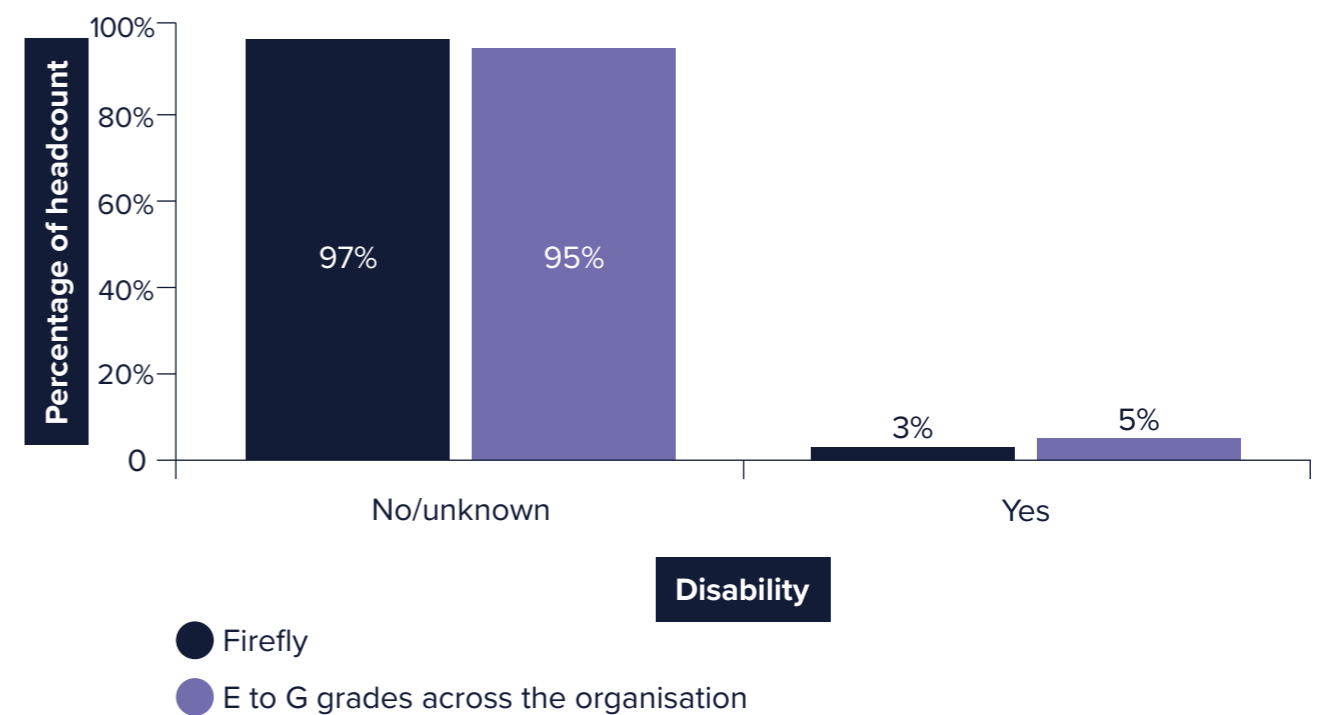
Ethnicity breakdown across Firefly, compared to E to G grades across the organisation



Age breakdown across Firefly, compared to E to G grades across the organisation



Disability breakdown across Firefly, compared to E to G grades across the organisation



Progression data for the 45 participants who completed Firefly cohorts eight and nine in 2021, shows that:

- 15% (seven) moved up a pay grade, compared to 7% of staff in grades E-G.
- 22% (ten) from Firefly eight and nine received a total of £26,250 in Special Recognition Payments (SRPs) in the 12 months since completing the programme. Equivalent to £2,625 per recipient. This compares with 17% for E-G grades who received SRPs – averaging £2,185 per recipient.
- Only 8% (four participants) of Firefly eight and nine cohorts have left the Council within the last 12 months, compared to 12% for E-G grades.

An important element of the TLP and Firefly development programmes is the opportunity for participants to continuously apply their learning from the programme to a specific workplace challenge. At the end of the programme, they review the qualitative and quantitative impact of the anticipated or realised benefits of their workplace challenge.

The great variety of these projects reflects the wide-ranging areas of service Council employees are engaged in, delivering outcomes which positively impact individuals, teams, service-users and collectively the organisation overall. These have included projects to progress climate change initiatives, delivering service improvements, increasing service-user satisfaction, and developing digital solutions.

In terms of the wider development packages, we have delivered Open courses attended by over 1,065 staff and managers – average 97% satisfaction rate across the year. Examples include Impact of your personal style and an Introduction to coaching. The number of these courses available has increased on last year due to the easing of restrictions from the pandemic.

We have also delivered uniquely designed programmes to support organisational priorities, 5,526 places have been attended by staff – team days, coaching, bespoke topics, wellbeing briefings.

As we have previously reported, our Valuing Performance framework is another way in which we seek to develop our staff, providing a structure, guidance, and support to enable our people to set stretching targets and access the development needed to achieve.

Our investment in the development of our people has remained throughout this reporting year with staff provided with opportunities to attend learning and development interventions designed for in-person or virtual delivery. This has helped ensure staff can work more effectively and efficiently and provided new opportunities to benefit from reconnecting and engaging with colleagues' face to face.

Inclusion and wellbeing

Two specific themes for development during the year have been Inclusion and Wellbeing. Our Inclusion, Diversity and Wellbeing Survey took place in May 2021. In it we asked about issues relating to organisational culture, access to employee support, experiences of incidents in the workplace, flexible working, and the COVID-19 vaccination programme. 4,885 colleagues took part (38% of the Council's workforce). The survey covered areas included in the 2018 Inclusion and Diversity and 2019 Wellbeing surveys, to help understand how the Council has changed over the last few years.

Overall, the results were positive – particularly around staff wellbeing. Results from the survey have helped inform the Inclusion, Diversity and Wellbeing priorities shown on [page 95](#).

Our Wellbeing Programme is significant, developing well and receiving positive feedback from managers and staff across the organisation. It continues to support organisational recovery from COVID-19, as well as develop options for the ongoing support and delivery of wellbeing interventions across the organisation into the future.

Following on from Let's talk race which we launched in 2020, we delivered Let's talk being disabled sessions in 2021 and will continue with Let's talk about LGBT+ and Let's talk about Gender throughout 2022.

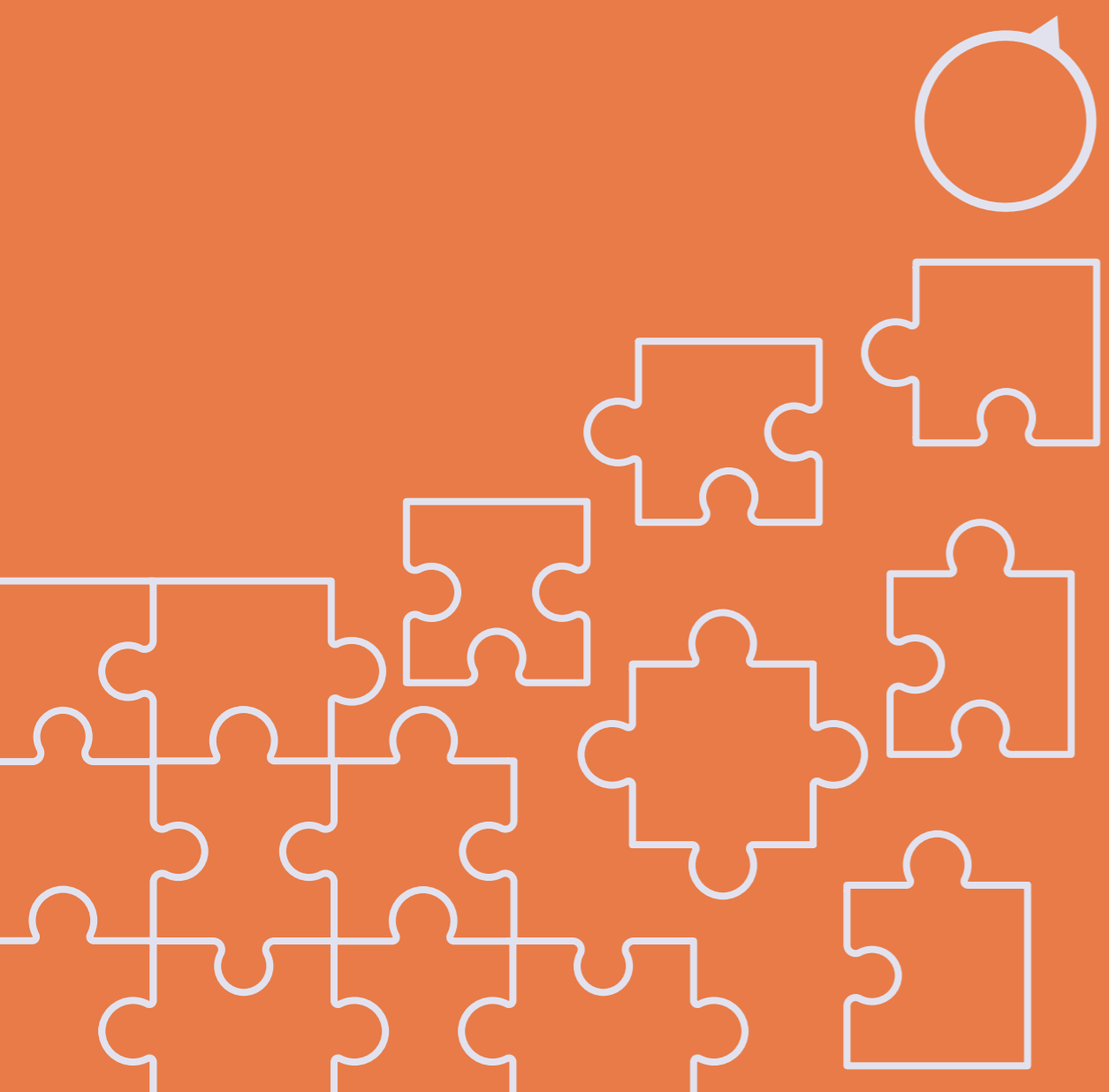
Apprenticeships

Apprenticeships in the Council continue to grow, providing skills development and training pathways that benefits departmental service areas and employee professional development.

Since the introduction of the Apprenticeship Levy in 2017, the Council has enrolled over a 1,000 staff onto 100 different types of apprenticeships that include programmes for business managers, social workers, solicitors, care services, construction, finance, digital, catering and many more. The Council has been able to use apprenticeship opportunities to attract new talent to the organisation.

