HAMPSHIRE COUNTY COUNCIL

Report

Committee/Panel:	Employment in Hampshire County Council
Date:	28 June 2019
Title:	Workforce Report 2018-19
Report From:	Deputy Chief Executive and Director of Corporate Resources

Contact name: Nichola Andreassen, Head of HR & WFD, HCC

Tel: 01962 847361   **Email:**   nichola.andreassen@hants.gov.uk

1   Recommendations

1.1   EHCC are asked to note the activities which are being currently undertaken and to consider the data in the context of future workforce requirements.

1.2   There have been no new or unexpected trends in the workforce data over the last 12-months and as such the organisation continues to have the necessary workforce policies and measures in place to meet the requirements of the County Council.

That said, it is important to use this information as a backdrop for making decisions about future workforce requirements, through departmental workforce strategies and as with this year, areas continually under review include:

- Consideration of the future workforce and how to ensure it is able to deliver strong services for the residents of Hampshire
- Regularly reviewing the provision of agency staff particularly in terms of quality, response rate and cost
- Managing workforce costs within reducing budgets
- Attracting and retaining talent, with a focus on key recruitment and retention hot spot strategies
- Continuous focus on improving performance and efficient ways of working
- Maintain a focus on managing attendance with consideration for a further corporate initiative
- Maintain a focus on learning and development across the whole workforce with a particular focus on being able to meet the changing needs of the organisation.
- Deliver on the Wellbeing strategy with a view to the welfare and resilience of our workforce and effective deliver of service
- Continue the increasing focus on Inclusion and Diversity through delivery of the emerging strategy

- Continually reviewing the use of Apprenticeship programmes across all roles in order to exploit the range of development opportunities available whilst increasing spend of the levy.

2 **Executive summary**

2.1 This report provides EHCC with a high level overview of key workforce data (excluding schools) and trends in order to inform the Councils workforce strategies and priorities.

2.2 This paper provides data up to and including March 2019 and given the workforce has remained reasonably stable since the last report in 2018 the overall position and narrative with regards to workforce statistics remains broadly the same.

2.3 Also included in this paper are updates on progress against planned activity and new initiatives being developed to address workforce related challenges, such as in the areas of Wellbeing, Inclusion & Diversity, recruitment and retention.

2.4 The report provides data and context for the following areas:

- Workforce numbers (headcount and full time equivalents)
- Workforce pay costs including agency and casual workers
- Equality and Inclusion data
- External turnover
- Sickness
- Employee performance
- Recruitment and retention
- Employee relations

2.5 The data comparisons included in this report are either a 5 year trend from 2014 to 2019 to correspond with the Transformation to 2015 and Transformation to 2017 time period or are at a specific point of time (i.e. 31 March 2019) in order to present meaningful data.

2.6 The exception to this is the data for directly employed workforce numbers and costs (at Section 2) which go back to 2010 to capture the trend since the start of the Government funding reductions.

3 **Comparison of Workforce Numbers by Grade September 2010 to March 2019**

3.1 Across the Council, the majority of staff are employed on the EHCC grading structure. The Council also employs circa 4% of staff on non-EHCC terms and are paid under different salary and grading structures. For example, these include Teachers employed centrally within the Children's Services Department who are employed on the School Teachers Pay and Conditional Document and Educational Psychologists and Education Inspectors and Advisers who are employed on Soulbury pay and conditions.

3.2 The following tables show the workforce numbers for both headcount and Full Time Equivalents (FTE), excluding schools, by EHCC grade and grade equivalent for non-EHCC staff as at September 2010 and March 2019:

3.3

Grade	Headcount			FTE		
	2010	2019	% Change	2010	2019	% Change
Below A	90	5	-94.4%	40.3	4.0	-90.1%
A	758	1,370	80.7%	285.4	555.3	94.6%
B	2,095	1,454	-30.6%	954.5	776.3	-18.7%
C	2,586	2,708	4.7%	1,786.4	2,103.1	17.7%
D	2,915	1,939	-33.5%	2,346.5	1,531.5	-34.7%
E	2,114	1,905	-9.9%	1,847.3	1,695.7	-8.2%
F	2,249	1,815	-19.3%	1,968.8	1,601.1	-18.7%
G	1,052	822	-21.9%	937.7	774.7	-17.4%
H And Above	1,024	821	-19.8%	924.0	776.8	-15.9%
Total	**14,883**	**12,839**	**-13.7%**	**11,090.9**	**9,818.5**	**-11.5%**

Note: Non-EHCC roles are assigned to an equivalent grade based on annualised salary

3.4   In March 2019 the Council had 12,839 employees which corresponded to an FTE of 9,818.5. Reviewing FTE as well as headcount enables the Council to better understand the overall workforce and cost profile. The difference between headcount and FTE continues to be most pronounced at the lower grades. This is largely due to the nature of roles at these grades, particularly, laundry, catering and domestic assistants, library staff, school crossing patrols and school escorts where the roles require part time working.

3.5   Key points to note between 2010 and 2019:
- Whilst there continues to be a reduction in the workforce between 2010 and 2019, there has been a slight increase in FTE (190.2) during the last 12-month period. This is due in part to:
  - o   appointments made during 2018 against additional funding agreed to increase numbers of Children's Social Workers
  - o   an increase in HCC Care because of the need to increase their establishment to meet CQC standards of resident/staff ratios, to reduce the reliance on agency and some TUPE transfers
  - o   an increase in Shared Services resource in order to meet its growth strategy and the on-boarding of the 3 London Boroughs
  - o   ensure appropriate resource is in place to support our Transformation to 2019 (T19) Programme
- The reduction in the numbers of staff at below grade A is due in part to changes in the pay grades for apprentices where the grade for the job is now applied, rather than a reduced amount during their training apprenticeship as with previous arrangements, and also as a result of some roles at this grade no longer in operation e.g. youth and community workers. The five employees in the 'below A' grade is as a result of 3 employees TUPE transferring and remaining on previous terms and conditions and 2 being time limited student placements.
- There has been significant growth at grade A since 2010. The majority of these roles are in the County Council's catering service (HC3S) and reflects the success of the trading strategy that we have with schools.

- There has been a 15.9% (FTE) reduction at grades H and above. This is higher than the overall workforce reduction of 11.5% (FTE). The workforce reduction at grades <A to G has been 11.1% (FTE).
- As referenced in previous papers, there has been a more significant workforce reduction at grade D (34.7% reduction in FTE). This reduction continues to be attributed to the changing nature of work being undertaken across our services (e.g. automation), and the reshaping of services as well as some services being reduced or stopped. As previously reported, this has partially been offset by an increase at grade C as roles are redesigned.
- Senior managers at grade H and above include managers with 'managerial' and 'non-managerial' roles. For example, some will manage services and functions, which will include line management responsibility; whilst others will operate in professional or specialist roles and may not have line management responsibility e.g. educational psychologists and education inspectors and advisors.
- In addition, a significant proportion of our services, including senior managers, are either wholly or part funded as a result of Service Level Agreement, traded services which generate income, alternative funding streams and partnership arrangements that are in place across a number of our services. The number of these arrangements has increased since 2010 as part of the County Council's strategy to manage and respond to reductions in funding from central Government. Examples include; partnership working with Hampshire Constabulary, Hampshire Fire and Rescue, the Office of the Police and Crime Commissioner, Oxfordshire County Council and the Children's Service partnership with the Isle of Wight Council; those directly involved with ETE's capital programme where costs can be recharged to capital schemes; work undertaken through SLAs, such as National Park Authorities, District Councils, Schools Improvement and a growth in traded services such as catering.
- Our financial and HR systems do not record how roles are funded and so we are unable to quantify this level of funding for specific managerial posts without significant manual intervention which would require detailed review / input from departments and would to an extent be subjective.

4   Directly Employed Workforce Pay Costs

4.1   The table below shows the workforce costs for directly employed staff (excluding schools). The costs include both National Insurance (NI) and pension costs on top of basic salaries and overtime paid in the period specified. This data excludes costs for agency and casual workers.

4.2

Directly Employed (1) £M
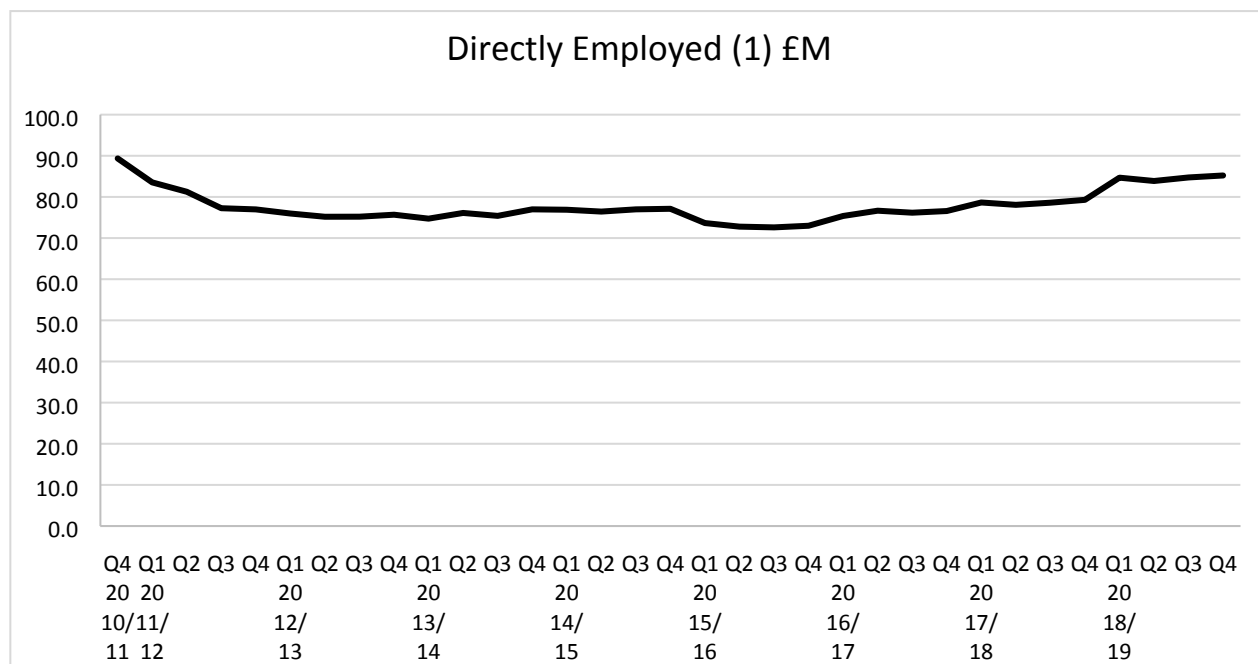
1. Directly employed costs include both National Insurance and pension costs (i.e. on-costs) on top of basic salaries paid in the period specified.

