

HAMPSHIRE COUNTY COUNCIL

Report

Committee/Panel:	Employment in Hampshire County Council Committee
Date:	11 July 2018
Title:	Workforce Report
Report From:	Director of Corporate Resources

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1 Recommendation

1.1 Since the previous report, there are no new or unexpected trends in the workforce data and as such the organisation has the necessary workforce policies and measures in place to meet the requirements of the County Council. Areas continually under review are:

- Containing pay framework costs balanced with attraction and retention of talent.
- Focus on performance – VP and productivity as a subset of performance.
- People Development Priorities.
- Recruitment and retention hot spot strategies.
- Key priority areas for the wellbeing group.
- Key next steps for the new Inclusion and Diversity focus.
- Apprenticeships.

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

2 Executive summary

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

2.2 This paper provides data up to and including March 2018.

2.3 Also included in this paper are updates on progress against planned activity and new initiatives being developed to address workforce related challenges, and

more specifically in the areas of 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 4 year trend from 2014 to 2018 to correspond with the Tt15 and Tt17 time period or are at a specific point of time (i.e. 31 March 2018) 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 austerity.

3 Comparison of Workforce Numbers by Grade September 2010 to 2018

3.1 Across the Council, the majority of staff are employed on the EHCC grading structure. The Council also employs circa 4% of staff who are employed on non-EHCC terms and are paid under different salary and grading structures. For example, these include Music Teachers and Educational Psychologists (Teachers pay and conditions and Soulbury scales respectively).

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 2018. Within the group of grade H and above are managers as well as professional specialists.

3.3

Grade	Headcount			FTE		
	2010	2018	% Change	2010	2018	% Change
Below A	90	4	-95.6%	40.3	3.1	-92.3%
A	758	1,385	82.7%	285.4	566.3	98.4%
B	2,095	1,498	-28.5%	954.5	802.4	-15.9%
C	2,586	2,606	0.8%	1,786.4	2,014.5	12.8%
D	2,915	1,939	-33.5%	2,346.5	1,527.8	-34.9%
E	2,114	1,810	-14.4%	1,847.3	1,597.8	-13.5%
F	2,249	1,809	-19.6%	1,968.8	1,601.3	-18.7%
G	1,052	792	-24.7%	937.7	742.5	-20.8%
H And Above	1,024	813	-20.6%	924.0	772.6	-16.4%
Total	14,883	12,656	-15.0%	11,090.9	9,628.3	-13.2%

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

3.4 In March 2018 the Council had 12,656 employees which corresponded to an FTE of 9,628.3. 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 schools escorts where the role requires part time working.

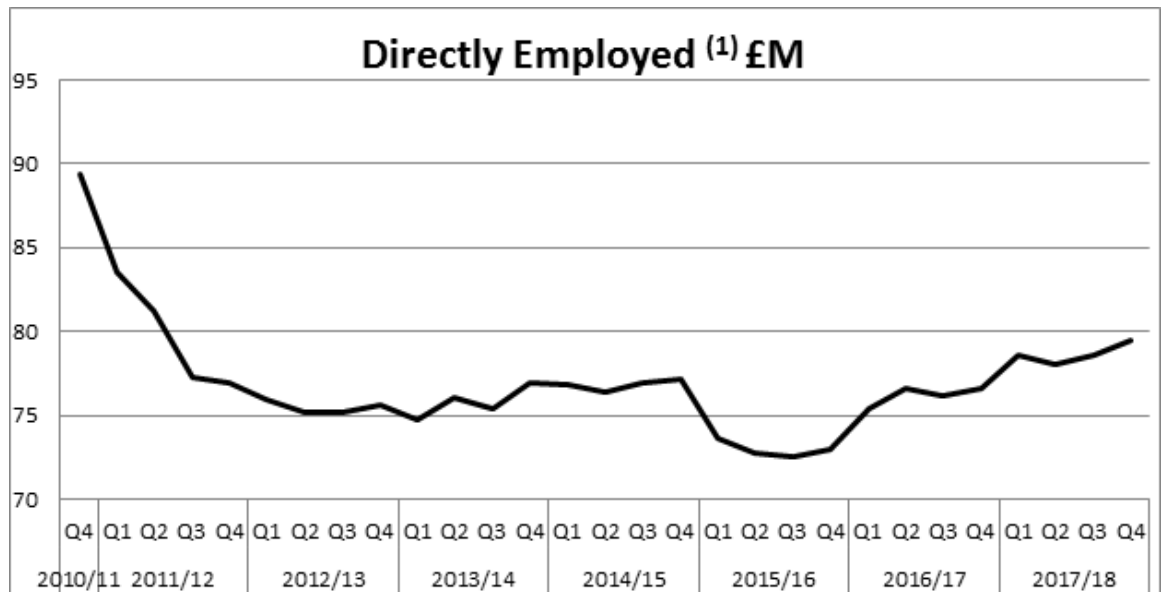
3.5 Key points to note between 2010 and 2018:

- Whilst there continues to be a reduction in the workforce between 2010 and 2018, there has been a slight increase in FTE during the last 6 month period, in part to ensure appropriate resource is in place to support our Transformation to 2019 (T19) Programme and particularly the PMO type posts.
- There has been a 16.4% (FTE) reduction at grades H and above. This is higher than the overall workforce reduction of 13.2% (FTE). The workforce reduction at grades <A to G has been 12.9% (FTE).
- As referenced in the November paper, there has been a more significant workforce reduction at grade D (34.9% 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 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 include 'managers' of functions, many of whom will have line management responsibility. Other 'managers' 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 SLAs, traded services, 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. Examples include; partnership working with Hampshire Constabulary, Hampshire Fire and Rescue, the OPCC, 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. The costs include both National Insurance (NI) and pension costs on top of basic salaries and overtime paid in the period specified. Analysis of the funding for salaries shows that circa 25% of salaries are met through income generation including schools and capital programmes; this increases to 36% if traded units are included. This data excludes costs for agency and casual workers.

4.2



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 are 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.