Although there was a slight decline in apprenticeship starts in 2020 due to the pandemic, the Council apprenticeship programme has seen a sharp recovery over last year with 200 new apprentice starts in this reporting period. This is close to pre-pandemic levels and equates to circa £2m investment in skills development that we have committed from the levy.

In the last year, 184 apprentices successfully completed their programmes, which means there are now newly qualified team, project and operations managers, finance assistants, software developers, food production, care workers staff applying their trade and sharing their knowledge across the Council.



Reward and recognise

Reward and recognise

Ensuring the efforts of our people are recognised

We reward and recognise our people in all sorts of ways, formally and informally and it is with pride that we can repeat that which has been said before; that at the heart of this is the value and belief that we have in our workforce, in the commitment and loyalty they show to their work and communities they serve.

In addition to our salary and expense arrangements, as part of its Employee Value Proposition the Council has a framework (Valuing Performance) in place that enables managers to measure performance and subsequently reward and recognise staff where exceptional performance is evident. Reward for exceptional performance is typically through a Special Recognition Payment (SRP). For the period January to December 2021, 17.47% of staff received SRPs for exceptional performance.

The performance of staff across the organisation continues to be high, with 99% of staff achieving successful and exceptional performance.

There has been an increase in the number of exceptional performers recognised through SRPs this year, and this continues to be largely because of their performance in the context of the COVID-19 pandemic.

Adults' Health and Care increased its available workforce capacity by incentivising staff using SRPs. For example, in HCC Care staff able to commit to working additional hours were paid a lump sum payment that could be scaled up or down to ensure part-time workers were not disadvantaged. Adults' Health and Care was also able to recognise the incredible discretionary effort of its staff through both mid-year and end of year SRPs that were awarded to staff to celebrate their contribution to the work of the department.

The below table shows the total in-year and end of year SRP figures for 2021:

Total SRPs in year and end of year for 2021

Headcount	Number of SRPs	Percentage
12,655	2,212	17.47%

The below table shows that SRPs are evenly distributed across grades:

Total SRPs in year and end of year for 2021 across grade

Grade	Headcount in grade	Percentage
Grades A-D	6,904	17.77%
Grades E-G	4,903	17.03%
Grades H+	858	17.48%

Detailed data on SRPs awarded throughout 2021 enables us to summarise as follows:

- **Grade:** There is an even distribution across all grades indicating a lack of bias when recognising individuals' exceptional performance.
- **Ethnicity:** Noting that we do not have 100% declaration rates of the staff who have recorded their ethnicity, our data indicates that a higher proportion of those identifying within the ethnic minority groups were awarded an SRP than those in the group identifying as white.
- **Age profile:** The number of staff being awarded an SRP over the year is evenly distributed across the age ranges. The group receiving the fewest SRPs, though marginal is in the under 30-year-old age group.
- **Full-time/part-time profile:** There is little differential between full and part time workers being recognised for exceptional performance which is in line with evidence that performance is unrelated to the number of hours worked.

In terms of salary, we know that there are more women than men in the top 5% of earners which hides the gender pay gap within the Council. However, whilst the Gender Pay Gap report published in March 2022 shows an overall gender pay gap of 16% in favour of men, as shown in the table below, the profile of our workforce can go some way to explaining this.

As previously reported, most of the workforce is female, with this being most pronounced at the lower grades. The gender pay gap of 16% 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. The Council continues to deliver services that other equivalent organisations have either outsourced or no longer provide e.g. catering in schools. If these services were excluded

from the data, the Council would have a gender pay gap of 10.4%. As such, 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.

Within our gender pay gap report for 2020 to 2021 we have reported how we continue to work to reduce our gender pay gap.

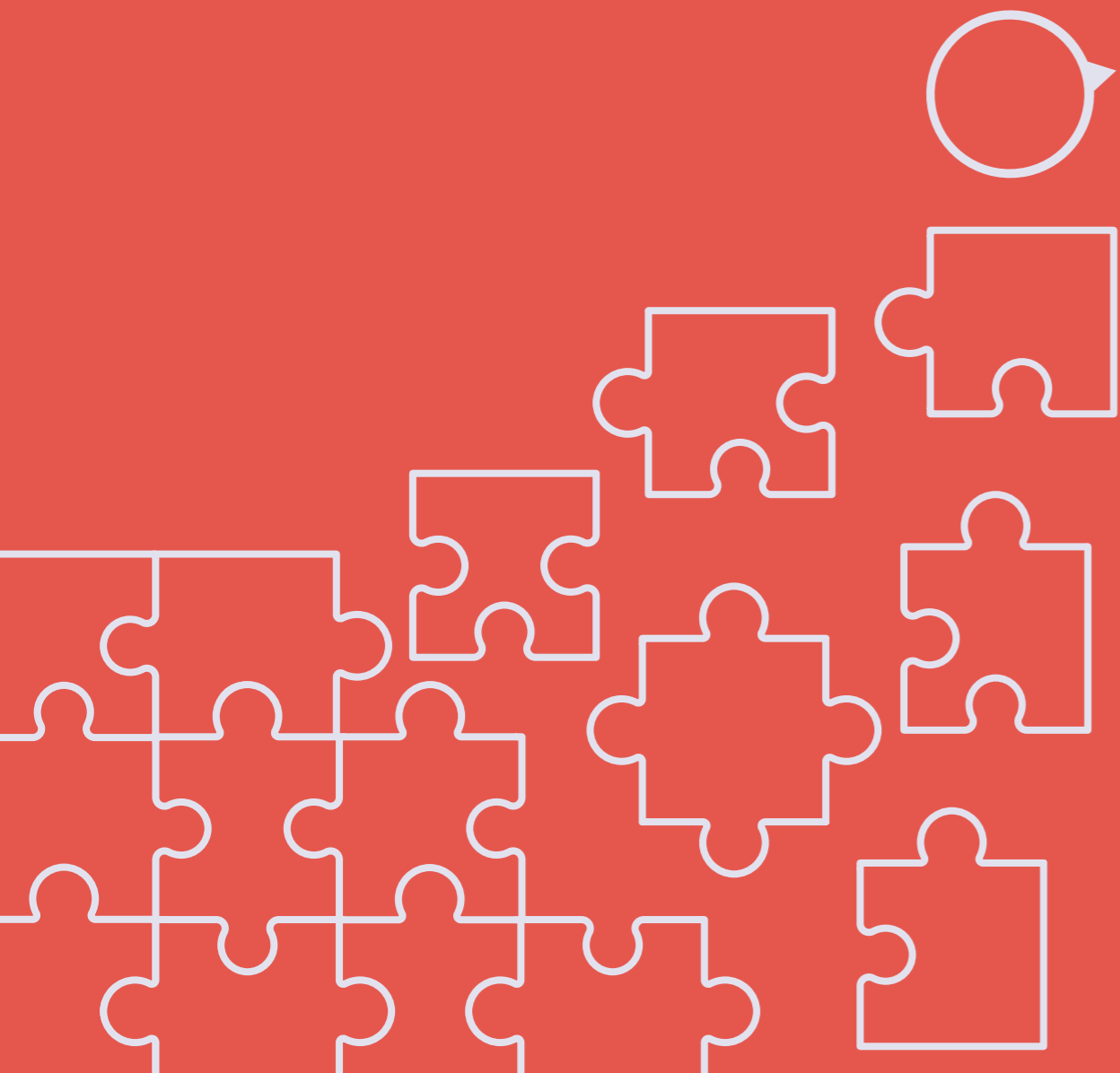
The Council's gender pay gap figures 2020 to 2021 are set out as follows:

Gender pay gap overview

Pay	2019-2020	2020-2021
Mean gender pay gap in hourly pay (men currently earn more)	15.8%	16.0%
Median gender pay gap in hourly pay (men currently earn more)	16.3%	16.3%
Bonus		
Mean bonus gender pay gap (men currently earn more)	14.2%	6.9%
Median bonus gender pay gap	0.0%	10.0%
Proportion of males receiving a bonus payment	11.2%	14.8%
Proportion of females receiving a bonus payment	8.3%	13.9%

This year's figures continue to show that most of our highest earners (top 5%) are white with ethnic minority representation in this group below the profile of our representative area of 8.3%.

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 last year.



Progress and perform

Progress and perform

Having regular robust conversations about performance to support growth and meet the needs of the business

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

In addition to rewarding exceptional performance there is a small proportion of under performance. As well as dealing with this through management measures, which include support and development, 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 2021 to 2022 there were 39 new performance cases which is 0.27 % of the total workforce and 87 new misconduct cases (0.60%) across departments.

This was a slight decrease in the total number of cases compared to 2020 to 2021 when there were 46 new performance cases and 106 new misconduct cases.

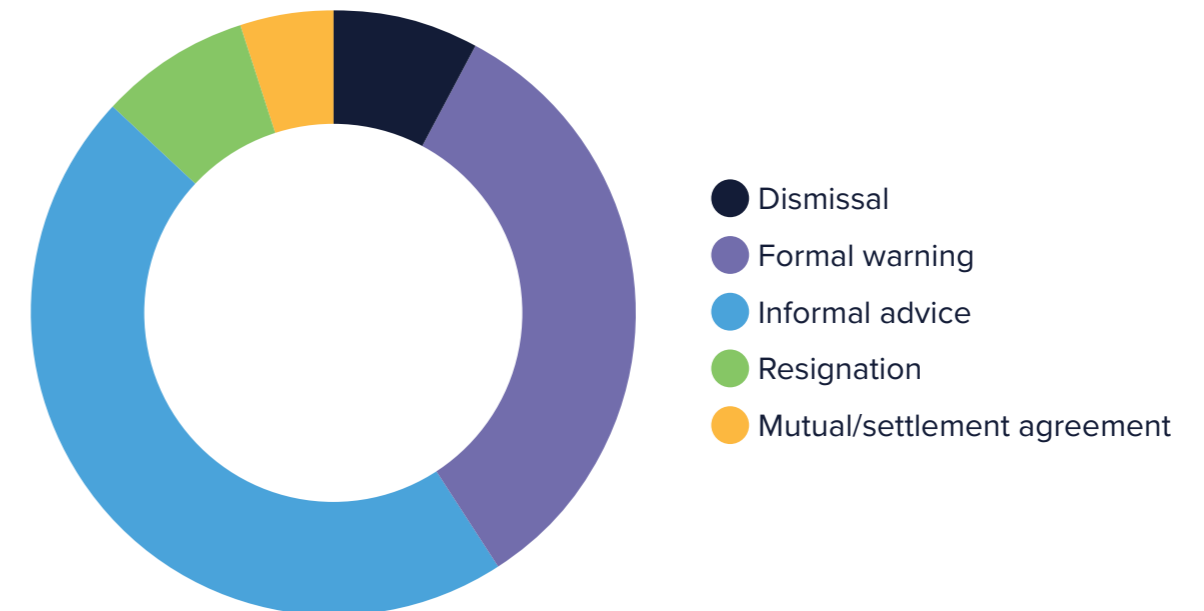
Performance

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. Of the performance cases resolved within 2021 to 2022, 46.15% resulted in informal action.