4.3   The increase in workforce costs during 2014/15 was principally due to the significant number of staff TUPE transferring into the organisation at that time. The majority of these staff transferred into Corporate Services as a result of the new shared service partnership arrangements. A summary of staff TUPE transferring into the organisation is included at Appendix 6.

4.4   The factors accounting for the majority of the increase in workforce costs in 2016/17 were the changes to NI, the national pay award and to a lesser extent, the National Living Wage (NLW), all of which came into effect from 1 April 2016. From April 2016 the Council has had to pay the standard rate of NI contributions instead of the previous contracted-out rate and are no longer in receipt of the 3.4% NI rebate.

4.5   Key factors driving the increase in workforce costs in 2017/18 and 2018/19 are the national pay awards (including the continued rise in the NLW) and a 1% increase per annum in employer pension contributions. An outcome of the triannual Pension Fund revaluation undertaken in 2016 was that employer pension contributions would increase by 1% per annum for the next four years as part of the long term funding strategy – rising from 13.1% to 17.1% by 2020/21. In addition, as referenced in paragraph 3.5 there has been a slight increase in FTE during the last 12 month period.

5   Workforce, Agency and Casual Costs

5.1   The graph below shows the total workforce costs, which incorporates costs for agency and casual workers as well as directly employed staff.

Total Workforce Costs £M
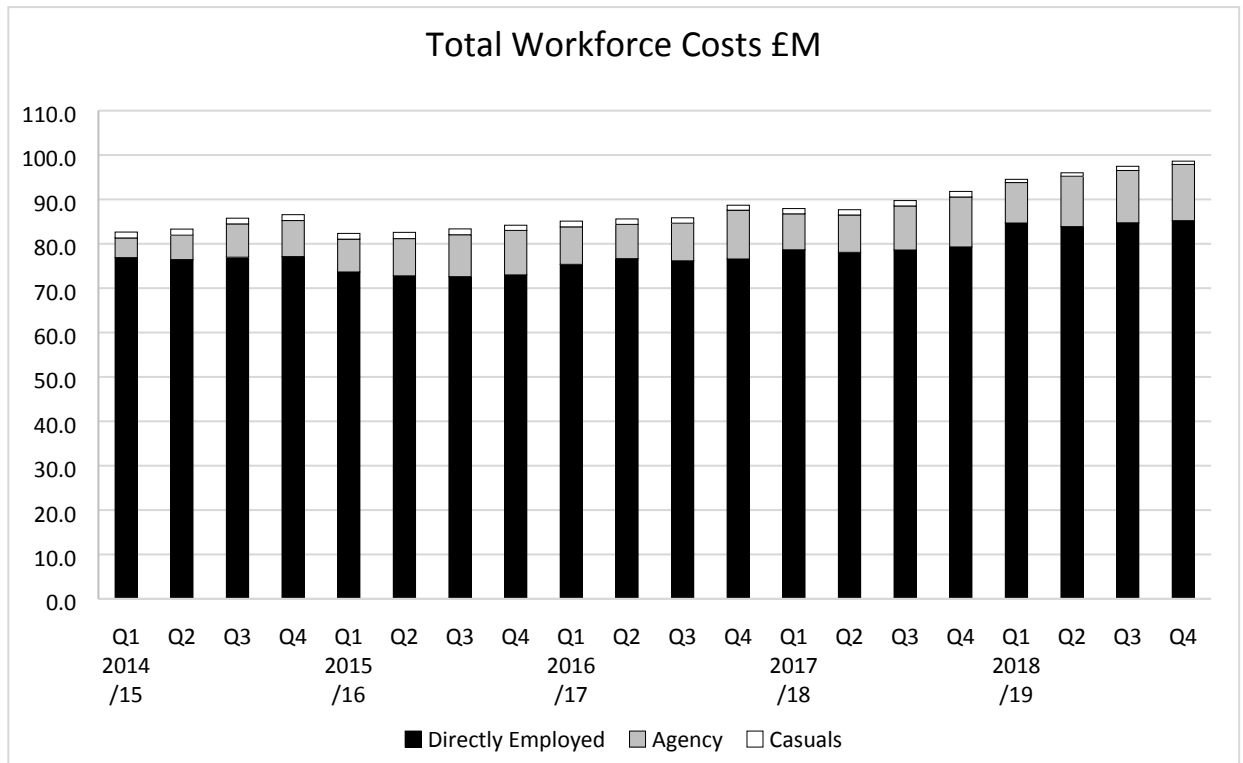
5.2 The proportion of spend in relation to each group of the workforce is important to note and particularly so in the context of planning future operating models. The majority of agency spend is in the Care and IT sectors.

5.3 As previously reported, the deployment of agency workers can bring advantages and is a key part of the 'whole' workforce, providing each department with the ability to deliver services in line with 'peaks and troughs' in demand, or to quickly meet gaps in the workforce created by attrition.

5.4 The previous workforce report indicated that work was underway to review the way in which agency workers were sourced; key drivers being to ensure quality of worker as well as ensuring best use of public spend.

5.5 In September 2018, Cabinet took a decision to create a new Joint Venture with Commercial Services Kent Ltd (CSKL), a company wholly owned by Kent County Council, for sourcing and management of agency worker provision to Hampshire County Council.

5.6 Following this decision, work progressed with CSKL to develop and launch the new agency, Connect2Hampshire (C2H) on 1 April 2019.

5.7 In preparing for its launch in April 2019, considerable engagement took place between C2H and managers across the Council to ensure a safe and secure transition of current agency workers as well as determining ongoing workforce needs, in order to ensure appropriate ongoing service provision.

5.8 A fundamental shift of the joint venture is that all stakeholders are committed and have a strong desire to ensure that the agencies focus will be on sourcing candidates who are well qualified and have the required attributes to fulfil their roles. Their worker status will shift from

being likened to a casual worker, to one of being part of the Hampshire team and therefore an integral part of the workforce.

5.9   Strategies to attract workers will include a range of advertising methods and will promote positive messages about the roles and their value to front line services, as well as the Council as an employer of choice. These, together with recruitment processes being focussed on ensuring the quality of worker and timeliness of fulfilment will ensure a service that is able to deliver high quality and timely resource. Early feedback on performance to date has been positive from managers, colleagues and agency workers.

5.10   Work is underway with C2H to consider the future recording and reporting requirements of its agency workers e.g. nationality and protected group status. This will be an important factor in understanding the agency workforce and future workforce planning in the context of Inclusion and Diversity representation, Brexit and any changes to immigration law, given the contingent labour force in some roles is highly migratory.

5.11   The agency workforce is being closely monitored and considered as part of the overall workforce needed to deliver services of the right quality and at appropriate cost.

5.12   The performance and delivery of agency workers to the County Council will be managed through a set of 'key performance indicators' and contract management arrangements are in place with key officers of the County Council.

6   Inclusion and Diversity (I&D)

6.1   During 2017, the County Council put in place revised governance arrangements to oversee and enhance its work to advance inclusion and diversity. This included establishing a Steering Group, comprising Directors, Senior Officers and is Chaired by the Chief Executive.

6.2   Alongside new governance arrangements, officers from across the organisation co-produced a work programme detailing key actions to support and promote inclusion and diversity.

6.3   The work programme, which was approved by CMT on 6 March 2019, takes account of feedback from the County Council's inclusion staff survey, undertaken in May 2018, and the result of Inclusive Employers' National Inclusion Standard. This included reorganising the priority actions according to four themes:
•   attracting a diverse workforce and ensuring career progression is fair and more transparent;
•   reviewing policies and ensuring application is consistent;
•   ensuring zero tolerance of harassment, discrimination, bullying and abuse, dealing effectively with incidents when they occur; and
•   supporting inclusive and diverse service delivery.

6.4   The second annual mandatory pay gap report for data as at March 2018 was published in March 2019. As referenced with the previous pay gap report it is important to note that the gender pay gap is not the same as equal pay.   The County Council adheres to the principle of equal pay for all employees, irrespective of the gender and ensures that it meets the requirement of the Equal Pay Act 1970. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market.

6.5   This year the Council reported a Gender Pay Gap of 18.3% on average earnings (a reduction from 2017) and a Gender Pay Gap of 24.3% on average bonus payments. A positive figure indicates that men on average earn more, whereas the negative would mean that women earn
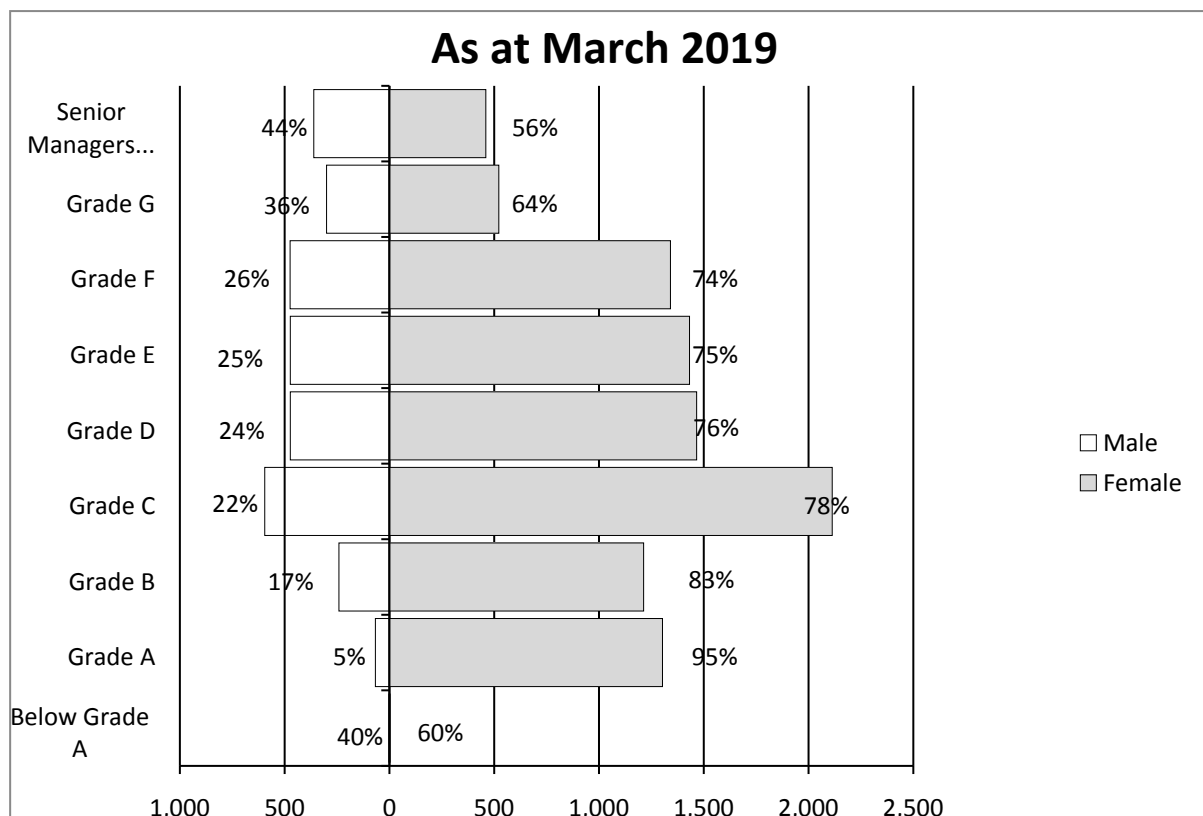
more. A comparison of the gender pay gap between 2017 and 2018 is set out in the following table:

6.6

Pay	2018	2017
Mean Gender Pay Gap in hourly pay (men currently earn more)	18.3%	18.7%
Median Gender Pay Gap in hourly pay (men currently earn more)	19.7%	21.7%
Bonus		
Mean bonus Gender Pay Gap (men currently earn more)	24.3%	27.9%
Median bonus Gender Pay Gap (men currently earn more)	19.4%	27.0%
Proportion of males receiving a bonus payment	12.5%	11.4%
Proportion of females receiving a bonus payment	10.6%	9.5%

Note: There is no provision for bonus payments to any employee. However, there is a Special Recognition Scheme, related to performance, under which a one-off payment may be awarded to a member of staff for exceptional performance. For the purpose of Gender Pay Gap reporting, this is classified as a bonus.

6.7 Key areas which may help to reduce the gap further will include, for example, the ability to pro-actively promote and apply flexible working arrangements including the sharing of parental leave, and placing a greater focus on developing recruiters skill sets to remove any 'unconscious bias' elements from decisions relating to recruitment, promotion, opportunities for progression and reward – re-enforcing the emphasis on technical skills, ability and value-based assessments rather than the potential to focus on length of service and experience.

6.8 Further detailed analysis of the Gender Pay Gap data and the make-up of the County Council's workforce is currently being undertaken in order to better understand the potential causes and therefore target actions which may make the biggest impact on closing the gap. The data will also be used on the gender gap on bonus payments to understand what opportunities there are to close this gap. This will then be presented to the Inclusion and Diversity Steering Group which is currently scheduled for 27 June 2019.

6.9 A key focus will also be on the use of research which provides evidence on what some of the key determinants of the UK gender pay gap are (such as part time or flexible working arrangements and occupational segregation) and any organisationally specific factors are affecting the Council's pay profile by gender.

6.10 The Inclusion and Diversity Steering Group will identify and agree specific actions the Council could take to begin to close its gender pay gap before providing an update on proposed actions that may help to address this.

6.11 The tables in the section below show the workforce profile by gender. This is shown by headcount as it is more appropriate to consider the number of people rather than the number of hours worked (i.e. FTE) when examining the Inclusion & Diversity profile of the organisation.

6.12

As at March 2019

Grade	Male	Female
Senior Managers...	44%	56%
Grade G	36%	64%
Grade F	26%	74%
Grade E	25%	75%
Grade D	24%	76%
Grade C	22%	78%
Grade B	17%	83%
Grade A	5%	95%
Below Grade A	40%	60%

☐ Male
☐ Female

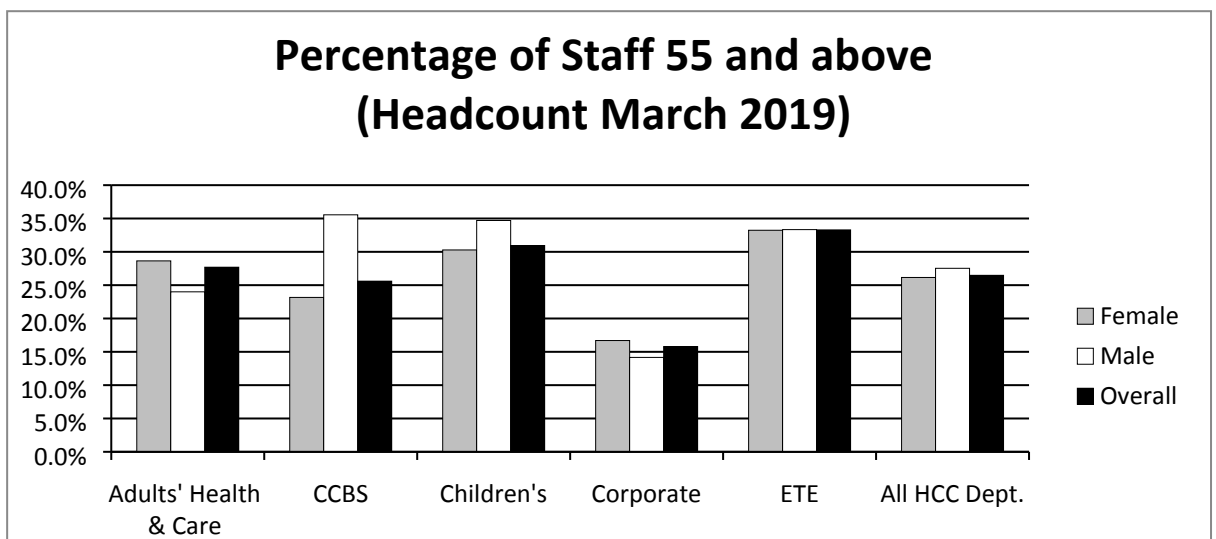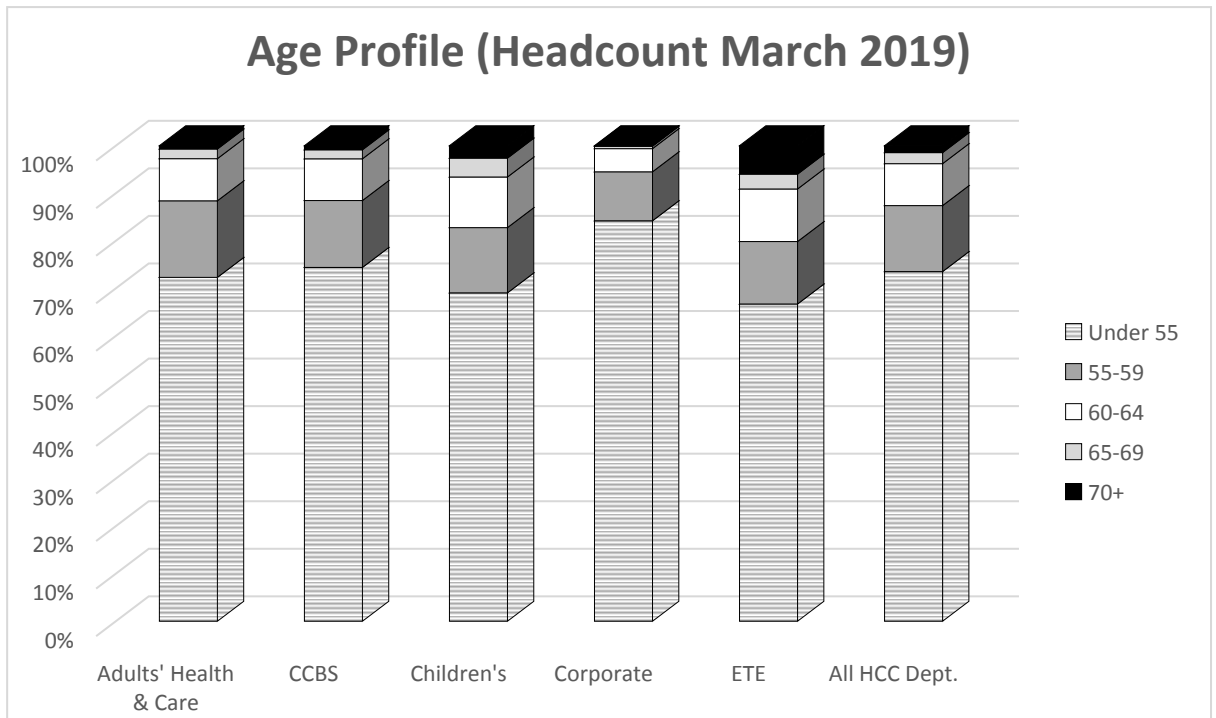1,000 500 0 500 1,000 1,500 2,000 2,500

6.13   As previously reported, the majority of the workforce is female. This continues to be most pronounced at the lower grades. One of the potential reasons for this is because of the perceived nature of the roles and their part time nature tending to attract more female workers. Since 2014, the proportion of female senior managers has increased from 49% to 56%. Due to the significant numbers of female employees within the lower grades, despite the increase of female senior managers this does not make a significant impact on closing the gender pay gap across the organisation.

6.14   Age Profile

The following bar charts show the profile of staff aged 55 and over by department as at March 2019, and the gender distribution for those staff aged 55 and above. Key role holders in this age group are reviewed from a succession planning perspective as this age group can elect to retire early with a reduced pension.

6.15   The proportion of the workforce aged over 55 in ETE is inflated by the number staff working in School Crossing Patrol roles. This is also the case for Children's Services where School Escorts now report. Whereas for Corporate Services, the younger age profile is reflective of the workforce within the Integrated Business Centre. The percentage of employees aged 55 and over has increased slightly from 26.2% of all employees to 26.5% between 2014 and 2019. There is no significant gender difference. The percentage of female employees aged 55 and over has remained broadly the same from 25.5% to 26.2% and the proportion of male employees aged 55 and over has fallen slightly from 28.3% to 27.5%. Further detail is provided at Appendix 1.