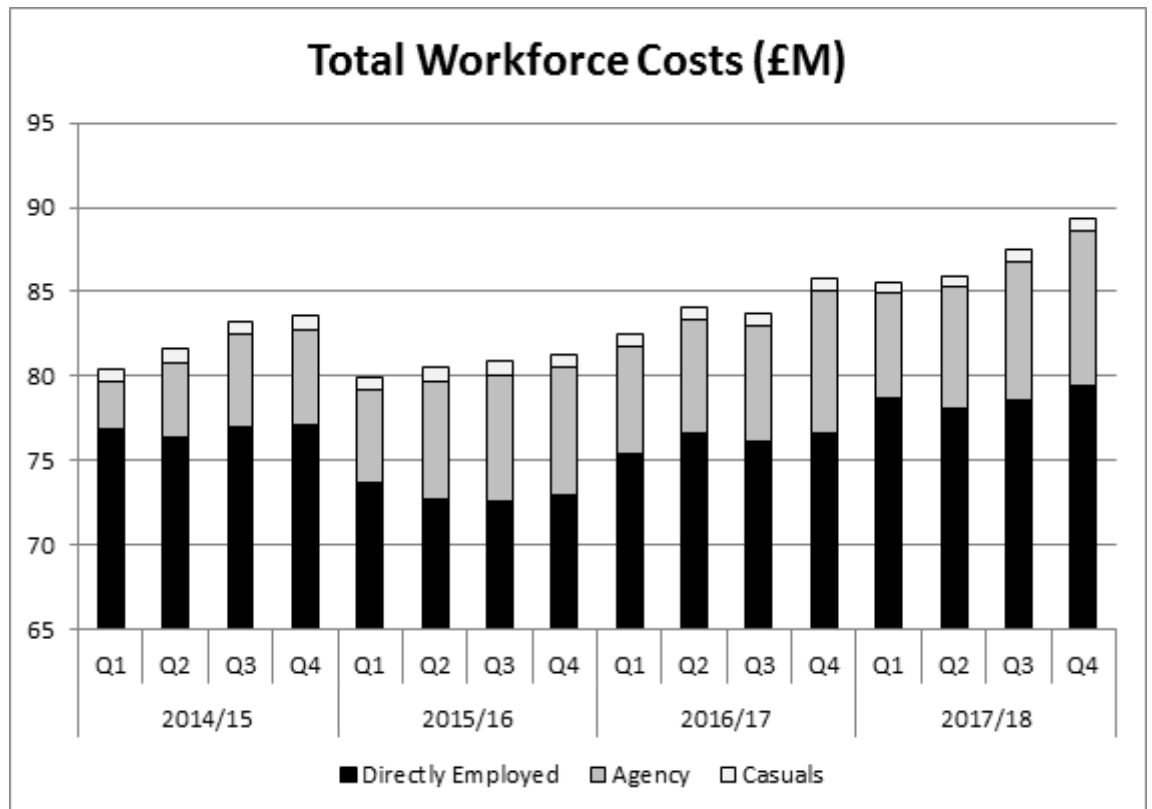
4.5 From April 2016 the Council has had to pay the standard rate of NI contributions instead of the previous contracted-out rate and are no longer in receipt of the 3.4% NI rebate.

4.6 Key factors driving the increase in workforce costs in 2017/18 are the national pay award (including the continued rise in the NLW) and a 1% increase 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 2.5 there has been a slight increase in FTE during the

last 6 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. (Note the left axis starts at £65m not £0.)



5.2 The proportionate spend in relation to each group of the workforce is important to note and particularly so in the context of planning future operating models.

5.3 The deployment of agency workers can bring advantages and is a key part of each department's ability to deliver services, whether it is the ability to meet 'peaks and troughs' in demand, or to quickly meet gaps in the workforce created by attrition. Building the ability to utilise agency workers in this way enables departments to remain agile and flexible and to minimise the need to work on an 'over establishment' basis and incur unnecessary ongoing costs.

5.4 There continue to be a number of challenges that need to be considered when planning to incorporate this type of worker as part of an ongoing operating model, such as:

- Difficulties attracting and fulfilling social care and IT roles.
- Market research shows shortfall in qualified labour, particularly in social care and qualified drivers, this may become more of a problem with any changes to immigration law following full Brexit uncoupling.

- Contingent labour force in some roles is highly migratory and therefore we are competing with higher rates being paid within the London area and private sector.
- Unequal application of IR35 regulation to private sector means we are struggling to attract individuals to placements particular in IT but also a risk in the nursing market.
- A reliance on agencies to ensure the staff they provide are appropriately trained and able to meet our standard of care requirements.

5.5 Overall, current workforce and recruitment market forecasts indicate that demand is likely to stay broadly similar in most departments, however, there is an expectation that the number of social worker agency workers will reduce in Children's Services as a result of changes in working practices and additional investment in this area. Growing and retaining our own staff is one approach whilst we also focus on improving other resourcing options such as bank and the quality and availability of agency workers. Further work is underway in this area as part of a longer term strategy.

6 Inclusion and Diversity (I&D)

6.1 Over the last 12 months the new Inclusion and Diversity Steering Group, chaired by the Chief Executive, has met several times, supported by an Operational Forum consisting of a broad range of representatives from all the departments. An initial Action Plan has been agreed and worked upon, pending a more strategic approach to determining what the County Council's priorities should be. These will be based on the results of an Inclusion and Diversity staff survey (due out in early May) and the completion of national inclusion standards, both of which will help identify further priorities for the County Council.

6.2 Employees can now record additional personal information via Employee Self Service to help us to monitor how well we are doing. This now includes details relating to sexual orientation and gender identity as well as disability, religious belief and ethnicity. The above activity will enable improved monitoring and reporting on workforce diversity and will help to identify areas where positive action could be considered.

6.3 The first annual mandatory pay gap report for data as at March 2017 was published in March 2018. The headlines are :

- Hourly rate - mean pay gap of 18.7% and median pay gap of 21.7% (men earn more).
- Bonus pay – mean pay gap of 27.9% and median pay gap of 27.0% (men earn more).

The County Council makes no provision for bonus payments to any employee. However, there is a Special Recognition and Valuing Performance Payment Scheme in place that relates to exceptional performance. For the purpose of Gender Pay Gap reporting, performance related payments are classified as a bonus.

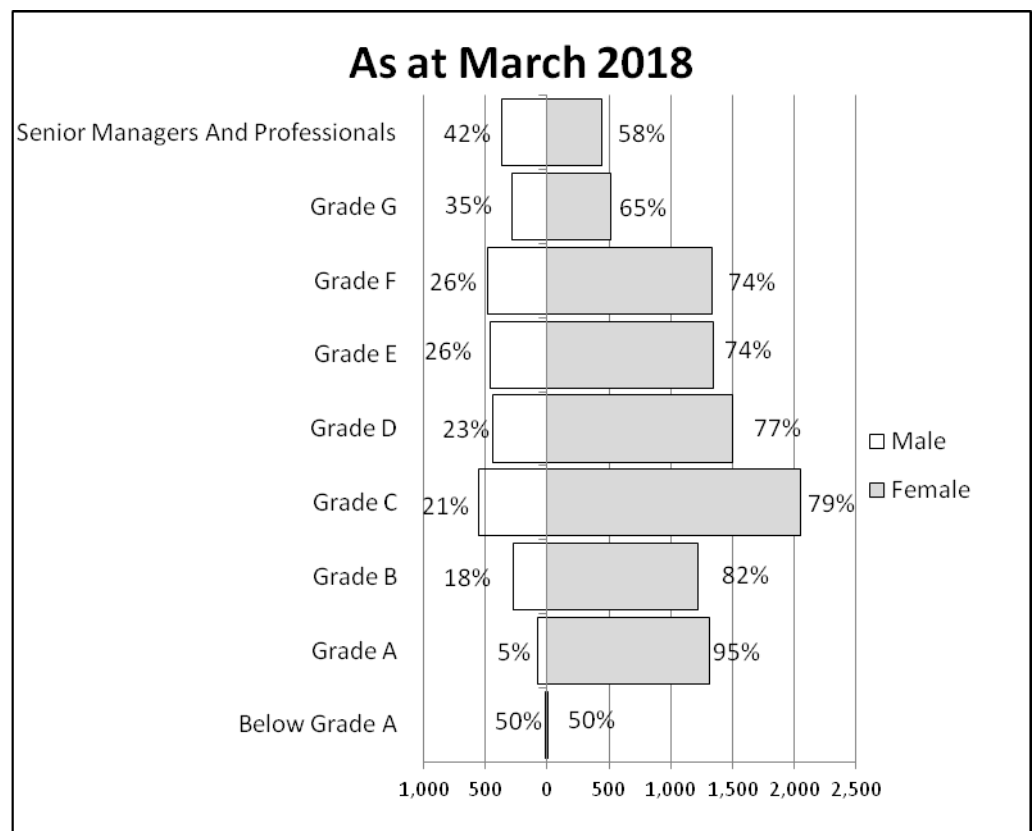
As a County Council we continue to deliver services that other equivalent

organisations have either outsourced or no longer provide, in particular roles such as care assistants, catering and school escorts, which predominantly attract females. If we were to exclude these roles from our reporting, the gender pay gap would present as follows:

- Hourly rate - mean pay gap of 11.1% and median pay gap of 11.1% (men earn more).