There were three dismissals due to performance during 2021 to 2022 and an additional five employees left by way of a mutual/settlement agreement or resignation mid-way during the process, this is a slight decrease compared to 11 employees during 2020 to 2021. The following table provides detail of the resolution categories for all performance cases.

Resolution categories of managing performance cases 2021 to 2022

Resolution category	Number of cases	Percentage
Dismissal	3	8%
Formal warning	13	33%
Informal advice	18	46%
Resignation	3	8%
Mutual/settlement agreement	2	5%
Total	39	100%



The Council's Managing performance policy allows for the contract of employment to be ended by mutual agreement between the employee and Hampshire County Council. 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. A mutual agreement 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.

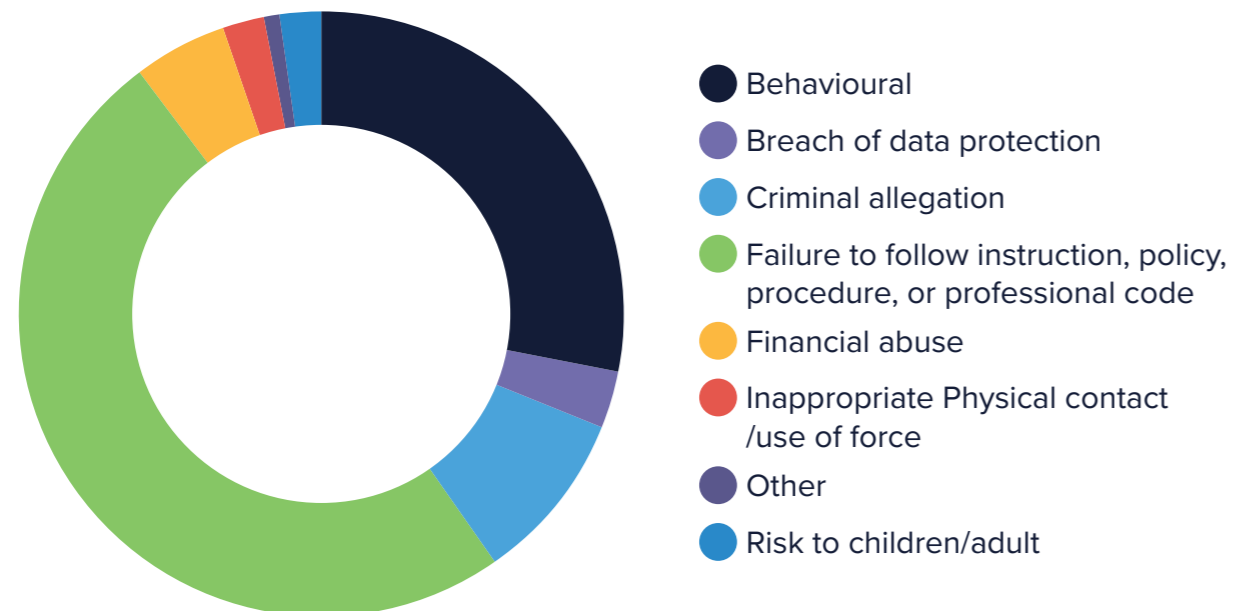
Members of staff who are being managed because of poor performance will have their incremental salary progression withheld i.e. they will not progress to the next salary step point for their grade. In April 2021, 15 members of staff who were not at the top of their pay grade had their incremental salary progression withheld, this is on a par with the 16 members of staff who had their salary progression withheld in April 2020.

Misconduct

Of the 87 new misconduct cases the majority (49.43%) were due to failing to follow instruction, policy, procedure, or a professional code of conduct. The following table provides detail of the reason categories for the misconduct cases.

Resolution categories of managing misconduct cases 2021 to 2022

Resolution category	Number of cases	Percentage
Behavioural	24	28%
Breach of data protection	3	3%
Criminal allegation	8	9%
Failure to follow instruction, policy, procedure, or professional code	43	49%
Financial abuse	4	5%
Inappropriate Physical contact/use of force	2	2%
Other	1	1%
Risk to children/adult	2	2%
Total	87	100%



36 (37.89%) of resolved formal misconduct cases resulted in informal action, in comparison to 53 (48.62%) in 2020 to 2021. There were six dismissals due to misconduct during 2021 to 2022 and an additional 17 cases were resolved by way of a mutual/settlement agreement, or they resigned mid-way during the process.

Attendance management

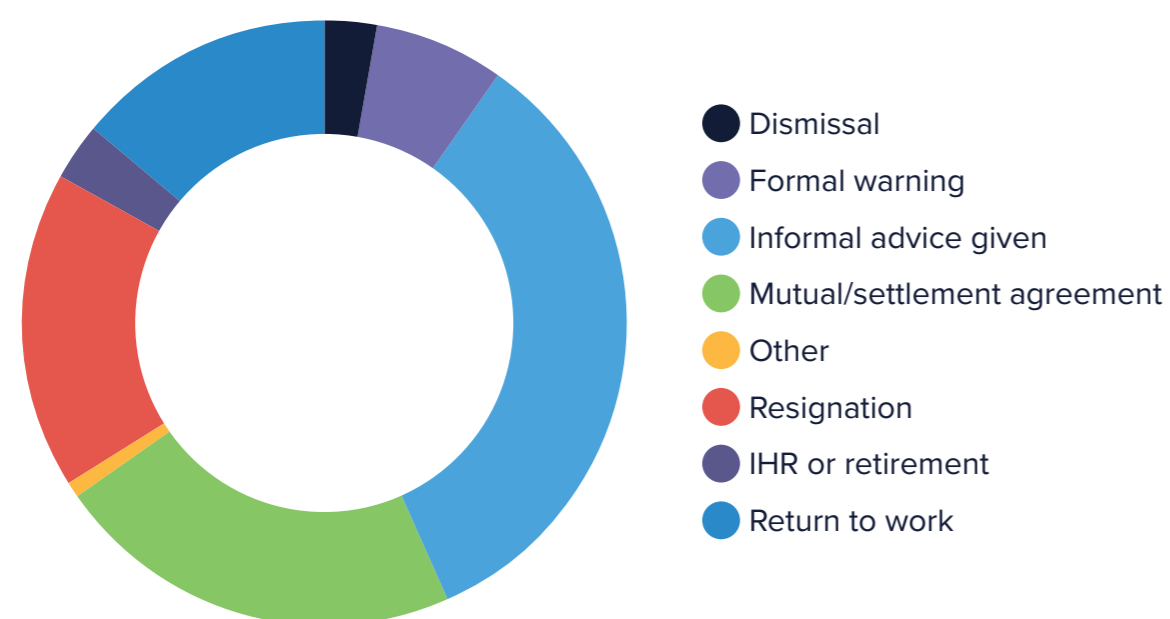
In respect of tackling absence and attendance issues, managers work in accordance with the Council's attendance management policies. During 2021 to 2022 there were 146 new attendance cases across Council Departments. This is a reduction from 163 cases in 2020 to 2021.

Absence and attendance cases have been a mix of long term (66.44%), short term (21.92%) as well as health cases where the employee is not absent from work (11.64%), but where action and/or adjustments are required to sustain their attendance. The profile of absence cases is consistent with the previous year which was long term (74.85%), short term (15.95%), and health cases where the employee is not absent from work (7.98%).

Of the absence cases which were concluded in 2021 to 2022 (140), 59 cases (42.14%) resulted in the employee ending their employment with the Council. This includes 31 who left by way of a mutual/settlement agreement, 24 resignations as employees made the decision to leave the Council rather than undergo the full formal attendance management process, and four retirements. Whilst this is a decrease in overall cases when compared to 2020 to 2021, there was a slight increase in the percentage of staff who left the organisation from 39.3% to 42.14%. The following table provides detail of the resolution categories for all attendance cases.

Resolution categories of attendance cases 2021 to 2022

Resolution category	Number of cases	Percentage
Dismissal	4	3%
Formal warning	10	7%
Informal advice given	47	34%
Mutual/settlement agreement	31	22%
Other	1	1%
Resignation	24	17%
IHR or retirement	4	3%
Return to work	19	14%
Total	140	100%



The Council's average absence rate for 2021 to 2022 increased from last year from 3% to 4% (**Appendix three**). The total estimated productivity cost of sickness absence has increased from last year of circa £8m to circa £10m. The increase in sickness absence could be attributed to employees returning to the workplace and more illnesses being transmitted, along with operations and non-urgent procedures resuming. In addition, COVID-19 remains a top reason for absence.

As expected, one of the top reasons for absence across the Council continues to be COVID-19, the other most common reasons for absence remain consistent with previous years, as follows:

Top 10 sickness reasons

Resolution category	Percentage
Anxiety/stress	20%
COVID-19	20%
Muscular/skeletal	13%
Operation/post operation	10%
Infection	9%
Eye/ear/nose/mouth/dental problems	9%
Other	7%
Abdominal	6%
Headache/migraine	3%
Women's health	3%

A significant proportion of absence still relates to mental health and highlights the need for a continued focus in this area. According to the CIPD Health and Wellbeing Report (2022, p. 28) 'The public sector is also more likely to include stress among their top causes of short- and long-term absence' along with musculoskeletal injuries.

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.