6.16

Age Profile (Headcount March 2019)

Legend:
- Under 55
- 55-59
- 60-64
- 65-69
- 70+

Categories: Adults' Health & Care, CCBS, Children's, Corporate, ETE, All HCC Dept.

Percentage of Staff 55 and above (Headcount March 2019)

Legend:
- Female
- Male
- Overall

Categories: Adults' Health & Care, CCBS, Children's, Corporate, ETE, All HCC Dept.

7   External Turnover

7.1   The graph below shows external turnover for the County Council from April 2014 to March 2019 and reflects the long term trend towards reduced headcount, with peaks in turnover rates being as a result of planned activity related to the Transformation to 2015, 2017 and 2019 Programmes, including voluntary redundancies.

7.2   The turnover rate for the County Council is 15.03%. This is below the UK average of 22.8%, however it is consistent with the public sector average of 15.7% (Ref. XpertHR Labour turnover rates 2017, published August 2018)

7.3   Further detail by department for the 12 months leading up to March 2019 is included at Appendix 2, together with an organisational summary of the reasons for leaving.

7.4

External Turnover - All Departments
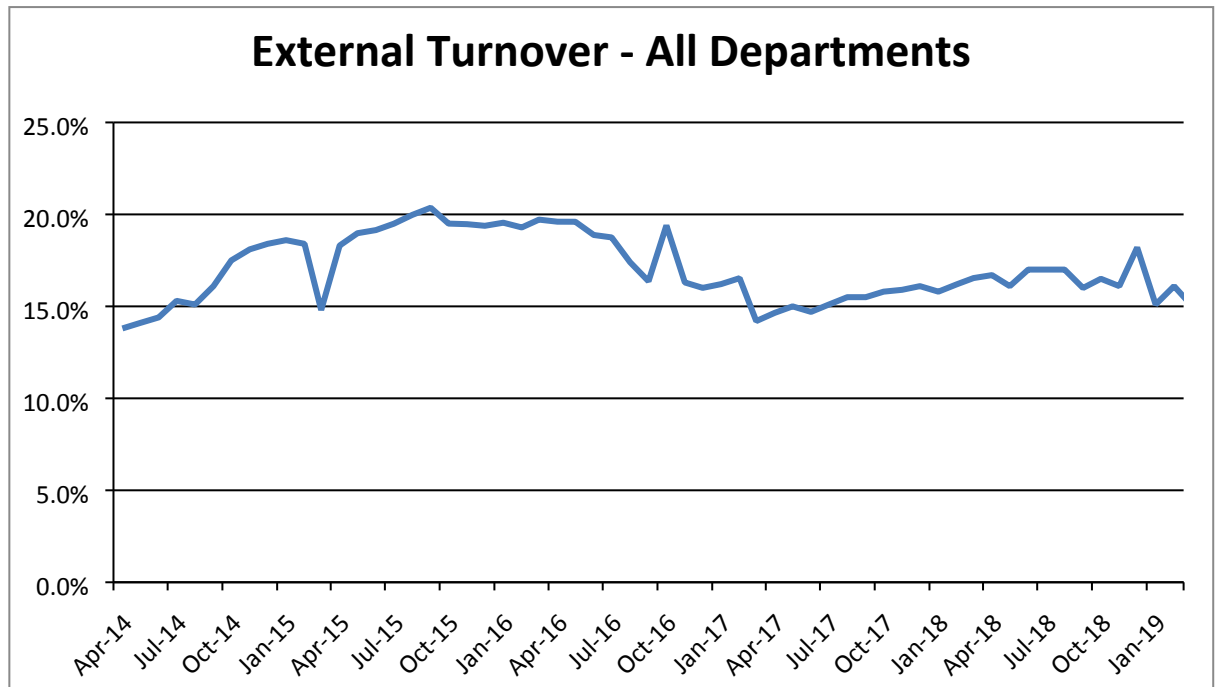
7.5 Of the total (15.03%) turnover for the last 12 months, 5.48% are as a result of leavers securing roles elsewhere, perhaps not surprising in the current strong employment market. Further detail is provided in appendix 2.

7.6 As previously noted, overall non-redundancy related turnover across the Council is at a normal or typical level for an organisation of our size (circa 10%). Turnover rates are monitored regularly and where levels are significant or if there are particular concerns being flagged, then targeted work is undertaken to understand the reasons, context, and measures are put in place to mitigate. Measures include recruiting for anticipated vacancies, and tackling turnover by working with management and staff to improve morale, increasing engagement as well as reviewing and revising role accountabilities where appropriate. Where skills sets are in high demand and short supply and where salary levels are less than competitive in the wider market, then consideration is given to the introduction of market supplements as a retention incentive. Examples of this include Social Workers, Senior Practitioners and specialist IT roles.

7.7 Of those that joined the Council in the year 2018/19, 285 (14.2%) had left by the end of the period (March 2019). The public sector average for leavers within their first 12months of service is 10.9%.

High level analysis of this data shows that the majority of leavers left as a result of their temporary contract coming to an end (temporary contracts enable departments to flex resources to meet demand) or securing alternative employment (perhaps unsurprising in the current employment market); in addition a significant number returned to education, moved away, took a career break or left due to health reasons or family commitments.

Work is underway as referenced in section 8 of this paper, particularly in the use of technology to recruit, developing the skills of recruiters and I&D considerations such as being aware of

our own 'unconscious bias'. This work as well as a detailed analysis by department will aid understanding of what further actions are required and where they ought to be targeted.

7.8   There will be a need to make further savings for Transformation to 2021 which will result in further reductions in the workforce, however, there has been and will, in some areas be a need to increase headcount due to a growth in traded services or meeting workforce capacity requirements to deliver the needs of the business e.g. social workers in Children's Services. Departments are determining how best to achieve this whilst ensuring that employee wellbeing, performance and productivity is maintained or improved.

8   Recruitment 'Hot Spots' / Challenges

8.1   The national and regional context remains unchanged (including the uncertainly of Brexit) to that reported previously and specifically; skill shortages for specialist roles, high employment in the region, and competition from other sectors to attract from within the same labour pool.

8.2   System changes have enabled data associated with nationality for new recruits to be recorded since February 2018, and of the 1855 staff recruited since then, 3.18% (59) are EU nationals. Of these, around half have filled hard to recruit to roles such as; care assistants, cooks, catering assistants and social workers. A mixture of less hard to fill roles were filled by EU nationals, including, for example, project management, bilingual, library, warehouse, school patrol and FM assistants. Whilst we do not know if this is representative of the whole workforce, it is a helpful indicator and would support local intelligence.

8.3   The Council continues to have a number of significant recruitment and retention 'hot spots' in particular social work, nursing, care, engineering and IT and an update to the table of recruitment and retention initiatives for key 'hot spots' is included at Appendix 4.

8.4   The Council has a well-developed programme to support improved recruitment outcomes. Key initiatives include:

- The replacement of the full technology platform that supports recruitment. This wide-ranging programme replaced the Recruitment software (from WCN to Success Factors), implemented a new contact/enquiry system (C4C) and migrated Employee personnel files to the new SAP Document solution. This first phase of activity concluded in October 2018.
- Departments now routinely receive insights on time-to-hire, candidate retention and user satisfaction through the Operational Performance Group process. These insights are informing changes to the recruitment model, notably the streamlining of the pre-employment checks process and automation of contracts.
- A number of departments actively plan proactive and bulk recruitment in anticipation of turnover and we are working to improve our workforce planning information to identify where this approach could add value.
- Some departments are continuing to develop values-based recruitment. This was first piloted within Adults and will help to underpin appropriate bulk recruitment activity. Value based recruitment is now embedded within Adults' Health and Care, with a total of 240 staff trained to undertake value based recruitment. Value based recruitment does not replace the need to assess for technical skills to do the role but compliments this assessment. Adopting a value based approach is having a positive impact on the calibre of candidates appointed. The next phase of implementation is intended to ensure that value based recruitment becomes value based employment with the same values

espoused during recruitment being evident in the workplace.   For example, HCC Care have mapped the 4 core values to their staff charter to embed the values through day-to-day practice reinforced via Valuing Performance.

- Training investments to support advert copy writing, media placement, the use of social media (including LinkedIn recruiter licences) and the development of talent communities will increasingly enable Hiring Managers to reach "passive" candidates for hard to fill roles.
- Ways in which to market career opportunities to both internal and external candidates will be explored including, marketing within schools, colleges and universities.
- Departments and the IBC Recruitment Team will work seamlessly with Connect2Hampshire colleagues to facilitate temporary to permanent recruitment of agency workers. This approach has been instrumental in supporting Kent County Council to close its vacancy gap for experienced social workers and it is hoped that the approach will benefit Hampshire County Council for 'social care' roles in both Adults' Health and Care and Children's Services.
- A comprehensive review of the Council's digital recruitment marketing will be undertaken in 2019 to support our long-term aim of being seen as an 'Employer of Choice'. This will encompass a review of our core messaging statements to candidate markets (Employee Value Proposition), a further review of the career's website (and all affiliate micro-sites) and investment into core digital channels to drive candidate engagement (current and future) to our career's website.
- As referenced in separate reports, there is some reliance on accessing non-UK employment markets to fill roles. As the Brexit situation remains unclear, the position will be continually reviewed, in order to ensure that initiatives in place are effective and to determine what else can be done to minimise any risks to the Council of not being able to fill vacancies and deliver services.

8.5   The Recruitment Improvement Programme continues to be monitored via a Continuous Improvement Board and the Operational Performance Group. Following systems stabilisation, the programme has evidenced rising user satisfaction, reduced time to hire and improved candidate retention.

9   Sickness Absence Data (% of Working Hours Lost)

9.1   The Council's average absence rate for 2018/19 is 3.2% for HCC and is below the national average of 4.2% in the public sector though higher than the 2.7% in the private sector. (Source XpertHR Sickness absence rates survey 2018). The total estimated productivity cost of sickness absence during the last 12 months (April 2018 to March 2019) remains at circa £8m. Clearly this is not a 'real cost' in our accounts as many instances of sickness do not require interim cover, in many cases work continues as normal. The basis of the calculation is estimated on all sickness being directly covered by interim resource, which is not a reality in most organisation though nonetheless a helpful indicative figure.