6.4 The tables in this section are 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 I&D profile of the organisation.

6.5



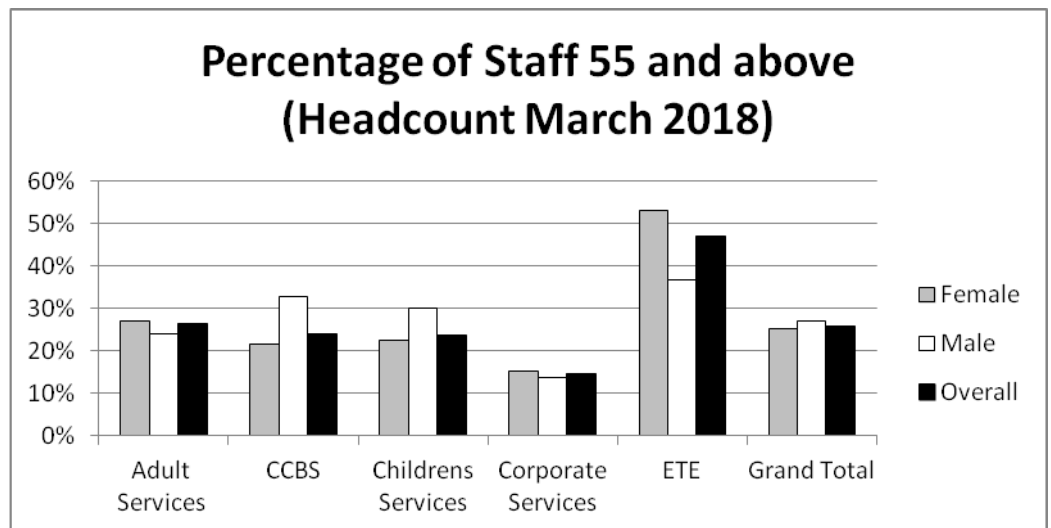
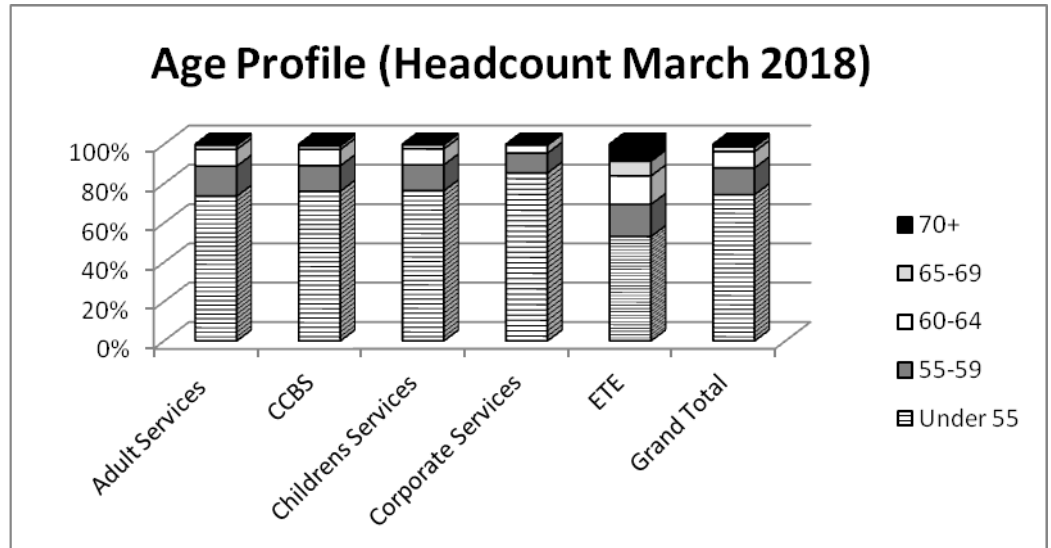
6.6 The majority of the workforce is female. This is most pronounced at the lower grades. We believe this is because of the perceived nature of the roles and their part time nature tending to attract female workers. Since 2014 the proportion of female senior managers has increased from 49% to 58%.

6.7 The following bar charts show the profile of staff aged 55 and over by department as at March 2018 and the gender distribution for those staff aged 55 and above. We continue to monitor staff in this age group for succession planning as this age group can choose to retire early with a reduced pension.

6.8 The proportion of the workforce aged over 55 in ETE is inflated by the number staff working in School Crossing Patrol and School Escort roles, 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 fallen slightly from 26.2% of all employees to 25.6% between 2014 and 2018. There is no significant gender difference. The percentage of female employees aged 55 and over has remained broadly the same from 25.5% to 25.2% and the proportion of male employees aged 55 and over has fallen slightly from 28.3% to 27.1%. Further detail is provided at Appendix 1.

6.9



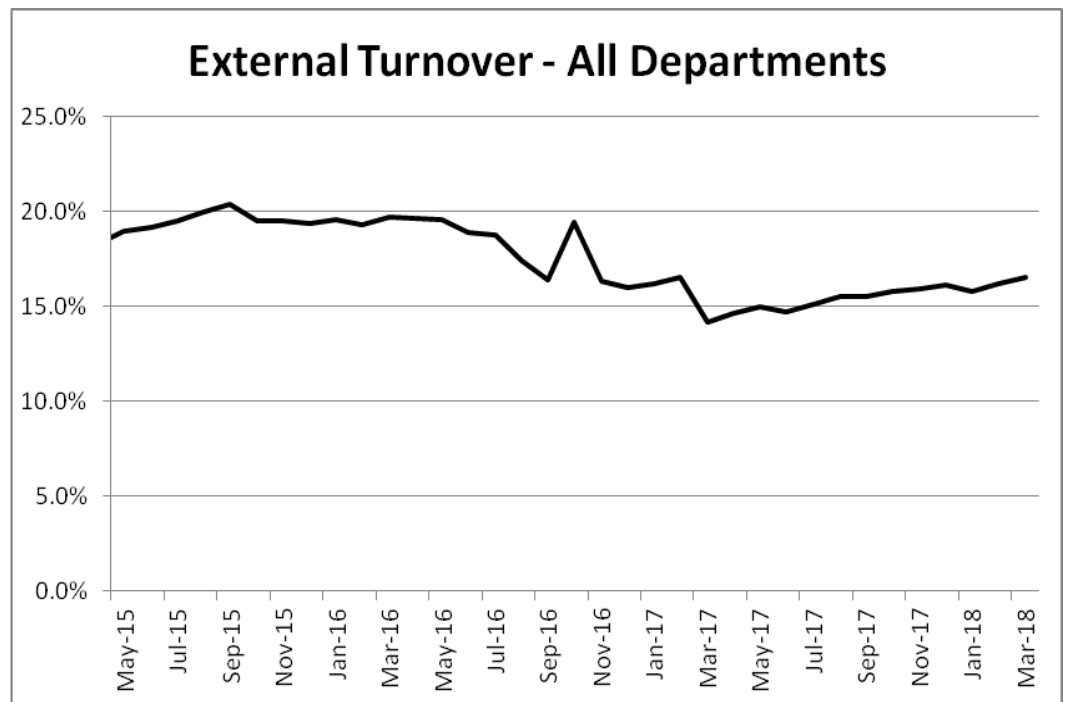
7 External Turnover

7.1 The graph below shows external turnover for the County Council from January 2014 to March 2018 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 16.54%. This is below the UK average of 23%, however it is consistent with the public sector average of 15.1%. (Ref. XpertHR Labour turnover rates 2016, the 2017 data is not yet published).