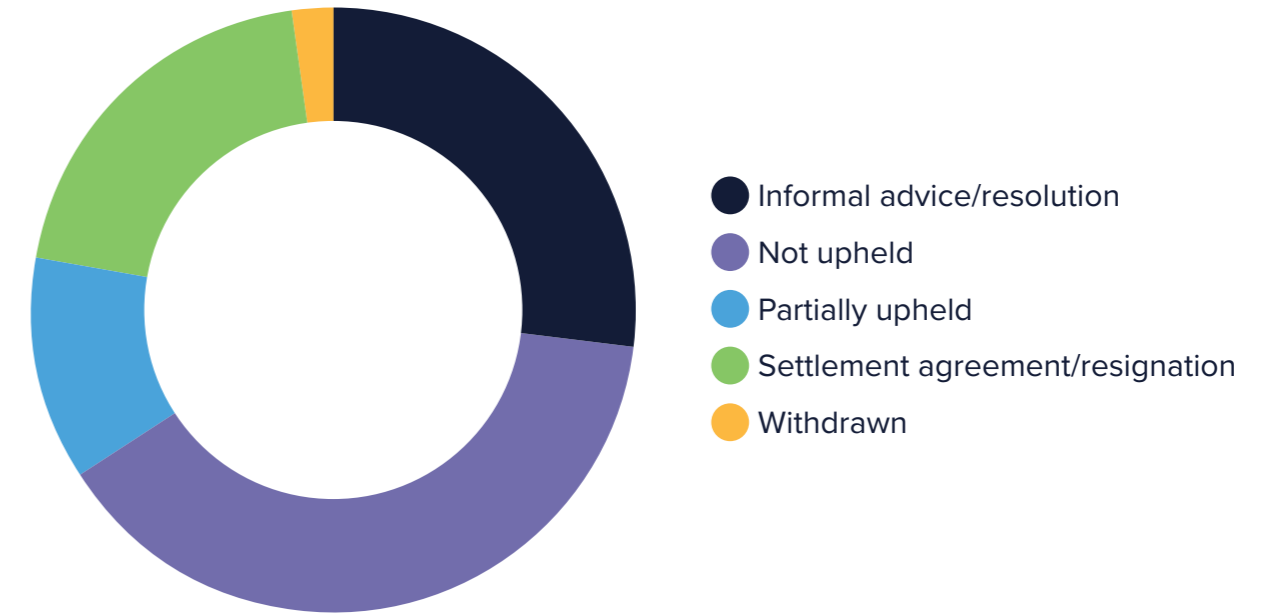
During 2021 to 2022 there were 46 new 'resolving workplace issue' cases across Council departments. This is similar to the number of cases (44) in the previous year.

Of the 46 new 'resolving workplace issue' cases in 2021 to 2022 the majority (17) related to working relationship issues with colleagues and management. This is in line with 2020 to 2021 when there were 16 cases due to relationship issues with colleagues and management. In 2021 to 2022 a further five cases (down from 10 in 2020 to 2021) were categorised as related to bullying or harassment and seven were because of issues with the working environment compared to six cases in 2020 to 2021.

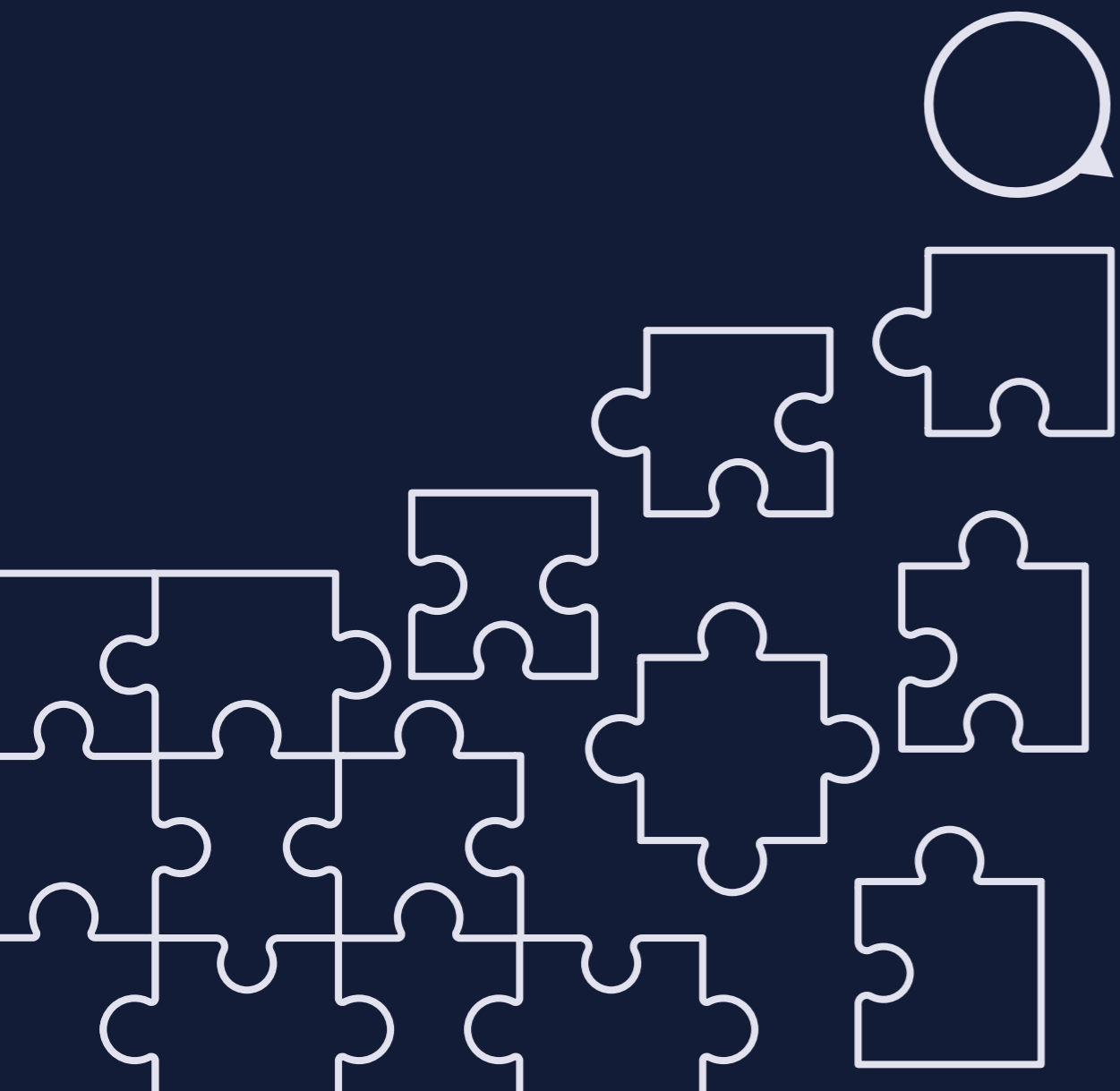
Of those resolving workplace issues cases that were resolved within 2021 to 2022 (49), 19 (38.78%) were not upheld. The following table provides detail of the resolution categories for all workplace issues cases.

Resolution categories of resolving workplace issues 2021 to 2022

Resolution category	Number of cases	Percentage
Informal advice/resolution	13	27%
Not upheld	19	39%
Partially upheld	6	12%
Settlement agreement/resignation	10	20%
Withdrawn	1	2%
Total	49	100%



As referenced in [page 36](#) the Council published its Zero Tolerance Statement in July 2021, we seek to ensure zero tolerance of harassment, discrimination, bullying and abuse and will respond promptly to any incidents of these.



Retain and exit

Retain and exit

Encouraging our people to stay and learning from those who leave

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 well-being are taken seriously, and that support is available for staff across the wide range of needs in this space.
- **Reward and 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.

External turnover for the last 12 months averaged 17% which is an increase from 11% reported last year, however, a slight increase on 15% reported in 2019 to 2020 pre pandemic. A contributing factor will be the pandemic where staff have remained in their roles for several reasons and now have chosen alternative employment outside of the Council, which as detailed below is the most common reason for leaving. According to the CIPD’s Labour Outlook Report (Winter 2021 to 2022, p. 11) ‘41% of employers reported increased staff turnover or difficulty with retaining employees over the last six months.’

During this year there have been 2,141 external leavers which is an increase in number of leavers compared to last year, an increase as highlighted, which is likely to be contributed to the pandemic.

Of these leavers, 80% (1,710) were female. 8% (168) were from ethnic minorities and 5% (106) had declared a disability which is broadly comparable to our workforce data overall.

The reasons for leaving are shown in the following table.

External leaver reasons

External leaver reasons	External leavers
Death in service	16
Dismiss	90
Other	105
Redundancy	45
Resign – alternative employment	1,604
Resign – alternative local government org	32
Resign – dissatisfaction	65
Retirement	184
Total	2,141

Of the total leavers, the largest proportion left for ‘voluntary reasons’ these include for family commitments, moving away and health.

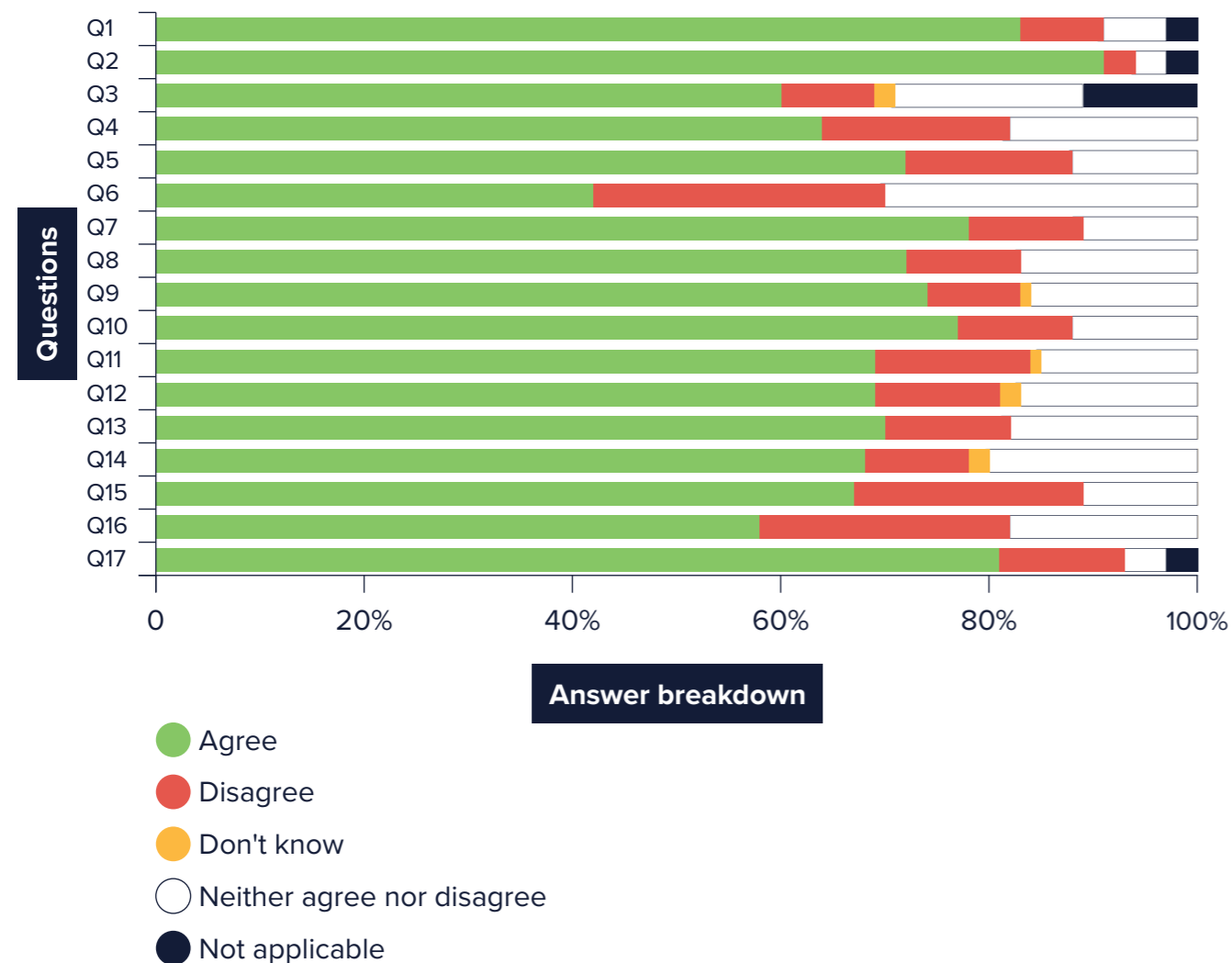
Out of leavers who left for voluntary reasons (258) 16% completed the leaver questionnaire. Work will continue within departments to encourage more leavers to complete the questionnaire before they leave.