9.2   The top three absence reasons for the last three years (2016/2017/2018) were anxiety / stress; operations / post op recovery; and muscular / skeletal conditions; with peaks in January of the last three (2017, 2018 and 2019) years attributable to an increase in absence due to colds, flu, chest infections and viruses. Work-related stress/depression is not listed as one of the 3 reasons for absence.

9.3   This compares with the national picture where more than a quarter of all illnesses (during 2017) were due to minor illnesses (colds and coughs), followed by musculoskeletal problems and mental health conditions (Source ONS Sickness published 30 July 2018).

9.4   The absence levels can be attributed to demographics, geography, health status (long term vs short term sickness) and employment type of our workforce e.g. absence rates are typically higher in caring roles or elementary occupations (such as catering) compared with professional or managerial roles.

9.5   Absence rates remain higher in those occupations that have higher exposure to infections or diseases (e.g. health workers) and particularly in roles where the worker is required to abstain from work when unwell to avoid introducing sickness or infection. This can be seen in Adults' Health and Care (AH&C) which has higher average sickness absence rate of 4.6% as compared to the Council average of 3.2% and to the typical absence rate in the Health Sector of circa 3.3% in 2017 (Source ONS Sickness published 30 July 2018). If we excluded Adults Health and Care from the data set, the Council would be showing an average absence rate of 2.7% and therefore in line with the private sector as referenced in 9.1.

9.6   However, within the AH&C's figure of a 4.6% it should be noted that the average sickness absence rate for its in-house residential, nursing, learning disability provision and Reablement service is 4.12%, whereas the figure for the rest of the Department's workforce is 2.57%.   It is recognised that staff providing direct care typically have higher absence rates, for example, data collected by the NHS reflect the average sickness absence rate for Healthcare Assistants/Support Staff is 6.86%.

9.7   Given the challenges in absence levels experienced within Adults Health and Care, a significant amount of work has been undertaken this year, particularly in the HCC Care teams (internal residential, nursing and learning disability provision) where sickness is the highest, in order to improve their approach to managing sickness absence. Approaches to monitoring and managing absence with strict adherence to policies and use of effective of management information data with action plans in place for each case are expected to make improvements in this area.

9.8   Evidence suggests that absence levels tend to be consistent where absence due to sickness is routinely monitored. When managers actively manage absence then sickness absence rates can be reduced. Sickness dashboards are available to enable managers to monitor and take appropriate action.

9.9   A full breakdown of absence levels and costs by department is included at Appendix 3a and 3b.

10   Wellbeing

10.1   The Councils' wellbeing strategy committed HCC to several initiatives intended to promote and improve the wellbeing of its workforce.   In addition to the wellbeing pledge and significant improvements to the resources available to staff and managers through a dedicated intranet site an organisation wide survey was undertaken in January 2019.

10.2   The organisation-wide wellbeing survey was launched in January 2019.   Staff across HCC were strongly encouraged to contribute to the survey with an overall response rate of 42%.

The questions, developed in collaboration with a cross departmental working group, included a free text box for staff to make comments or observations as well as questions to enable benchmarking with other organisations. The organisation wide feedback was analysed quickly to ensure CMT were sighted on the key outcomes in March 2019.   The survey included some very encouraging feedback, where respondents told us that:

	Agree	No view either way / don't know	Disagree
I have good working relationships with colleagues	93%	5%	2%
My manager is supportive in a personal crisis if I need him/her to be	80%	14%	6%
My manager takes an appropriate level of interest in my health and wellbeing	77%	13%	10%
I achieve a good balance between my work life and my private life	71%	10%	19%
In general I feel positive about myself	70%	14%	16%
I have a manageable workload	62%	13%	25%
Generally speaking, I am able to switch off from work when I am not working	61%	9%	30%
I look forward to going to work	57%	23%	20%

10.3   The organisation wide feedback has been reviewed and the high level output from the survey has been communicated to staff and all feedback will contribute to the development of a strategic approach intended to continue to support the wellbeing and resilience of the workforce.

10.4   The next phase will focus on developing a department specific focus intended to compliment the corporate wide strategic approach to ensure staff wellbeing is promoted throughout the County Council to improve wellbeing, resilience and capacity.

11   Employee Performance

11.1   Employee performance continues to be measured and reviewed using the Valuing Performance (VP) framework, with regular discussions about performance, development, aspirations, health and wellbeing taking place between managers and employees throughout the year. Discussions vary in areas of focus and the time required and will depend upon both the employee and service requirements.

11.2   The VP framework was re-shaped for 2018, removing the application of ratings and placing a greater focus on assessing employees' performance through robust conversations. Feedback has indicated that this has been a more positive experience for managers and employees.

11.3   Whilst ratings have been removed, individual performance is still measured and where appropriate, financial recognition and positive feedback is provided, or incremental progression is withheld.

11.4   Not surprisingly given the overall performance of the Council, the outcome of the performance reviews for 2018 showed that most staff (93.6%) are performing successfully in their role. The

high performance of staff can be attributed to the high quality of recruitment and development interventions. Of our non-schools staff, 6.2% were recommended to receive an end of year special recognition payment (SRP), as a result of their exceptional performance. A small number of staff have had their incremental progression withheld as a result of poor performance, and will, as appropriate be taken through the performance management process in order to address and/or improve performance levels.

11.5 Whilst a small number of staff (0.2%) will be having their incremental progression withheld because of poor performance, there are staff who may be under-performing though at the top of their grade and therefore there is no progression to withhold, as well as staff who are perhaps on the cusp of poor/successful performance.

11.6 It is recognised that dealing with poor performance can be a challenging process and that some managers can find it difficult for a range of reasons. Whilst difficult, managing poor performance remains a key part of a manager's role and managers do actively manage performance matters. To aid this, a range of tools is available, including an on-line performance toolkit, a blended offer (e-learning/ face to face) of development modules for managers which will enable shared learning and a safe environment in which to test understanding and also to practice implementation. A Hampshire Manager Training Programme is being developed, within which there will be a training module to help up-skill manages in managing poor performance, as well as recognising good performance.

11.7 A focussed review to identify any further corporate and departmental actions that will enable line managers know how to identify, are trained and are tackling under-performance is underway and is explained further in section 12.

11.8 Strong employee performance continues to be critical to the benefit of those wanting or needing the services we provide. It remains the responsibility of employees and managers to continue to harness and increase expertise, skill sets and role model appropriate behaviours across all departments.

12 Employee Relations Casework

12.1 The following table summarises the total number of live Employee Relations (ER) cases across the core 4 polices; performance, misconduct, grievance and attendance management between 2015 and 2019.

12.2

Year	ER Live Cases per quarter				
	Jan – Mar	Apr – Jun	Jul – Sept	Oct – Dec	Total
2015	305	288	268	260	1,121
2016	250	234	255	272	1,011
2017	311	267	236	253	1,067
2018	234	192	212	228	866
2019	230				

Notes:

1. Only those cases logged with the ER team are recorded in this dataset. Any cases that are being managed locally (informal or low level formal cases) and that do not require ongoing HR advice and support will be managed directly by the manager and are not included.

12.3   The decrease in the total number of ER cases in 2018 was particularly pronounced in quarter 1 (Apr – Jun). This is attributable to the implementation of the Council's new case management system. Additional case categories have been introduced which means that cases which would historically have been included under a 'core 4' category are being more accurately recorded (e.g. restructure or terms and conditions). Furthermore, those issues which are appropriately dealt with as 'once and done' and do not require ongoing support are now classified as queries rather than cases and are no longer included in the statistics provided.

12.4   There continues to be a strong focus on more effective management of serious misconduct cases in the Council. In February 2019, CMT has agreed a series of recommendations to further improve the management of misconduct cases and the implementation of a comprehensive Performance Standards Framework including:

- Agreed role responsibilities.
- Ensuring that Investigating Officers are freed up from the day job to undertake misconduct investigations.
- Endorsing a more risk aware approach to the management of misconduct cases.
- Agreed Quality Assurance Framework.
- Defined accountabilities for each stage of the end to end misconduct process.
- A focus review of performance management within departments.

12.5   The following graph and data table splits out the number of new ER cases by category for the 12 months to March 2019. A more detailed breakdown by department is included at Appendix 5. Attendance Management cases continues to account for the majority of ER cases requiring HR advice and support and reflects the continued focus on tackling absence issues and improving attendance.

12.6

Category	New Cases				
	Apr-Jun 18	Jul-Sep 18	Oct-Dec 18	Jan-Mar 19	TOTAL
Managing Misconduct	35	33	38	32	162
Managing Attendance	32	41	39	51	205
Managing Performance	11	14	16	20	77
Resolve Workplace issues	19	13	15	10	70
TOTAL	97	101	108	113	514

12.7   The following chart summarises the outcomes for closed employee relations cases and issues from April 2018 to March 2019.

12.8

Employee Relations Outcomes Apr 18 - Mar 19 (closed cases)