7.3 Further detail by department for the 12 months leading up to March 2018 is included at Appendix 2, together with an organisational summary of the reasons for leaving. Further historic trend information is available on the intranet.

7.4



7.5 Of the total (16.54%) turnover for the last 12 months, 1.35% is due to redundancy or retirement, whilst 6.67% is as a result of leavers securing roles elsewhere, some of which will be to further careers, change profession and a small proportion (0.56%) as a result of not being content in their role.

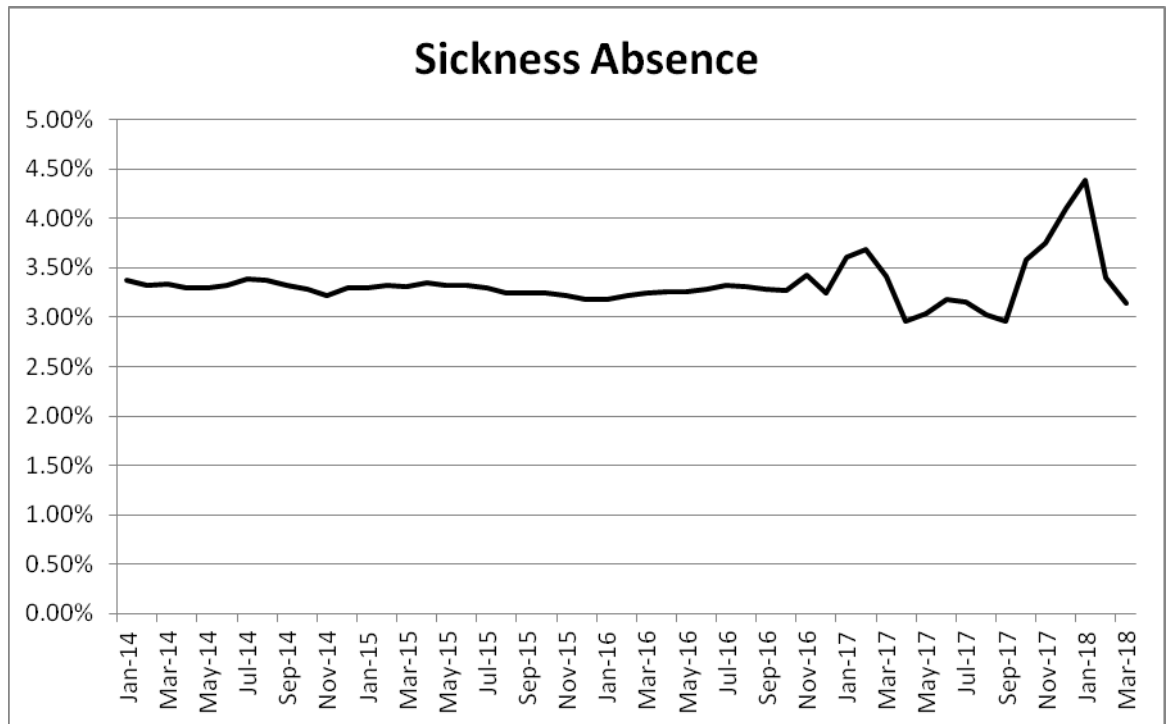
7.6 Overall non-redundancy related turnover across the Council is at a normal or typical level for an organisation of our size (circa 10%). Turnover rates are monitored regularly and where levels are significant or if there are particular concerns being flagged, then targeted work is undertaken to understand the reasons, context, and measures are put in place to mitigate. Measures include recruiting for anticipated vacancies, and tackling turnover by working with management to improve morale or engagement of staff. 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 Whilst there will be a need to make further savings for T19 which will result in further reductions in the workforce, 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 Sickness Absence Data (% of Working Hours Lost)

8.1 The table below shows absence levels to be at a consistent level of between 3.17% and 3.27% from January 2014 to October 2016. Since then levels have fluctuated, rising to 4.39% in January 2018 and then reducing to 3.14% in March 2018. The rise in sickness levels between October 2017 and January 2018 is due to an increase in flu and colds; and whilst anecdotally this seems to reflect the national picture, updated 2017/18 stats are awaited.

8.2



8.3 The total estimated cost of sickness absence during the last 12 months (April 2017 to March 2018) remains at circa £8m. A full breakdown of absence levels and costs by department is included at Appendix 3a and 3b.

8.4 Absence rates for HCC are above the national average of 2.9% across the public sector and specifically 2.7% in local government. They are lower than the average sickness levels in the health sector which is 3.5%. The private sector sickness average is 1.7%. (Source: ONS Sickness absence in the labour market (2016). This is the most recent sickness absence report published by ONS).

8.5 The top three absence reasons in 2016 and 2017 were anxiety / stress; operations / post op recovery; and muscular / skeletal conditions; however the rise in January 2017 and 2018 was attributed to an increase in absence due to colds, flu, chest infections and viruses; given this, offering staff the opportunity to have a flu jab is under consideration.

8.6 This compares with the ONS data which identifies that minor illnesses (such as colds and coughs) were the most common reason for sickness absence in 2016 followed by musculoskeletal problems. Mental health conditions were the fourth

most common absence reason after a general category of 'other' conditions.