469 leavers (24%) left within 12 months of joining, with 192 (41%) of these leaving to go to roles in other organisations; and 147 (31%) recording a range of reasons such as resigning due to health, returning to full time education, taking a career break, moving away, or simply did not give a reason. 22 (5%) left because of temporary contracts ending and 31 (7%) recorded a reason of dissatisfaction. This is the same as last year’s 24% of employees who left within 12 months of joining.

136 leavers (7%) left in the first three months of employment, with 38 (28%) of these leaving to go to roles in other organisations; and 54 (40%) recording a range of reasons such as resigning due to health, returning to full time education, taking a career break, moving away, or simply did not give a reason. Two (1.5%) left as a result of temporary contracts ending and 19 (14%) recorded a reason of dissatisfaction.

Data from the leaver questionnaire is already starting to provide additional insight into the reasons that staff are leaving the Council. Overall, the staff responses to the survey questions have been more positive than negative with a couple of examples listed below with the majority of leavers feeling valued, supported and able to raise issues and problems openly:

Leaver questionnaire responses



Questions:

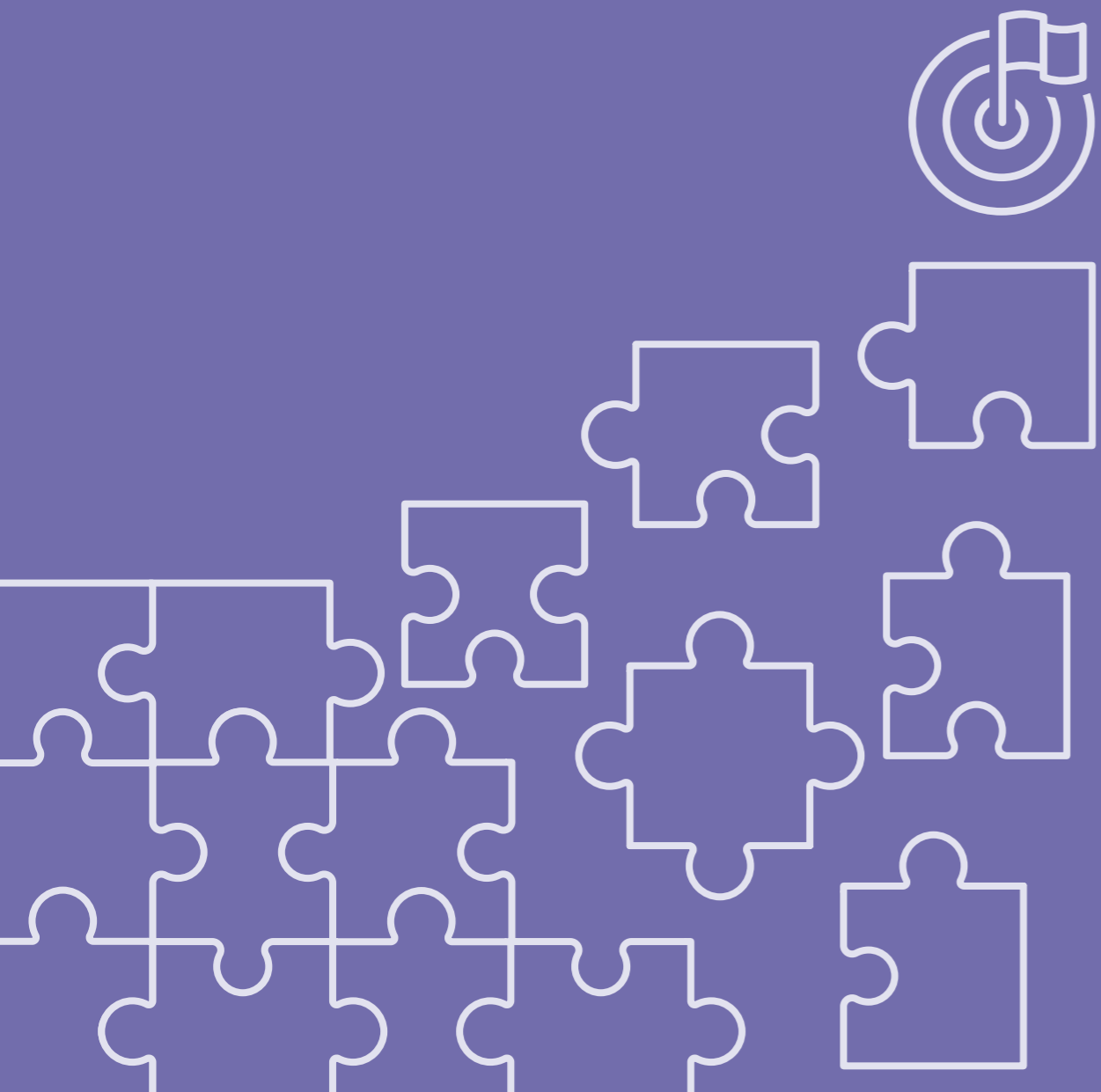
1. Ability to take annual leave
2. Amount of annual leave
3. Expenses e.g. mileage/sight test
4. I feel a valued employee of the County Council
5. I felt able to raise issues and problems openly
6. I felt career progression was fairly managed within the organisation
7. I felt supported by my line manager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

All resigning employees are encouraged to have a leaver interview unless they choose to opt out. Departments respond and action any outcomes from these meetings. From those that completed the leaver questionnaire, 54% had attended a leaver interview or had one scheduled.

Where staff were asked which statements have most contributed to their decision to leave, they could respond to multiple statements. The most popular reasons for leaving were stated as 'My new role is a promotion, or an opportunity to progress my career' (41%), and 'My new role offers a higher salary' (33%). We continue to explore ways to provide opportunities to develop our staff as referenced in **page 47** and **page 64**.

14% (32) staff as opposed to 11% last year stated the reason for leaving was a workplace issue and 10% due to a relationship with their manager. This is an area that we will continue to monitor to understand trends over time and this data has enabled us to inform our inclusion and diversity priorities.

On 11 November 2021, the Health and Social Care Act 2008 (Regulated Activities) (Amendment) (Coronavirus) Regulations 2021 came into effect. The new law said that all staff entering a Care Quality Commission registered care home need to be fully vaccinated, unless medically exempt or within a defined exemption. A Mandatory Vaccination Policy and supporting guidance were published to provide information. Unfortunately, we have lost employees due to this legislative requirement. However, on 15 March 2022 the legislation was revoked and having a Coronavirus vaccination was no longer a mandatory requirement for our staff.



Conclusions

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.

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.

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.

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.

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.

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.

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.

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 three months.

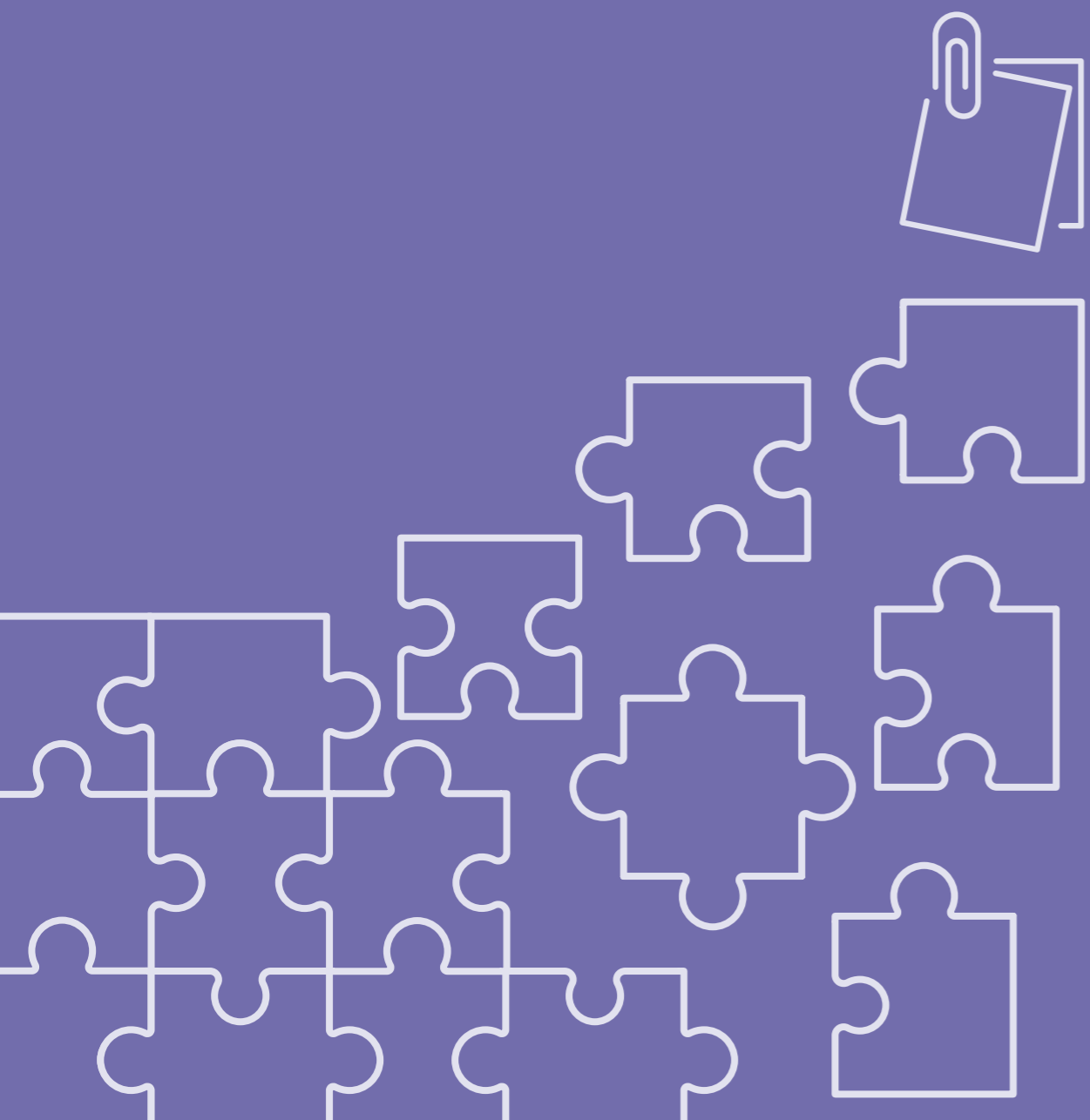
Next steps

On-ongoing actions from our previous Annual Workforce Report can be seen in **Appendix two**. We will continue to progress these actions through 2022 to 2023. A range of actions have become evident through this report that will be built into our existing Inclusion, Diversity and Wellbeing 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.