Managing Attendance ▪ Managing Misconduct ▪ Managing Performance ▪ Resolve Workplace Issues
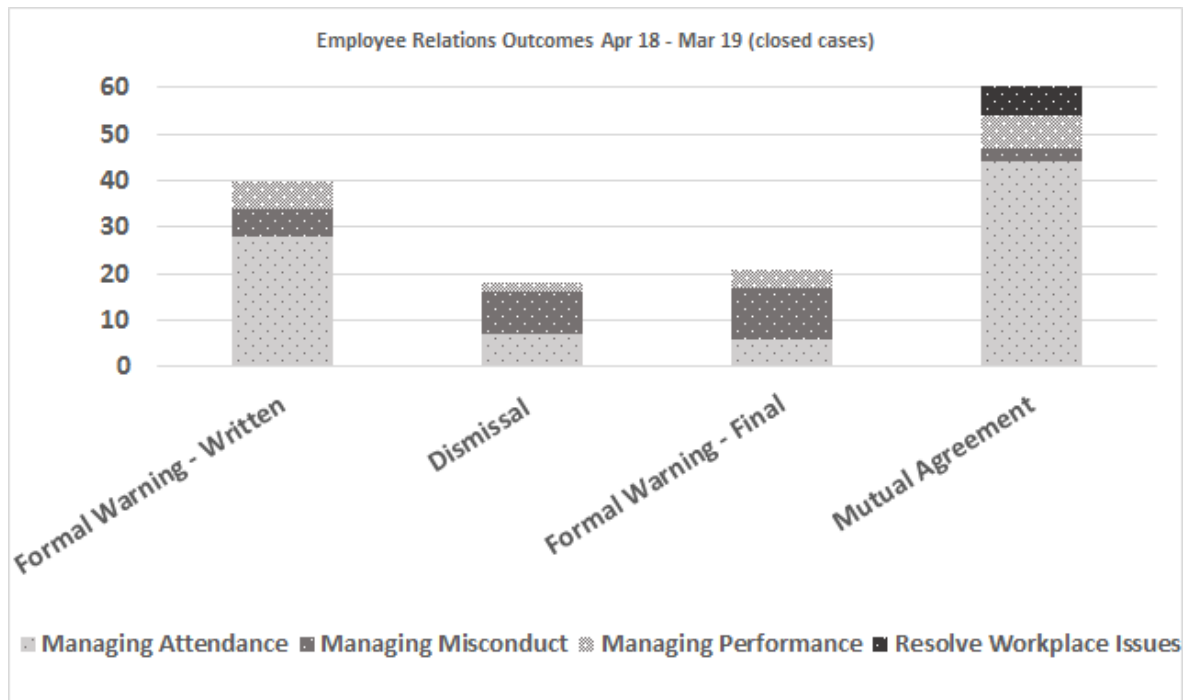
12.9   Exit under mutual agreement is permitted in accordance with the Council's attendance and Performance Management Policies. The contract of employment may be ended by mutual agreement between the employee and Hampshire County Council. A mutual agreement is an alternative to a final attendance case review or formal stage 3 performance review and possible dismissal. It is important to note that mutual agreements do not incur any non-contractual financial settlements.

13   Next Steps

13.1   The organisation will continue to monitor trends in the workforce data, taking account of market and economic context in order to ensure the necessary workforce policies and measures are in place.

Appendix 1

The following tables shows the profile of staff aged 55 [1] and over by department as at March 2019. Headcount is provided rather than full-time equivalent.

Headcount / Department	Under 55 Female	Under 55 Male	Under 55 Total	55-59 Female	55-59 Male	55-59 Total	60-64 Female	60-64 Male	60-64 Total	65-69 Female	65-69 Male	65-69 Total	70+ Female	70+ Male	70+ Total	Total 55 and above Female	Total 55 and above Male	Total 55 and above Total	Total Staff In Dept. Female	Total Staff In Dept. Male	Total Staff In Dept. Total
Adults' Health & Care	1871	513	2384	449	82	531	230	62	292	53	14	67	19	4	23	751	162	913	2622	675	3297
CCBS	2216	455	2671	373	132	505	227	88	315	46	22	68	22	9	31	668	251	919	2884	706	3590
Children's	1927	318	2245	373	73	446	296	50	346	97	32	129	71	14	85	837	169	1006	2764	487	3251
Corporate	1033	594	1627	139	60	199	61	33	94	6	4	10	1	1	2	207	98	305	1240	692	1932
ETE	229	284	513	50	51	101	38	47	85	11	13	24	15	31	46	114	142	256	343	426	769
All HCC Dept.	7276	2164	9440	1384	398	1782	852	280	1132	213	85	298	128	59	187	2577	822	3399	9853	2986	12839

% of each gender within age band* / Department	Under 55 Female	Under 55 Male	Under 55 Total	55-59 Female	55-59 Male	55-59 Total	60-64 Female	60-64 Male	60-64 Total	65-69 Female	65-69 Male	65-69 Total	70+ Female	70+ Male	70+ Total	Total 55 and above Female	Total 55 and above Male	Total 55 and above Total
Adults' Health & Care	71.4%	76.0%	72.3%	17.1%	12.1%	16.1%	8.8%	9.2%	8.9%	2.0%	2.1%	2.0%	0.7%	0.6%	0.7%	28.6%	24.0%	27.7%
CCBS	76.8%	64.4%	74.4%	12.9%	18.7%	14.1%	7.9%	12.5%	8.8%	1.6%	3.1%	1.9%	0.8%	1.3%	0.9%	23.2%	35.6%	25.6%
Children's	69.7%	65.3%	69.1%	13.5%	15.0%	13.7%	10.7%	10.3%	10.6%	3.5%	6.6%	4.0%	2.6%	2.9%	2.6%	30.3%	34.7%	30.9%
Corporate	83.3%	85.8%	84.2%	11.2%	8.7%	10.3%	4.9%	4.8%	4.9%	0.5%	0.6%	0.5%	0.1%	0.1%	0.1%	16.7%	14.2%	15.8%
ETE	66.8%	66.7%	66.7%	14.6%	12.0%	13.1%	11.1%	11.0%	11.1%	3.2%	3.1%	3.1%	4.4%	7.3%	6.0%	33.2%	33.3%	33.3%
All HCC Dept.	73.8%	72.5%	73.5%	14.0%	13.3%	13.9%	8.6%	9.4%	8.8%	2.2%	2.8%	2.3%	1.3%	2.0%	1.5%	26.2%	27.5%	26.5%

* This data shows the percentage of Females and Males in the department, at each age band from the entire workforce of the Department. For example – in Adults' Health and Care, 71.4% of the Females in the department are Under 55 and 27.1% are aged 55 and above. Across all HCC Departments, 72.5% of Males are Under 55, and 27.5% of all Males are aged 55 and above. The "Total" figures represent male and female combined. For example, 72.3% of **ALL** Adults' Health and Care employees (male *AND* female) are under 55

Appendix 2

1. The following tables show external turnover by department for the 12 month period up to March 2019. Further historic trend information is available on the intranet. The turnover rates take account of increased exits as a result of EVR, and for CCBS there is a general position of higher turnover in catering roles.

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Adults' Health and Care	10.0%	10.7%	10.4%	10.9%	11.20%	11.40%	11.80%	12.60%	13.10%	13.50%	13.80%	14.32%
Childrens	17.9%	18.8%	18.7%	19.4%	20.00%	19.50%	19.00%	18.10%	17.30%	16.60%	16.10%	17.74%
CCBS	17.9%	17.8%	17.3%	17.2%	17.80%	18.10%	18.40%	18.70%	18.90%	19.00%	19.30%	19.18%
ETE	11.6%	11.6%	11.7%	12.0%	12.10%	11.70%	11.60%	12.00%	11.50%	11.00%	11.70%	12.09%
Corporate	13.8%	13.4%	13.5%	14.4%	14.20%	14.40%	16.30%	15.80%	17.80%	16.00%	17.90%	16.63%
All	**14.6%**	**15.0%**	**14.7%**	**15.1%**	**15.50%**	**15.50%**	**15.80%**	**15.90%**	**16.10%**	**15.80%**	**16.20%**	**16.54%**

2. The table below shows the % turnover against the 'leaving categories' for the period April 2018 to March 2019.

Overall 12 months	Resign – Alt Employment	Resign – Alt LG Org	Resign - Dissatisfaction	Redundancy	Retirement	Dismissal	All other reasons*
15.03%	5.48%	0.37%	0.55%	0.69%	1.03%	0.87%	6.04%

*Those in the 'other' category have left for a number of reasons, some of these include; family commitments, returning to education, health, and moving out of the area.

Appendix 3a

Sickness Absence Data by percentage of working hours lost

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	12 Months
Adults Health and Care	3.83%	4.09%	4.05%	3.85%	3.96%	4.59%	4.78%	5.08%	5.29%	5.90%	5.31%	4.56%	4.62%
Childrens Services	2.46%	2.22%	2.47%	2.55%	2.63%	3.06%	2.93%	3.29%	3.45%	3.35%	3.13%	2.69%	2.85%
CCBS	2.06%	2.32%	2.40%	2.56%	2.01%	2.60%	3.04%	3.36%	3.34%	3.40%	3.39%	2.95%	2.85%
ETE	1.56%	1.66%	1.98%	1.66%	1.37%	1.73%	1.73%	1.78%	1.80%	2.19%	2.48%	2.19%	1.73%
Corporate Services	2.54%	2.27%	2.69%	2.36%	2.46%	2.82%	3.12%	3.15%	3.16%	3.53%	3.36%	2.48%	2.54%
All Departments	2.74%	2.77%	2.93%	2.86%	2.76%	3.30%	3.47%	3.73%	3.85%	4.09%	3.85%	3.26%	3.23%

Appendix 3b

Sickness Absence Data by cost of working hours lost

The estimated sickness cost is based on the actual amount of basic pay for the duration of the absence. It is calculated using the actual pay of each individual who is recorded as being absent due to sickness. This does not include any additional costs such as overtime, agency and team disruption that may be associated with sickness absence.

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Total
Adults' Health and Care	£234,464	£244,291	£245,241	£230,265	£233,091	£246,528	£291,715	£322,389	£293,395	£346,873	£286,319	£239,168	£3,213,739
Children's Services	£135,075	£144,007	£164,050	£153,266	£156,018	£166,348	£186,407	£216,426	£190,744	£208,788	£183,771	£147,052	£2,051,952
CCBS	£83,317	£89,973	£97,741	£106,352	£92,391	£104,308	£135,401	£140,458	£122,093	£147,231	£132,173	£113,323	£1,364,761
ETE	£21,261	£27,609	£27,969	£25,617	£26,326	£23,090	£25,179	£27,903	£20,898	£35,712	£31,941	£29,801	£323,306
Corporate Services	£92,294	£95,679	£87,099	£106,062	£91,194	£112,848	£138,164	£139,577	£111,572	£161,144	£138,057	£99,058	£1,372,748
All Departments	£566,411	£601,559	£622,100	£621,562	£599,020	£653,122	£776,866	£846,753	£738,702	£899,748	£772,261	£628,402	£8,326,506