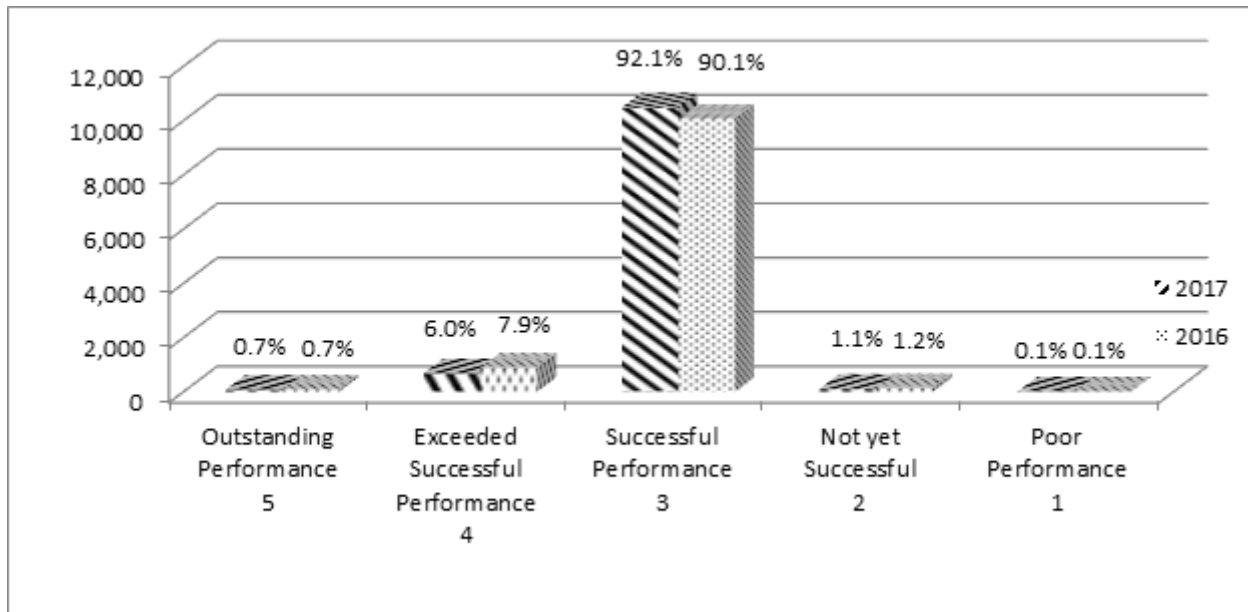
- 8.7 The absence levels can be attributed to demographics, geography, health status (long term vs short term sickness) and employment type of our workforce e.g. absence rates are typically higher in caring roles or elementary occupations (such as catering) compared with professional or managerial roles.
- 8.8 Absence rates remain higher in those occupations that have higher exposure to infections or diseases (e.g. health workers). Similarly, in some roles 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 which has a higher sickness absence rate of 3.99% in March 2018 compared with the Council average. This is more comparable with typical absence rate in the Health Sector which was circa 3.5% in 2016.
- 8.9 Evidence suggests that where absence levels due to sickness are routinely monitored, that levels tend to be consistent. 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.
- 8.10 As previously referenced, the Director of Public Health is leading a Resilience & Mental Wellbeing Task and Finish Group. A programme of activity is currently being developed for implementation in 2018, and specifically the Council's wellbeing pledge and wellbeing portal will be launched during the week beginning 14 May 2018 (to coincide with mental health awareness week) and an HCC wide staff wellbeing survey is planned for Summer 2018 which will further inform our areas of focus.

9 Employee Performance

- 9.1 The Council's Valuing Performance (VP) Framework is designed to ensure that all staff are able to deliver high performance for our communities. The VP Framework was introduced in 2015 and the following table shows employee performance during 2016 and 2017 against the VP rating scale. The VP framework has been re-shaped for 2018, moving to a much greater focus on managers and staff having really effective performance and development conversations. The aim of the conversation being to provide 'stretch' for individuals and to continually improve overall performance. Given the majority of staff are successful or high performers, and evidence suggests this is not driven by 'ratings' and more by factors such as development, effective management, clarity of role and engagement, the 'ratings' part of the framework have been removed. Performance will continue to be monitored carefully across departments and closely aligned to the service requirements and associated stretch required in terms of knowledge and skill sets.
- 9.2 The VP Framework appraises staff performance against achievement of their objectives and behaviours and as can be seen, 98.8% of staff are delivering at or above the required level of performance. Managers are actively supporting and addressing the performance of those members of staff who are not

achieving the required level.

9.3



Note: Data above refers to those staff on EHCC terms and conditions only.

10 Recruitment 'Hot Spots' / Challenges

10.1 The national and regional context remains unchanged to that reported in November 2017, 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. The Council continues to have a number of significant recruitment and retention 'hot spots' in particular social work, nursing, care, engineering and IT. An update to the table of recruitment and retention initiatives for key 'hot spots' is included at Appendix 4.

10.2 Key recruitment and retention initiatives currently being undertaken by the Council include:

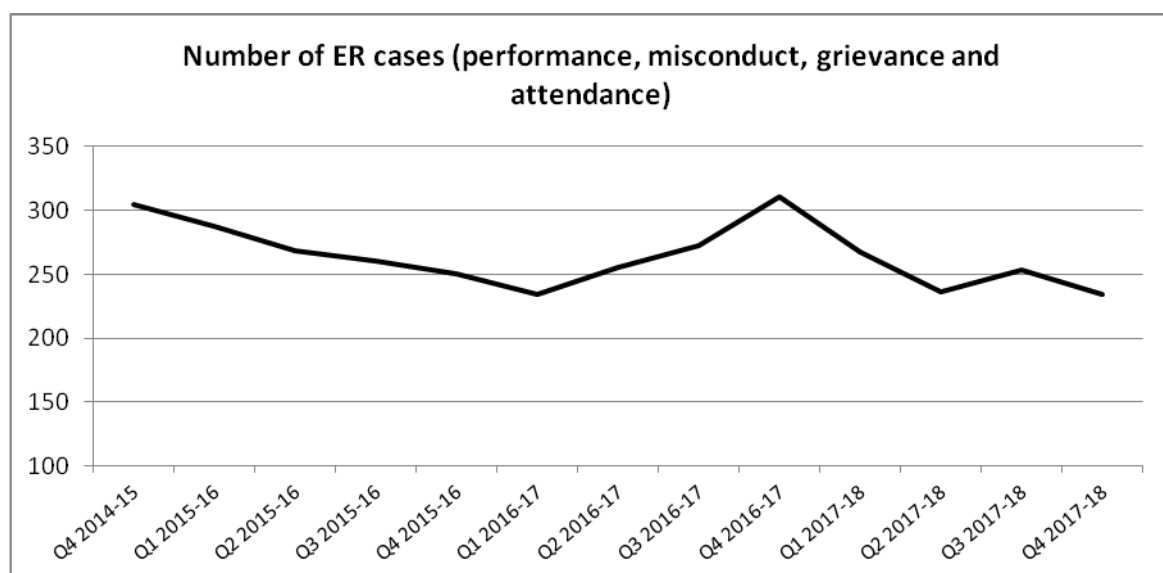
- Recruitment Improvement Programme - key objectives are to improve the candidate and hiring manager experience, to reduce time to hire, to reduce candidate withdrawals and increase vacancy fulfilment. Progress within the programme has been outlined below:
 - Phase 1 of the Recruitment Improvement Programme has been completed, including the launch of Success Factors and reshaping of the recruitment team and redevelopment of the Council's Careers pages for specialist roles.
- Key initiatives under phase 2 of the programme are underway, which are focusing on productivity and quality improvements. These include:
 - Greater use of a wider range of media and ways in which to attract from as wide a labour pool as possible, specifically into key talent markets (e.g. Social Work).
 - Pilot of Value Based Recruitment within Adults' Health and Care.
 - Exploration of developing and managing an external talent pool.

- Reporting and tracking progress on all initiatives will be provided through the Recruitment Improvement Board, as well as performance being monitored through Shared Services governance and the new HCC Operational Performance Group (OPG). Whilst reporting data via Success Factors is still limited, at the last OPG, Customer Satisfaction scores are showing rising satisfaction (candidate and line manager). Further reporting and monitoring of progress will be provided via Success Factors at subsequent OPG's.

11 Employee Relations Casework

11.1 The following graph and data table summarises the number of Employee Relations (ER) cases for the categories of performance, misconduct, grievance and attendance between 2015 and 2018, by quarter.

11.2



Notes:

1. Data is only available from 2015.
2. 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 HR advice and support will be managed directly by the manager and are not included.

11.3 The increase in ER cases in early 2017 is largely attributable to an increase in attendance management cases at this time and correlates with the increased absence rates as outlined at Section 7 above.