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.

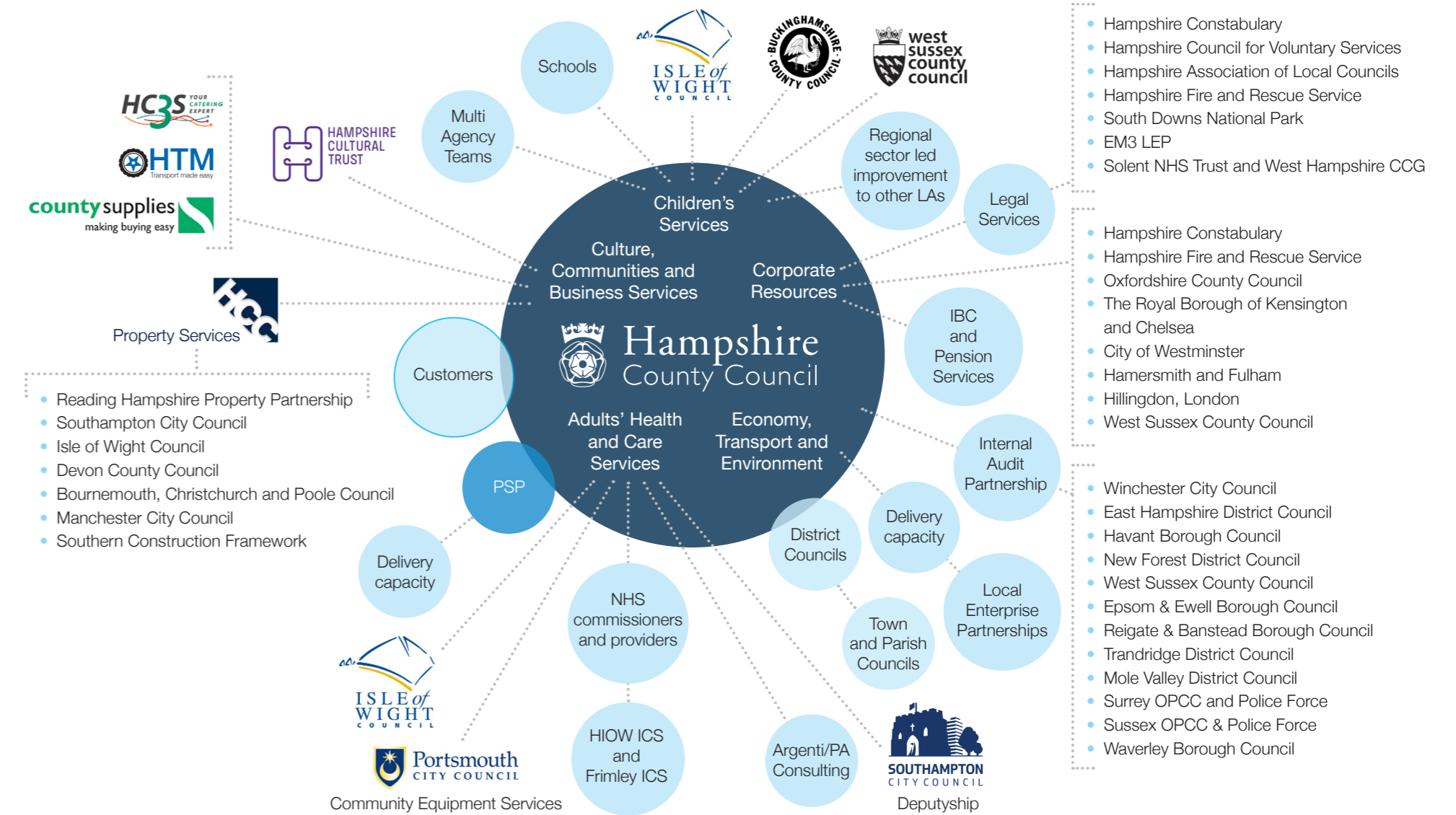


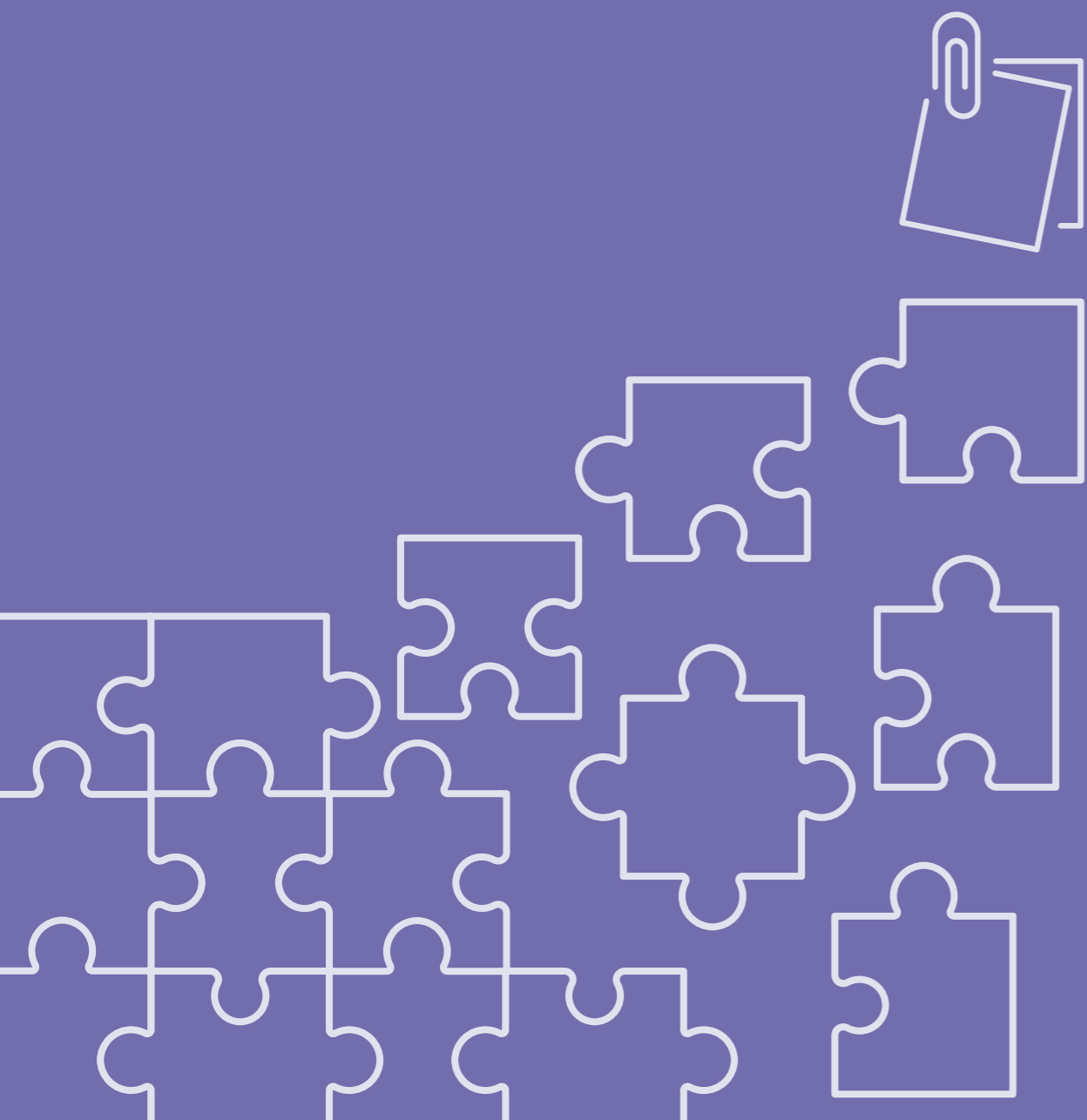
Appendices

Appendix one

Our extending organisation | 2021

A graphic of Hampshire County Council's income generating partnerships





Appendix two

Reported progress on the actions agreed
in the 2019 to 2020 and 2020 to 2021
Annual Workforce Reports

Actions from 2019 to 2020 Annual Workforce Report

Action: The development of 'conflict resolution' with a view to implementing in the Council.

1

Status: Previously put on hold due to other priorities during the pandemic, this action has now confirmed as an Inclusion and Diversity priority in 2022.

Action: Encouraging all employees to share personal information about their disability, ethnicity, gender identity, religion and sexual orientation.

2

Status: Ongoing and incorporated into business-as-usual activities and linked to an Inclusion and Diversity priority in 2022.

Action: 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.

3

Status: Ongoing and confirmed as an Inclusion and Diversity priority in 2022.

Action: Actively explore further ways in which to reduce sickness absence across the Council.

4

Status: Ongoing and incorporated into business-as-usual activities.

Actions from 2021 to 2022 Annual Workforce Report

Action: Ongoing considerations of the impact of COVID-19 on our people and the organisation will be continued to be monitored and reported.

5

Status: Complete and incorporated into business-as-usual activities.

Action: With internal applicants making up 8.6% of those shortlisted, over the course of the year we will be interested in monitoring internal staff career progression.

6

Status: Ongoing. We continue to explore ways to monitor career progression as there are different ways to approach this. Further exploration is planned to look at where internal candidates are moving 'from – to' to better understand impact across the organisation. Progress of staff following completion of Firefly and TLP has been reported within this report.