Appendix 4

Recruitment and Retention 'hotspots' and progress on previously reported initiatives:

| 1 | **Generalist & Specialist Engineering roles**:
• In conjunction with Recruitment and Marketing colleagues, we are developing a set of ETE 'Employer Brand Messaging Statements' seeking to position HCC as an Employer of Choice and engage candidates who are interested in ETE (HCC) as a future employer. The focus is not just role specific vacancies but building our brand so potential candidates actively seek out opportunities / being part of our talent community rather than waiting for a specific vacancy to arise.
• Continuous development of careers pages for specialist roles / shortage occupations within Highways, Traffic & Transport through increased profiling of innovative projects / programmes of work to showcase the breadth and depth of innovation and flagship programmes that staff are engaged in so that potential candidates can connect with opportunities to develop their careers.
• Targeted use of social media strategy to profile vacancies in occupation shortages.
• Since the previous report, the extension of the Department's Civil Engineering Scholarship Scheme to include a year in industry placement has become embedded with an increasing number of scholars seeking out this opportunity. The Scheme (a 3 or 4 year programme) is run in conjunction with the Universities of Portsmouth and Southampton to support the growth of our future talent base and there are currently seven scholars. The scheme continues to add value with scholars securing permanent employment within the Department following completion of the scheme. Given that it's a rolling programme, continued focus will be placed on securing scholars capacity, post qualification. Further cohorts are planned (yearly intake) to build our talent base and support a continuous talent pipeline given this is a recognised shortage occupation nationally and therefore the requirement to grow our own talent is even more critical. We are in regular dialogue with the Universities to ensure a collaborative approach to maximise learning and knowledge transfer for individuals and to ensure the scheme places us at the leading edge of industry standards. HCC is the only Local Authority in the South of England engaged in this scheme which is testament to the Department's ongoing commitment to securing top talent in the engineering profession which is in high demand.
• Increased marketing of the Civil Engineering Graduate scheme (officially accredited by ICE) in order to attract talent. This accreditation is nationally recognised by the profession, and by incorporating in our marketing campaigns, it enables us to achieve a strong field of applicants, resultant in a continuous talent pipeline as retention is strong post qualification. During the last year, further profiling of the scheme has been achieved by senior managers attending careers fairs to highlight the opportunities and existing Graduates (past and present) have attended the events to share their |

	experiences first hand and talk about HCC as an employer as part of our engagement strategy.
	• Where relevant apprenticeship frameworks exist, we've transitioned staff undertaking vocational training to an appropriate apprenticeship.
	• Increased the number of staff undertaking apprenticeships, to maximise opportunities to draw on the Apprenticeship Levy to aid the development of a continuous talent pipeline and support retention in recruitment hot spots.
	• Established a cohort of trained mentors to support apprentices throughout their studies to aid retention post qualification.
2	**Transport Planners / Strategic Planners / Surveyors**: • Reprofiling of CCBS Property Services Graduate Scheme including attendance at careers fairs, greater use of social media and our digital platform to showcase opportunities. This has proved successful and the Scheme continues to attract high calibre applicants and retention post qualification is strong. This is a critical component in growing our own talent and continuing to build our talent base. • Chartered Surveying Degree Apprenticeship (joint venture between CCBS & ETE) to attract and retain talent - progress has been made in this area with apprentices now in their second year of a 5 year qualification. It is to early yet to conclude success however, the calibre of apprentices is strong and as they are directly employed, career pathways are being planned to enable retention at the point of qualification. • Continuous development of staff through ETE's Transport Planners Training Scheme to attract and retain talent. This is now well established with directly employed staff supported through a recognised Transport Planning qualification. Ten staff are currently supported on the programme (this has doubled from the previous year in order to build internal capacity and capability within our internal workforce). As with engineering, transport planning professionals are in high demand and it is therefore inevitable that there is turnover in those trained, however, we have seen positive retention for the majority of those trained and in the last year, a number have secured promotions within the department. • Careers pages for specialist roles within Planning (ETE) have been updated to showcase the work of the department and the opportunities it presents by way of flagship projects and career pathways. Promotion in the main is via a social media strategy and optimising our digital platform.
3	**School Escorts and School Crossing Patrols**: • As previously referenced, deployment of targeted recruitment campaigns, utilisation of social media and working closely with schools continues to be a key way of raising the profile of School Escorts and School Crossing Patrols and securing required resources.
4	**Workshop Technicians and Managers**: • Market research has confirmed that the national shortage of staff with these skills and qualifications remains and therefore market supplements are in place to aid recruitment and retention.

	• Increased focus on apprenticeships and seeking to grow our own talent through utilising of apprenticeship frameworks.
5	**Generalist Management & Project Managers** • Work continues in respect of creative use of the Apprenticeship Levy to fund professional qualifications to develop and increase capacity and capability of existing staff through CCBS's Talent Development Programme. This initiative commenced in April 2018 and following a competitive process, four existing staff successfully secured a place on the programme which will see them take up 4 x 6 monthly placements over a 2 year period. The placements are across the Department and in addition to the placements, individuals are also undertaking an apprenticeship in Associate Project Management (level 4). A year into the programme, and feedback is positive from participants and management on the value of the programme. A formal review will be undertaken as to the future direction following completion of the programme and in the context of future business need. In addition to the four, there are 5 other CCBS staff who are undertaking the same apprenticeship but who are not part of the talent programme but are in project based roles. • Within both ETE and CCBS, flexible deployment of staff with transferable skills on a matrix basis continues with resources being targeted on priority areas of work. There is strong evidence of significant benefit to the business in terms of project delivery, staff development and retention.
6	**Catering Assistants**: • Whilst focused efforts remain on proactive and timely recruitment campaigns to ensure resource levels are maintained to meet business needs, exploratory work has commenced on the development of a recruitment marketing and attraction approach for HC3S.
7	**Nursing/Care Staff - Internal Provision** • Whilst nursing capacity improved following the introduction of the Assistant Practitioner roles, nursing staff shortages continue to challenge both adult social care and the NHS. A considerable amount of work has been done with NHS colleagues to ensure we work collaboratively to tackle the issue from a system wide perspective. A significant workforce planning project is underway which includes HCC, social care providers and NHS colleagues. Whilst the workforce planning project covers a range of roles, there is strong focus on nursing and care staff. The expectation is that the portability of statutory and mandatory training and DBS checking will enable the workforce to move across the system more effectively thus reducing the length of time posts remain vacant. Additionally, key competencies and career pathways supported by apprenticeships (where possible) for hard to recruit posts such as Nurses and Registered Managers should improve both the capacity and the capability of the workforce. In response to strong local pay competition (including the NHS pay award) a market supplement was agreed for all nursing staff to support recruitment and retention.

	Implemented in January 2019 the impact of the market supplement will be closely monitored to ensure it achieves this objective. • A more strategic approach to recruitment including the improved branding and marketing of HCC Care, the promotion of social media, the introduction of 'recruitment day's and an approach that includes recruiting to turnover rather than in response to a vacancy to create a talent bank is expected to improve the recruitment experience and workforce resilience.
8	**Community and Hospital Teams – Adults' Health & Care** • Qualified Social Workers and Senior Practitioners - the challenge around the appointment of experienced social workers continues, with the shortage being particularly evident in the north of the County i.e. Basingstoke, Alton and Petersfield. A task and finish group (with representatives across all care groups) was established to respond to these recruitment challenges. The group compared HCC salaries to those of neighbouring local authorities and as such, a market supplement for the Older Persons teams in the North and North East of the County has been introduced. In addition, the Senior Practitioner's market supplement was increased to ensure their salaries were more reflective of the additional responsibilities and expectations of the role and to better support career progression and succession planning. This coupled with a career pathway designed to support HCC staff move from Case Worker to Senior Case Worker to Qualified Social Worker through a defined competency route supported by the introduction of a Social Work apprenticeship programme will enable the department to focus on capitalising on its internal workforce talent with a 'grow your own' approach rather than relying on external recruitment into qualified roles. • Despite the national shortage of Approved Mental Health Professionals (AMHPs) the department's approach, adopted in 2018, has made a significant impact to the capacity of the AMHP workforce. The deployment of the 'hub and spoke' model means that staff working solely as AMHPs in the hub are in receipt of increased market supplements and a shift allowance. This has significantly improved the staffing levels to the extent that the service is now fully staffed. • Significant effort is being focused on raising HCC's profile as an employer of choice for social workers. The department is showcasing the advantages of working for HCC via a recently developed micro site, specifically the opportunities for career development, a strong workforce development offer, good supervision/support and a genuine commitment to flexible working. In addition, the Principal Social Worker (PSW) role is now a key ambassador for social work in Hampshire. As such the PSW has established the Community of Practice to provide Senior Practitioners with an opportunity to meet regularly to promote the highest standards of continued professional development.

9	**Values Based Recruitment** • The approach is now embedded across the department. The Director of AH&C gave a clear mandate that all recruitment panels must embrace Value Based Recruitment (VBR). Feedback from managers indicates they feel the approach is making a real impact on the recruitment experience. The approach, which focuses on values rather than just skills and experience, has broadened the pool of potential recruits. Managers are reporting that the calibre of staff appointed is higher and there is greater congruence with the department's values.

10	**Social Workers - in Children's Services**
	
	• Following approval in November 2017 by Cabinet for an investment of £6.5m in children's social care, a 2 year plan was created to recruit 180 Children's Social Workers. The first year of this plan was implemented during 2018 with key attraction activities including:
	
	    o A partnership with Community Care. This included 6 Employer Zone articles promoting HCC as a potential employer; attendance at Comm Care Live events as a learning sponsor and retention survey of existing social workers.
	    o HCC Children's Services hosting a new professional development and recruitment fair for social workers called Social Work in the South.
	    o A new recruitment process focused upon achieving an improved candidate experience.
	    o A new recruitment campaign method based upon "always on" 24/7 recruitment.
	
	• Given the greater availability of Newly Qualified Social Workers (NQSWs) Children's services have established a Graduate Entry Training Scheme which supports NQSWs through their first two years of employment. This has enabled the department to grow our own workforce in this area and in 2018 Children's Services recruited 100 fte Social Workers of which 85 fte were NQSWs and 15 were experienced workers. Social Worker vacancies (including those against investment funding) have reduced to 91 fte in front-line teams. Agency workers are being used to cover remaining vacancies and to support a balance of experienced workers whilst NQSWs transition to the role of an experienced social worker.