11.4

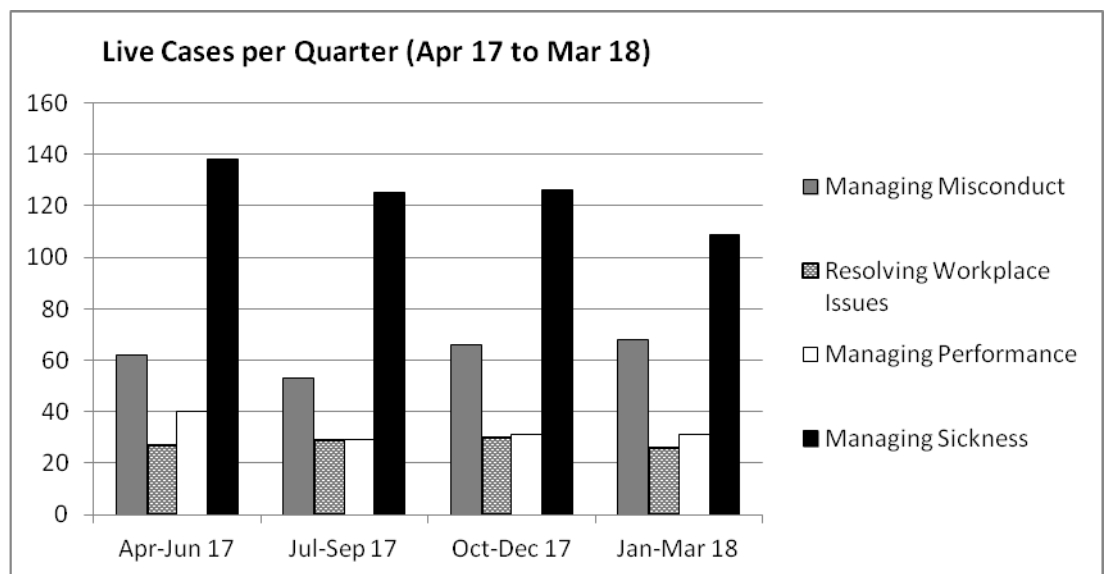
Year	ER Casework				Total
	Jan – Mar	Apr – Jun	Jul – Sept	Oct – Dec	
2015	305	288	268	260	1,121
2016	250	234	255	272	1,011
2017	311	267	236	253	1,067
2018	234				234

11.5 The overall number of ER cases within the Council continues to be relatively consistent year on year and reflects an organisation of our size that has a focus on supporting members of staff perform successfully and tackling ER issues where appropriate to do so.

11.6 The following graph and data table splits out the number of ER cases by category for the previous 12 months to March 2018. A further breakdown by department is included at Appendix 5. Managing sickness absence 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.

11.7 As part of our case management improvement programme, the recent introduction of new technology (C4C) will provide the ability to capture and report on key performance data, identify continuous improvement actions and enable improved service provision to managers.

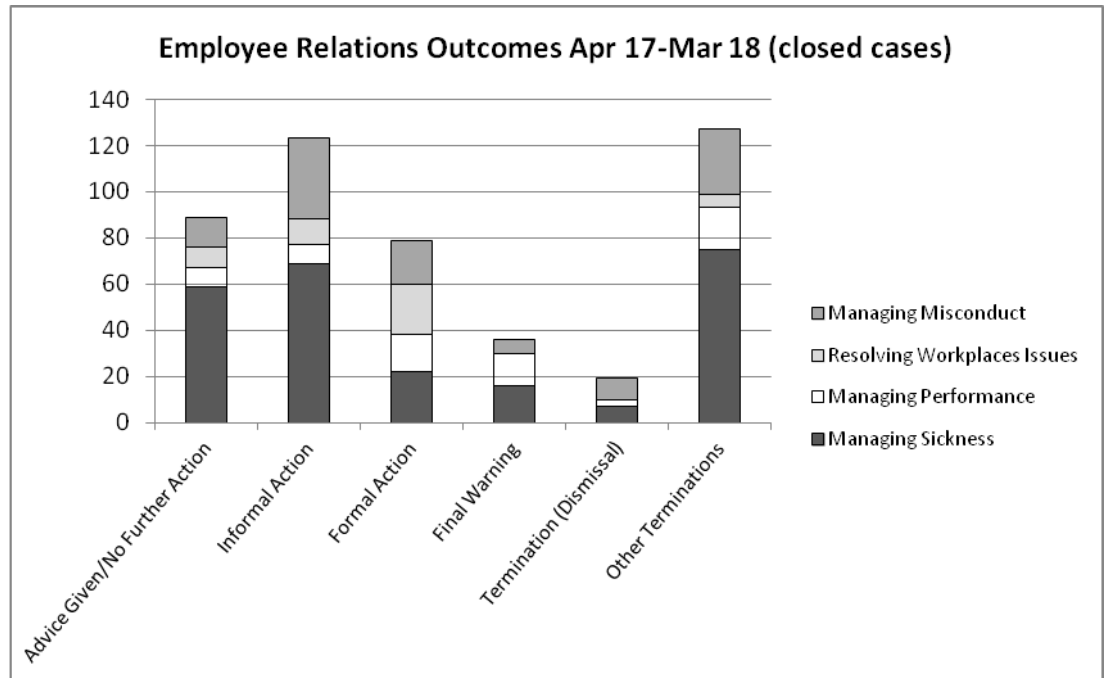
11.8



Category	Live Cases				TOTAL
	Apr-Jun 17	Jul-Sep 17	Oct-Dec 17	Jan-Mar 18	
Managing Misconduct	62	53	66	68	249
Resolving Workplace Issues	27	29	30	26	112
Managing Performance	40	29	31	31	131
Managing Sickness	138	125	126	109	498
TOTAL	267	236	253	234	990

11.9 The following chart summarises the outcomes for closed employee relations cases and issues from April 2017 to March 2018.

11.10



12 Next steps

12.1 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.

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	Date
Recruitment in Hampshire County Council	8 July 2015
Workforce Report	14 March 2017

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 disproportionately 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.

Appendix 1

The following tables shows the profile of staff aged 55¹ and over by department as at March 2018. Headcount is provided rather than full-time equivalent.

Headcount Department	<u>Under 55</u>			<u>55-59</u>			<u>60-64</u>			<u>65-69</u>			<u>70+</u>			<u>Total 55 and above</u>			<u>Total Staff In Dept.</u>		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Adults' Health & Care	1906	512	2418	419	85	504	219	60	279	53	15	68	16	2	18	707	162	869	2613	674	3287
CCBS	2262	499	2761	350	122	472	213	86	299	41	26	67	22	8	30	626	242	868	2888	741	3629
Children's	1774	301	2075	294	65	359	175	45	220	39	18	57	5	2	7	513	130	643	2287	431	2718
Corporate	941	519	1460	116	57	173	46	23	69	5	2	7	1	0	1	168	82	250	1109	601	1710
ETE	389	307	696	149	66	215	147	43	190	65	33	98	77	36	113	438	178	616	827	485	1312
All HCC Dept.	7272	2138	9410	1328	395	1723	800	257	1057	203	94	297	121	48	169	2452	794	3246	9724	2932	12656
% of each gender within age band* Department	<u>Under 55</u>			<u>55-59</u>			<u>60-64</u>			<u>65-69</u>			<u>70+</u>			<u>Total 55 and above</u>					
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Adults' Health & Care	72.9%	76.0%	73.6%	16.0%	12.6%	15.3%	8.4%	8.9%	8.5%	2.0%	2.2%	2.1%	0.6%	0.3%	0.5%	27.1%	24.0%	26.4%			
CCBS	78.3%	67.3%	76.1%	12.1%	16.5%	13.0%	7.4%	11.6%	8.2%	1.4%	3.5%	1.8%	0.8%	1.1%	0.8%	21.7%	32.7%	23.9%			
Children's	77.6%	69.8%	76.3%	12.9%	15.1%	13.2%	7.7%	10.4%	8.1%	1.7%	4.2%	2.1%	0.2%	0.5%	0.3%	22.4%	30.2%	23.7%			
Corporate	84.9%	86.4%	85.4%	10.5%	9.5%	10.1%	4.1%	3.8%	4.0%	0.5%	0.3%	0.4%	0.1%	0.0%	0.1%	15.1%	13.6%	14.6%			
ETE	47.0%	63.3%	53.0%	18.0%	13.6%	16.4%	17.8%	8.9%	14.5%	7.9%	6.8%	7.5%	9.3%	7.4%	8.6%	53.0%	36.7%	47.0%			
All HCC Dept.	74.8%	72.9%	74.4%	13.7%	13.5%	13.6%	8.2%	8.8%	8.4%	2.1%	3.2%	2.3%	1.2%	1.6%	1.3%	25.2%	27.1%	25.6%			