Action: With the rise in the number of applications being received, we want to explore if the quality of applications received has increased.

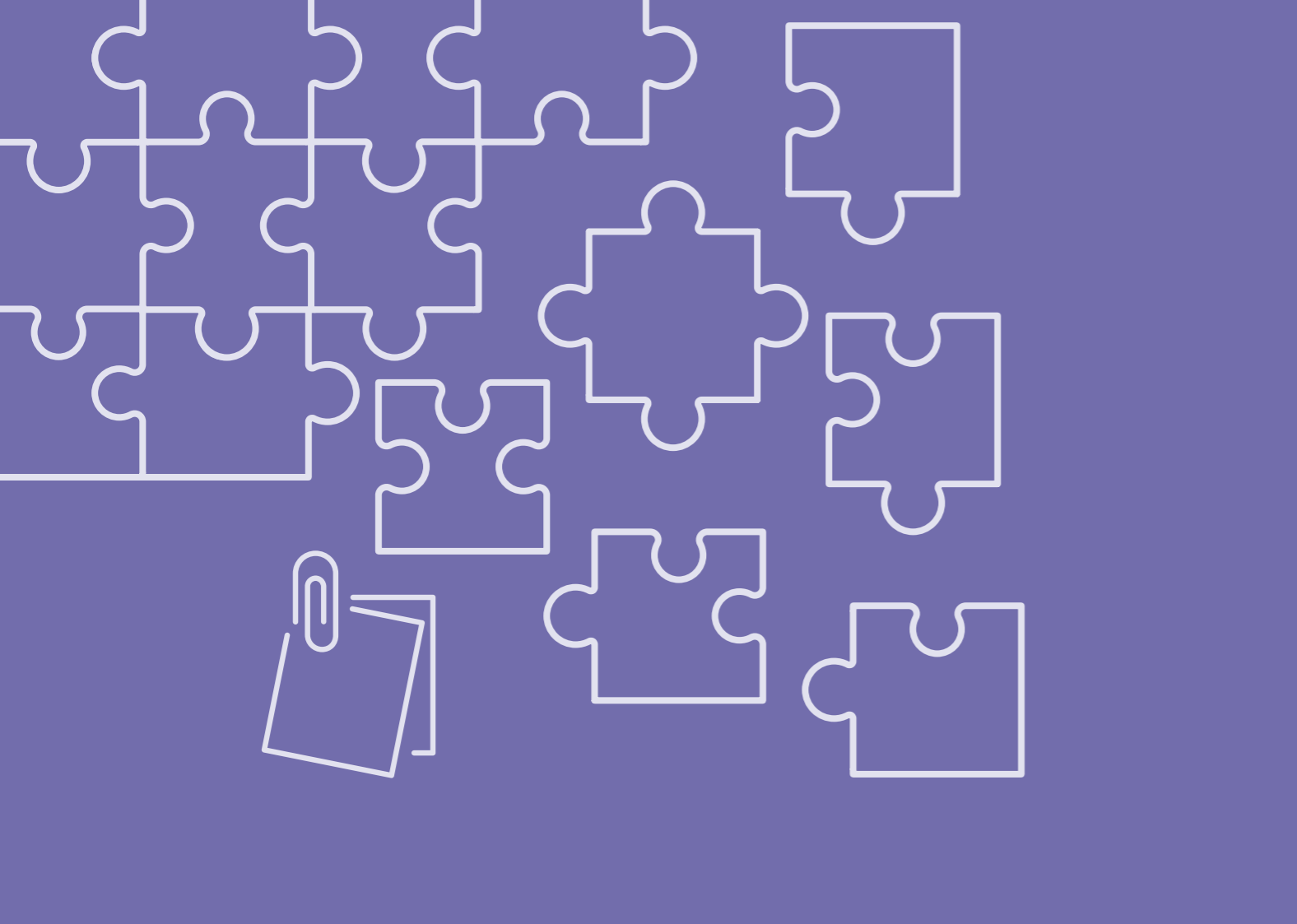
7

Status: Complete. Whilst we continue to monitor the 'end to end' recruitment process we have not specifically addressed the challenge of understanding the 'quality' of applications. We know application numbers are more aligned to pre-pandemic numbers with less applicants being shortlisted than during the pandemic. This may point to improved quality due to changes to the employment market, but beyond that we are light on evidence.

Action: Review and update Departmental and Corporate People Strategies.

8

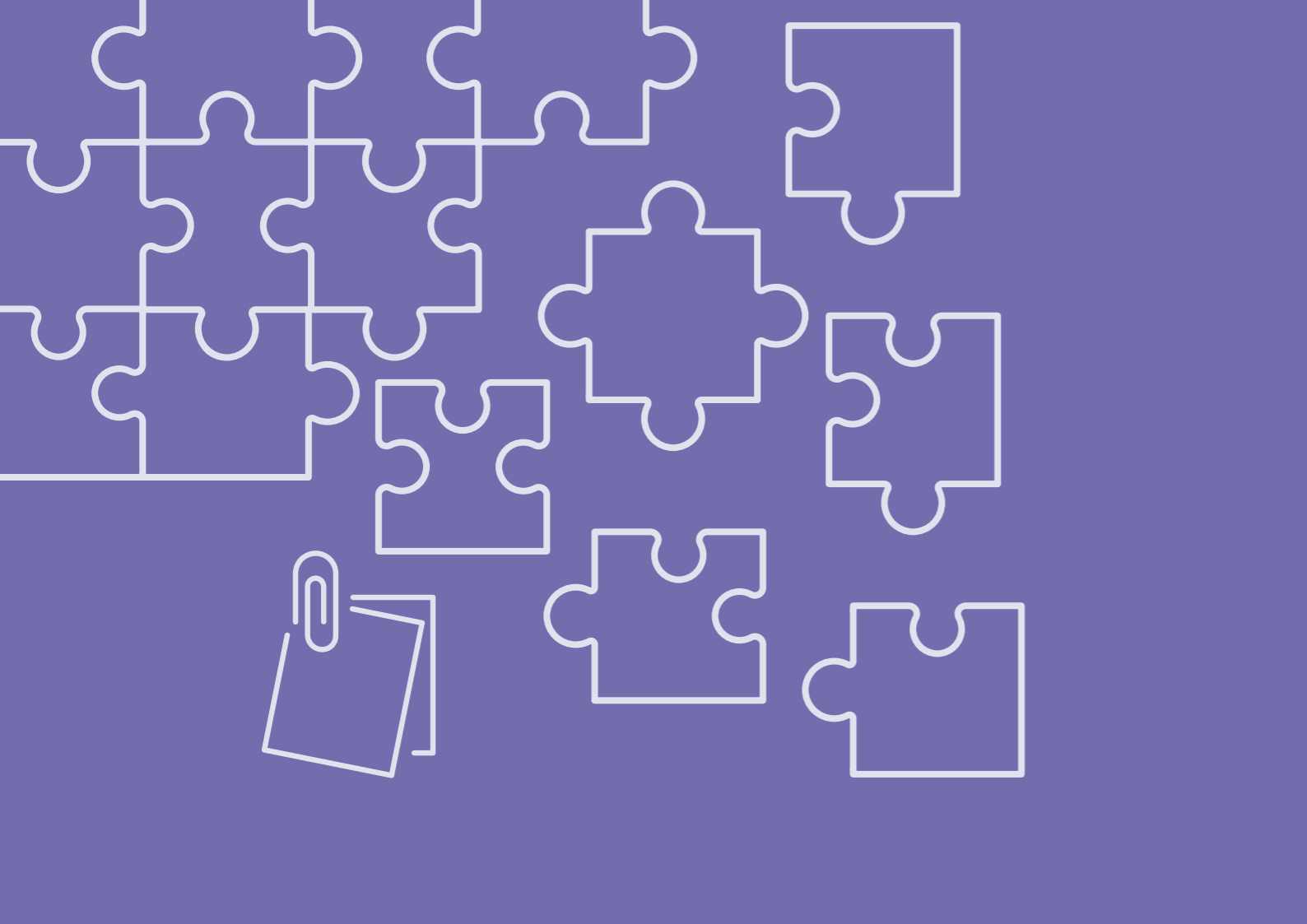
Status: Ongoing. This work will progress in 2022 after engagement with HR Business Partners and Departments.