10.1	• Recruitment plans are in place for 2019 including a further partnership with Community Care, attendance at recruitment fairs, hosting Social Work in the South 2019 and social media campaigns supported through work with Linked-In and search engine optimisation techniques. This is intended to bring in a further 92 NQSWs and 20 experienced Social Workers in 2019 and seek to reduce vacancy levels in frontline teams to circa 20 fte.
10.2	• In March 2018 a detailed retention survey was undertaken of Children's Social Workers. This confirmed a need to improve work-life balance and workload for this group of staff and work has since been undertaken to embed flexible working and to reduce caseloads. It was noted in the previous report that a retention payment was applied to some Social Worker's in Children's Services during 2018/19 to reduce turnover whilst work was undertaken to improve retention through other measures. Turnover amongst all social workers did reduce from 48 fte external leavers in 2017 to 28 fte leavers in 2018 of whom only 11 fte were in scope of the retention payment. Turnover amongst this group is being closely monitored, however, in light of improvements in other areas relating to work-life balance and workload it is anticipated that a further payment may not be required.
11	• **Specialist IT roles** continue to be in high demand, particularly given the change programmes underway for Tt19 and Tt21 which require IT solutions. Succession planning, knowledge transfer, market supplements and securing individuals with key skills via Connect2Hampshire are ways in which we are continuing to plan and prepare to meet this ongoing challenge.
12	• **Administrative roles**, particularly within Shared Services, need constant attention in order to ensure that attraction and retention is maintained. Regular, ongoing recruitment campaigns, recommending a 'friend', opportunities to widen and improve skill sets alongside initiatives that encourage staff to feel valued and part of a team are all helping to ensure we have the right people in place to deliver strong services; particularly important given the growth strategy of Shared Services.
13	**Apprenticeships** • Since the introduction of the Apprenticeship levy in 2017, good progress has been, and is being made, to maximise the opportunity created by the levy with a record number of Apprentice starts having been generated through to March 2019. • The total number of Apprentice starts since May 2017 has been 503. Starts to date in the 18/19 financial year have been 353, 213 in corporate departments and 140 in schools maintained by the local authority. This is against a FY target of 300.

	• Financially, the County Council's levy account had a balance of £5.24m at the end of December 2018. Against this, the financial commitment was £2.47m. Reflecting changes in employee head count, our monthly contribution has reduced from £303k to £258k. This is expected to increase again from April as a result of the 2019 pay awards.
	• In autumn 2018, the County Council provided its first return against the 2.3% public sector Apprenticeship target. This recorded that 0.5% of employees were following an Apprenticeship across the organisation as of March 2018. Progress reported above – and forecast to the end of the current FY – will improve performance against this measure significantly and is currently estimated at 1.25%.
	• Operationally, the Government has made some changes to the levy and intends to consult on further changes later this year. These are aimed at increasing employer's flexibility in how they use their levy funds. This includes the ability to passport up to 10% (and later 25%) of the levy balances to other employers from April 2019. Currently, more fundamental changes called for by employers, such as the ability to use levy funds for salaries and Standards development, have not been adopted.
	• Key programme developments include a Leadership & Management Apprenticeship pilot that is being co-ordinated with Hampshire Workforce Development to ensure alignment to the Hampshire Management and Leadership programmes, a schools-based Business Managers Apprenticeship, a Teaching & Learning Support Apprenticeship and a small degree-entry Teaching Apprenticeship cohort which leads to qualified Teacher status.
	• The approval and roll-out of a Social Work Apprenticeship, leading to qualified Social Worker status, is being planned in Children's Services and Adult Health & Care later this year. If successful, the programme will provide a further mechanism by which to attract and retain staff to these key roles.
	It is envisaged that Hampshire Apprenticeship Programmes will continue to support in the attraction of candidates by providing a credible skills and professional development offer, complementing our established workforce development offer. These together with the support to existing employees to develop their skills through access to new advanced, higher and degree level Apprenticeship standards will provide the County Council with a competitive advantage in attracting and retaining talent within a high employment environment.
14	• Given the ongoing challenges to ensure effective and efficient service delivery in the context of the forthcoming Tt21 targets, ensuring we have the right **workforce capacity and capability** continues to be a significant focus across the organisation. This aids continued improved performance as well as being a key part in the retention and growth of talent across our workforce. Approaches include:

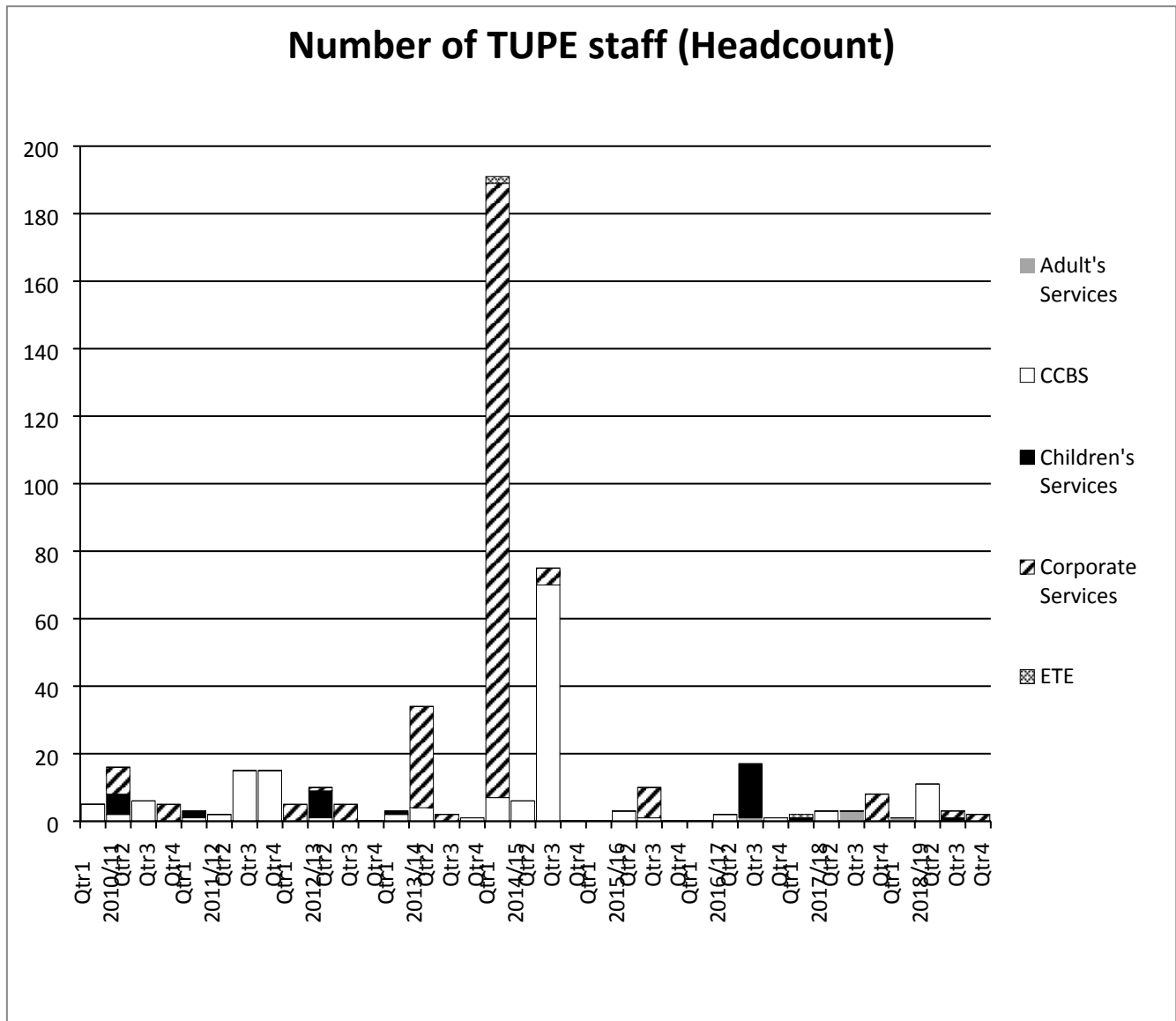| | Development programmes, to focus on operational management as well as the leadership aspects of roles will enable the council to continue to deliver well in the critical 'day to day' as well as in the innovation and transformation space. Working across the organisation and with business functions to develop strategic workforce interventions that specifically reflect business critical competency areas and build resilience; being particularly mindful of attracting and retaining talent, succession planning and consideration what the needs of our future workforce in the context of future technology and delivery models. |

Appendix 5

HR Employee Relations Casework –number of new cases by Department & Category (April 2018 – March 2019).

New Cases	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
HCC - Adults' Health & Care	**40**	**41**	**50**	**46**	**263**
Managing Attendance	11	17	23	24	110
Managing Misconduct	13	16	17	13	82
Managing Performance	6	1	5	5	29
Resolve Workplace Issues	10	7	5	4	42
HCC - CCBS	**25**	**14**	**17**	**21**	**104**
Managing Attendance	10	6	6	8	62
Managing Misconduct	11	6	5	7	58
Managing Performance	1	2	4	2	22
Resolve Workplace Issues	3		2	4	14
HCC - Childrens Services	**21**	**29**	**28**	**31**	**141**
Managing Attendance	7	9	6	12	63
Managing Misconduct	11	9	10	7	62
Managing Performance	2	6	4	10	38
Resolve Workplace Issues	1	5	8	2	31
HCC - Corporate Resources	**7**	**5**	**8**	**11**	**35**
Managing Attendance	3	2	3	6	23
Managing Misconduct	0		3	3	6
Managing Performance	2	3	2	2	11
Resolve Workplace Issues	2				6
HCC - Corporate Services	**1**	**5**	**2**	**2**	**12**
Managing Attendance	0	3	1	1	9
Managing Misconduct	1	1	1		4
Managing Performance	0	1		1	2
HCC - ETE	**3**	**7**	**3**	**2**	**22**
Managing Attendance	0	4			10
Managing Misconduct	0	1	2	2	11
Managing Performance	0	1	1		2
Resolve Workplace Issues	3	1			9
Grand Total	**97**	**101**	**108**	**113**	**419**

Appendix 6

TUPE transfers into the Council April 2010 to March 2019 by department

Number of TUPE staff (Headcount)

Legend:
- Adult's Services
- CCBS
- Children's Services
- Corporate Services
- ETE

CORPORATE OR LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
Title Recruitment in Hampshire County Council Workforce Report Workforce Report	Date 8 July 2015 14 March 2017 11 July 2018
Direct links to specific legislation or Government Directives	
Title None.	Date

Section 100 D - Local Government Act 1972 - background documents
The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document   Location

None

IMPACT ASSESSMENTS:

1. **Equality Duty**

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;

- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;

- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

c) Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionally low.

1.2. **Equalities Impact Assessment:**

1.3 No impact.

2. **Impact on Crime and Disorder:**

2.1 Not applicable.

3 **Climate Change:**

3.1 Not applicable