* 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, 72.9% of the Females in the department are Under 55 and 27.1% are aged 55 and above. Across all HCC Departments, 72.9% of Males are Under 55, and 27.1% of all Males are aged 55 and above. The "Total" figures represent male and female combined. For example 73.6% 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 2018. 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-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
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 2017 to March 2018.

Overall 12 months	Resign – Alt Employment	Resign – Alt LG Org	Resign - Dissatisfaction	Redundancy	Retirement	Dismissal	All other reasons*
16.54%	6.17%	0.50%	0.56%	0.34%	1.01%	0.83%	7.13%

*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-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Adult's Health and Care	4.12%	4.08%	4.28%	4.37%	4.63%	4.12%	4.93%	4.86%	5.48%	6.01%	4.52%	3.99%
Childrens Services	2.63%	3.09%	2.90%	2.75%	2.95%	2.63%	3.21%	3.91%	4.01%	4.42%	3.32%	2.92%
CCBS	2.43%	2.74%	2.92%	2.88%	1.82%	2.43%	2.89%	2.97%	3.44%	3.48%	2.63%	2.54%
ETE	2.09%	2.07%	1.89%	1.76%	1.65%	2.09%	2.35%	2.96%	3.05%	2.97%	2.48%	2.71%
Corporate Services	2.70%	2.77%	2.83%	2.85%	3.06%	2.70%	3.36%	3.16%	3.17%	3.54%	3.16%	3.08%
All Departments	2.96%	3.04%	3.18%	3.16%	3.02%	2.96%	3.58%	3.75%	4.10%	4.39%	3.40%	3.14%

Appendix 3b

Sickness Absence Data by percentage 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-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total
Adults' Health and Care	£187,346	£214,368	£245,581	£248,211	£256,724	£223,570	£284,378	£279,381	£264,900	£350,918	£228,490	£190,247	£2,974,114
Children's Services	£121,972	£168,524	£167,295	£166,784	£150,083	£162,464	£171,969	£199,431	£172,894	£227,034	£149,190	£133,152	£1,990,792
CCBS	£78,824	£112,700	£122,711	£111,224	£80,854	£98,813	£70,597	£81,977	£86,905	£132,782	£89,516	£87,920	£1,154,823
ETE	£26,904	£27,173	£28,812	£25,925	£30,530	£29,019	£34,299	£49,209	£44,378	£44,707	£37,442	£42,766	£421,164
Corporate Services	£70,540	£99,926	£107,983	£101,460	£102,513	£94,902	£108,960	£103,861	£101,869	£131,727	£107,652	£88,874	£1,220,267
All Departments	£485,586	£622,691	£672,382	£653,604	£620,704	£608,768	£670,203	£713,859	£670,946	£887,168	£612,290	£542,959	£7,761,160

Appendix 4

Recruitment and Retention 'hotspots' and progress on initiatives:

1	<p>Generalist & Specialist Engineering roles:</p> <ul style="list-style-type: none">• Continuous development of careers pages for specialist roles within Highways, Traffic & Transport, promoted via social media strategy and optimising our digital platform.• There has been a focus on graduate and apprenticeship recruitment, including an extension of the Departments Civil Engineering Scholarship Scheme to include a year in industry placement. The Scheme is run in conjunction with the Universities of Southampton and Portsmouth to support the growth of our future talent base. The extension of the Scheme has proved fruit full and we envisage being able to secure members of the scheme in a permanent or temporary capacity following qualification. The programme is 3 or 4 years (duration dependant on whether the year in industry placement is undertaken). Given the programme is in its infancy, it is too early to fully assess the effectiveness as only one person has qualified given the programme as a whole commenced 3 years ago. That said, we are monitoring closely and are in regular discussion with the Universities to ensure a collaborative approach to maximise learning and knowledge transfer for individuals with the aim to securing their capacity post qualification. HCC is the only LA 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.• Transitioning existing and creating new apprenticeship opportunities 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.• Supporting a cohort of managers to achieve a nationally recognised mentoring qualification for staff supporting apprentices at any level or role thereby building management capacity and capability and aid retention.
2	<p>Transport Planners / Strategic Planners / Surveyors:</p> <ul style="list-style-type: none">• Continued development and promotion of CCBS Property Services Graduate Scheme which is proving successful in attracting high calibre applicants, is very well received and retention is strong.• Implementation of a new Chartered Surveying Degree Apprenticeship (joint venture between ETE & CCBS) to attract and retain talent. Progress has been made in this area with apprentices now in their first 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 progression at

	<p>the point of qualification.</p> <ul style="list-style-type: none"> • Raising the profile of 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. Five staff are currently supported on the programme. As with engineering, transport planning professionals are in high demand and it is therefore inevitable that there is turnover in those trained, either through internal promotion (positive retention) or to higher paid roles outside the Council. Intelligence suggests that staff moving to roles outside the Council are driven by pay and other benefits rather than dissatisfaction with the role. This is closely monitored with a focused effort on exploring ways in which to retain talent whilst also maintaining a constant talent pipeline through continuous sponsorship of staff on the programme. • Development of careers pages for specialist roles within Planning (ETE), promoted via social media strategy and optimising our digital platform. • Development of career pathways for professional planning roles to aid recruitment and retention whilst building capacity and capability within our workforce.
3	<p>School Escorts and School Crossing Patrols:</p> <ul style="list-style-type: none"> • 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	<p>Workshop Technicians and Managers:</p> <ul style="list-style-type: none"> • 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.
5	<p>Generalist Management & Project Managers:</p> <p>Work continues in the areas previously referenced and described below.</p> <ul style="list-style-type: none"> • Creative use of the Apprenticeship Levy to fund professional qualifications to develop and increase capacity and capability of existing staff through a new CCBS Talent Development Programme. This is a new initiative which 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 will be across the Department, during which they will undertake an apprenticeship in Associate Project Management (level 4). In addition to the four, there are 14 other CCBS staff who are undertaking the same apprenticeship but who are not part of the talent programme but are in project based roles. Progress is being monitored in order to evaluate success and develop future programmes. • Within both ETE and CCBS, expanding the flexible deployment of staff with transferable skills on a matrix basis resulting in significant benefit to the business in terms of project delivery, staff development and