Appendix three

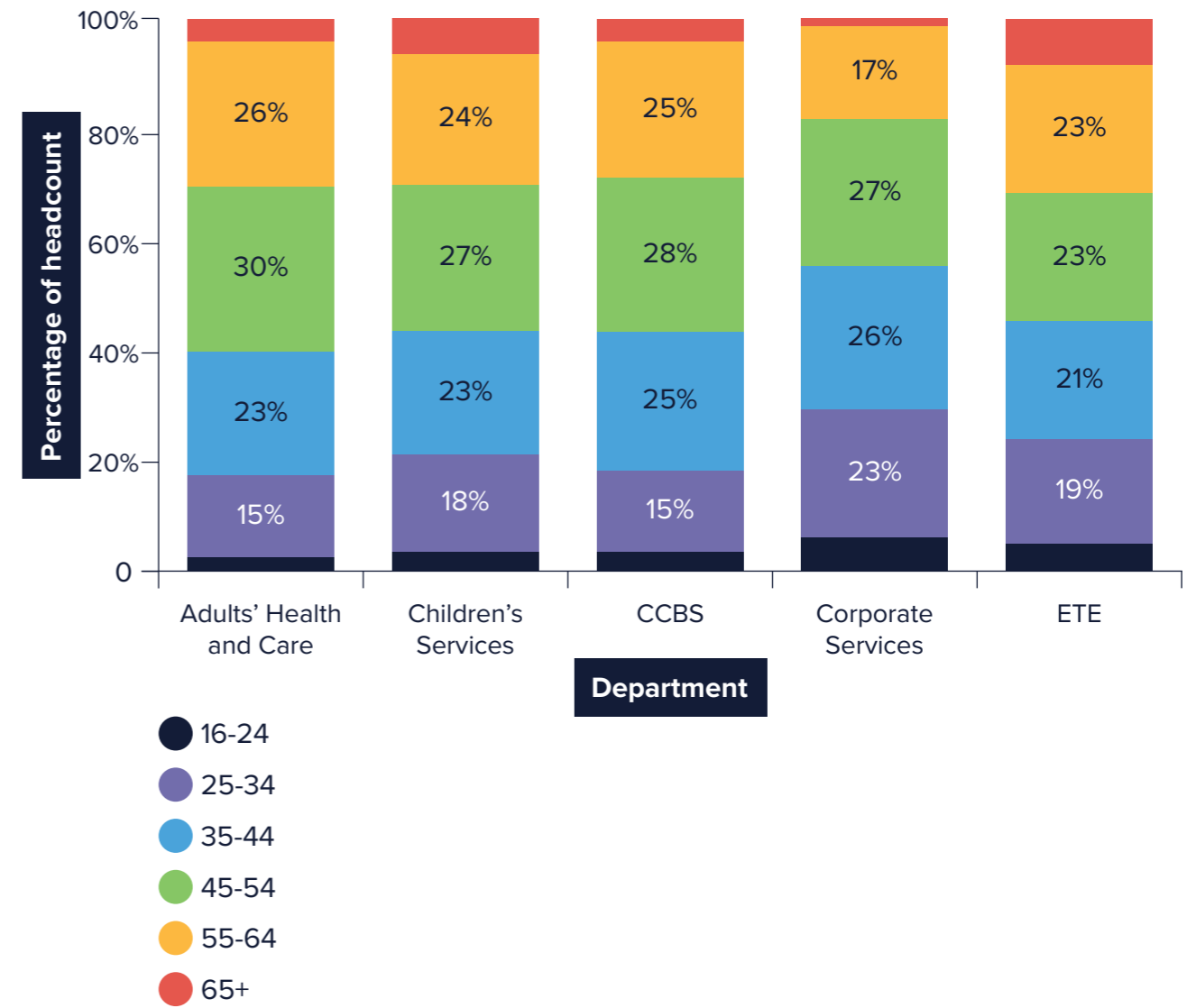
Percentage of working hours lost

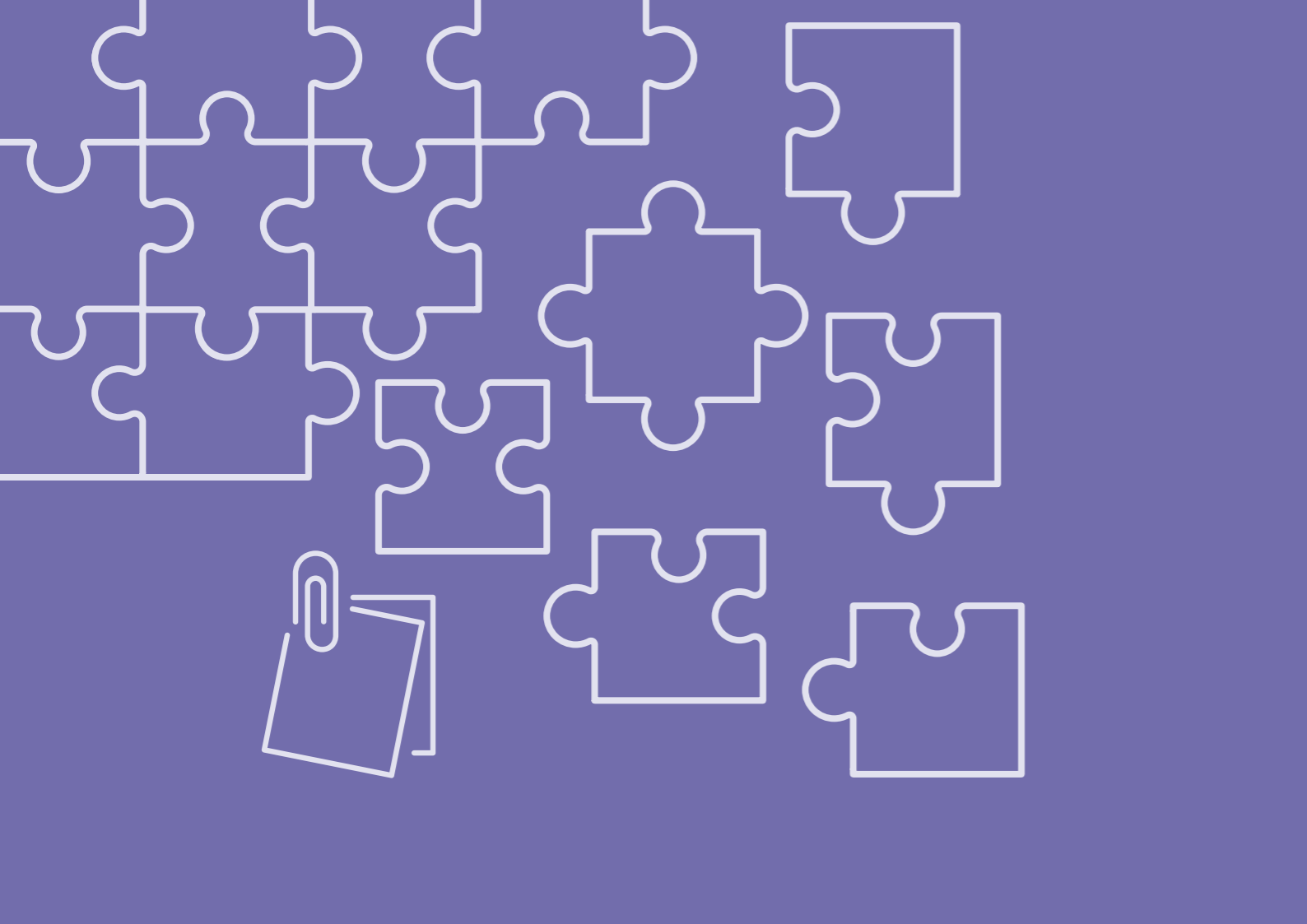
	Adults' Health and Care	Children's Services	CCBS	Corporate Services	ETE	Total
Apr 2021	4.2%	2.8%	2.2%	1.9%	1.4%	2.8%
May 2021	4.2%	3.3%	2.3%	2.1%	1.6%	3%
Jun 2021	4.9%	3.3%	3%	2.3%	1.8%	3.4%
Jul 2021	5.1%	3.2%	3.2%	2.6%	2%	3.5%
Aug 2021	5%	2.9%	2.1%	2.1%	1.9%	3.1%
Sep 2021	5.7%	3.6%	3.3%	2%	1.8%	3.8%
Oct 2021	6.9%	4.7%	4%	2.5%	2.5%	4.7%
Nov 2021	6.6%	4.4%	4.8%	2.8%	2.6%	4.8%
Dec 2021	6.4%	4.1%	4%	2.2%	2.8%	4.4%
Jan 2022	6.7%	4.3%	4.4%	2.7%	2.4%	4.6%
Feb 2022	6.3%	4%	3.9%	1.9%	2.6%	4.2%
Mar 2022	6.6%	4.4%	4.6%	3.3%	3%	4.8%
Total	5.7%	3.8%	3.5%	2.4%	2.2%	3.9%



Appendix four

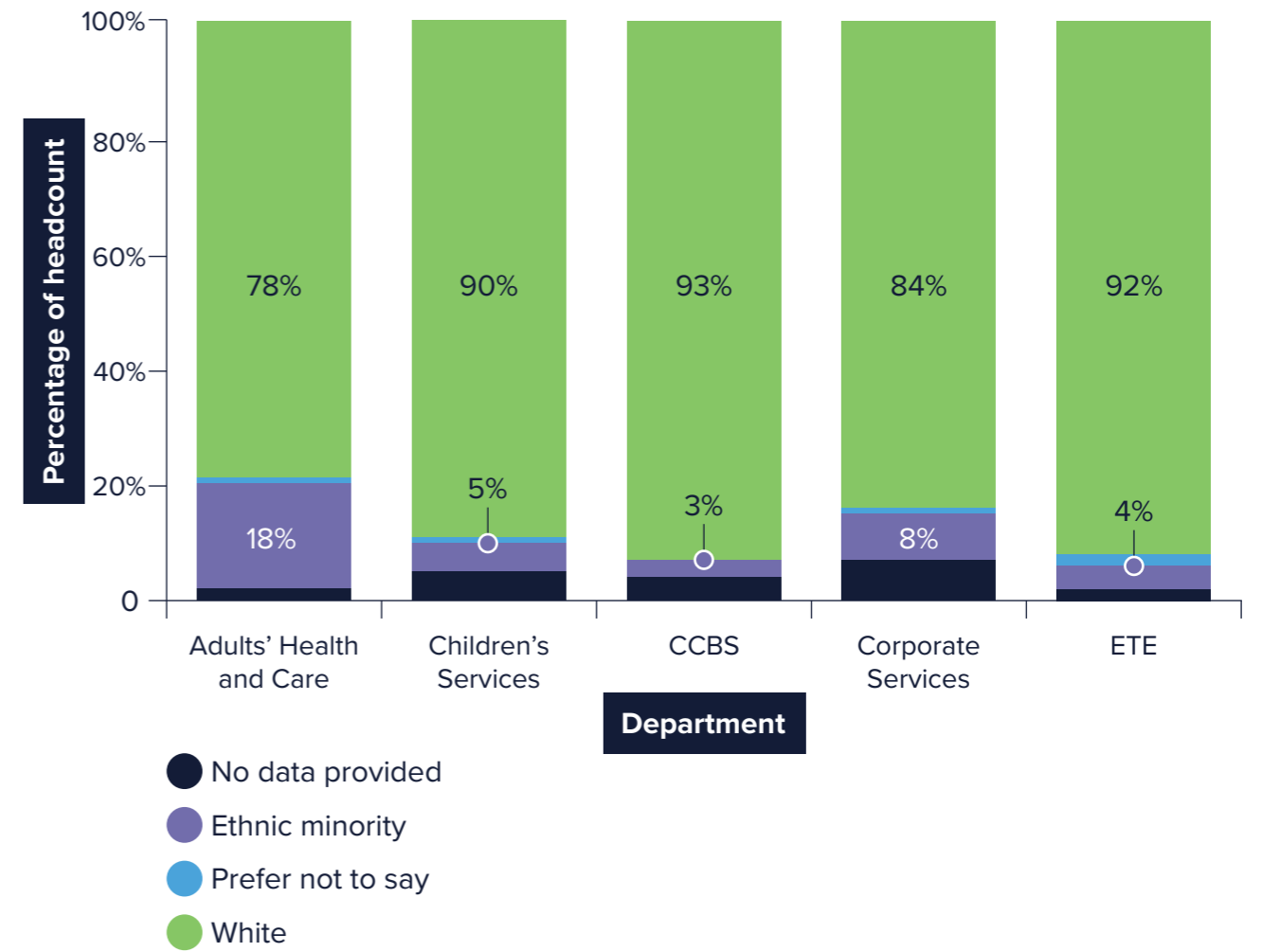
Age profile across departments





Appendix five

Ethnicity profile across departments





ANNUAL WORKFORCE
REPORT 2021 TO 2022

Published 2022



Hampshire
County Council

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