	retention.
6	<p>Catering Assistants:</p> <ul style="list-style-type: none"> Proactive and timely recruitment campaigns to ensure resource levels are maintained to meet business needs.
7	<p>Nursing - Internal Provision</p> <ul style="list-style-type: none"> Nursing capacity has improved following the introduction of the Assistant Practitioner role. Additionally there has been an increase in the number of nurses recruited with a fairly steady on-boarding of 1 or 2 nurses a month which is improving the overall staffing profile. Recruitment generally has benefitted significantly as a result of improved branding and marketing, the promotion of social media and crucially the introduction of 'recruitment day's which has resulted in circa 8 – 12 appointments per recruitment day.
8	<p>Community and Hospital Teams – Adults' Health & Care</p> <ul style="list-style-type: none"> Qualified Social Workers - there continues to be a challenge around the appointment of qualified and experienced social workers for all client groups (LD, MH and OPPD) as opposed to Newly Qualified Social Workers who need to complete post degree competency assessment. The shortage of QSW is particularly evident in the north of the County i.e. Basingstoke, Alton, Petersfield and the New Forest. The national shortage of Approved Mental Health Professionals continues to create recruitment pressures for the Department. However, a new approach to the deployment of the previous 'hub and spoke' model means staff working solely as AMHP's in the Hub are in receipt of increased market supplements and a shift allowance. This has significantly improved the reward package available and staffing levels have improved markedly with the expectation that vacancies will continue to reduce. Significant effort is being focused on raising HCC's profile as an employer of choice for social workers. In addition to attending national recruitment events the department is showcasing the advantages of working for HCC, specifically the opportunities for career development, a really strong workforce development offer, good supervision and support and a genuine commitment to flexible working. In order to address the retention issues a dedicated 'Task and Finish' group has been established chaired by an Assistant Director. Consideration is currently being given to a range of recruitment incentives, for example, the potential increase/introduction of a market supplement and maximising flexible working (particularly given the imminent roll out of mobile devices). In addition the numbers of staff supported through the Employment Based Social Work degree will be increased with the intention of utilising the graduate social work apprenticeship route when available.

9	<p>Values Based Recruitment</p> <ul style="list-style-type: none"> In order to address some the hot spots within Adults' Health & Care, and to inform wider use, a values based recruitment approach will be adopted to facilitate the appointment of those with a value base that aligns to that of the department and council. Evidence suggests that whilst skills can be taught, it is more difficult to 'change' an individual's value set. Where both are a good fit, and specifically an individuals 'value set' then it is likely to result in a more highly performing, motivated workforce, and reduced turnover. The impact of this approach will be monitored in order to inform whether such an approach could be widened across the council.
10	<p>Social Workers - in Childrens Services</p> <ul style="list-style-type: none"> Cabinet have recently approved an investment of £6.5m in children's social care which enables Children's Services to recruit up to 120 additional social workers. This investment will enable the Department to intervene at a much earlier stage and support families who are struggling, or close to struggling, and get them on to a more stable footing so that children can remain at home and ensure that only those for whom there is no other option come into our care. This will also help improve the retention of social workers by helping to ensure that they are able to conduct meaningful interventions for children and families and have the resources they need to do their role. A one off retention payment to support staff and reduce turnover during the next 12 – 18 months whilst we recruit to these positions was announced in December 2018. Turnover is being monitored closely to understand whether this initiative has had the intended impact.
10.1	<ul style="list-style-type: none"> Recruitment to the number of additional social workers necessary to fill existing vacancies and meet the investment is ambitious but not impossible. Due to the particular national shortage of experienced children's social workers it is intended that approximately 70% of the new recruits will be newly qualified social workers. Since August 2017 the department has already recruited 28 newly qualified social workers through our new Graduate Entry Training Scheme with another 36 candidates with confirmed or conditional start dates.
10.2	<ul style="list-style-type: none"> A full programme of social worker recruitment and retention activities has been created for 2018 and to increase our ability to connect with and attract experienced children's social workers the Department entered into a strategic partnership agreement with Community Care in February 2018. Through this agreement the Department is attending a social work professional development recruitment fair in Manchester in April 2018 with a targeted offer for relocation support and will attend 2 further fairs in London later this year. In addition the Department will be working with other authorities to seek to build a social work recruitment

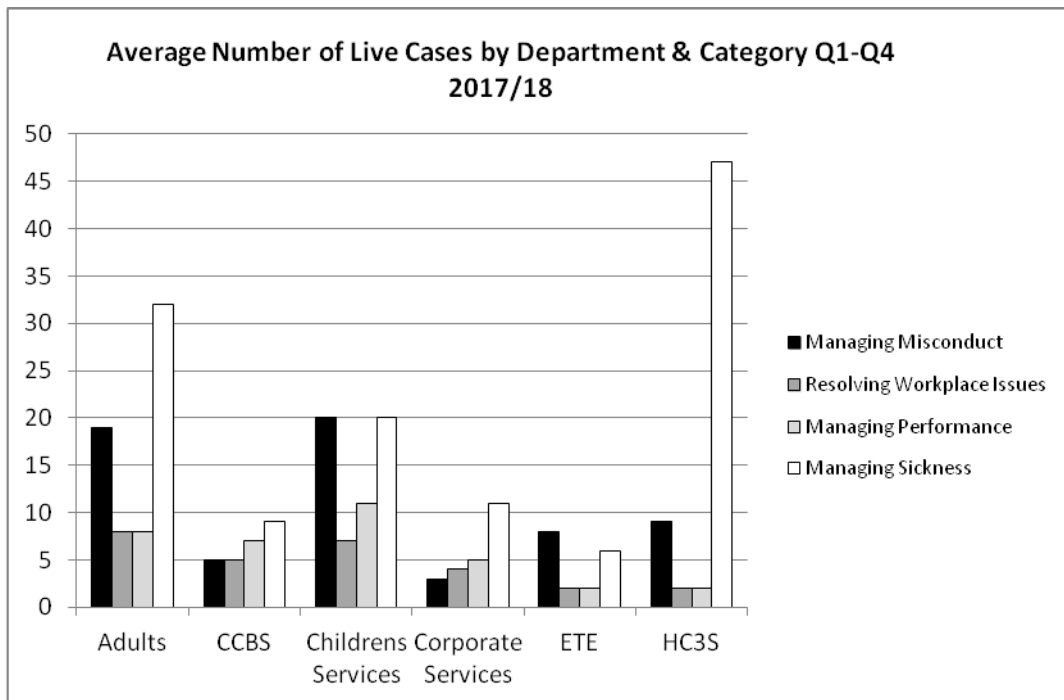
	<p>fair for the South of England hosted by HCC. Attendance at events is being supported by targeted marketing campaigns promoting the key strengths and benefits of working for children's services in HCC.</p>
10.3	<ul style="list-style-type: none"> Increased use of flexible and mobile working supported by the roll out of mobile technology is also helping support the retention of staff. Workshops have been undertaken with Team Managers to seek to ensure that local management actions are aligned with retention strategies. To test and further develop our retention plan the department is implementing a social work risk retention tool that has been developed by community care in partnership with the University of the West of England. This tool has involved the organisation completing a self assessment and over 230 social work staff completing a survey. The results are expected in May 2018.
11	<ul style="list-style-type: none"> Specialist IT roles continue to be highly sought after and are critical to the success of many Tt19 programmes of work. Roles are kept under review and where appropriate, individuals are secured through a combination of short term contracts (in house / agency), payment of market supplements to attract and retain talent, as well as developing the skill sets of current employees to meet current and future needs.
12	<ul style="list-style-type: none"> There continues to be retention challenges for Shared Services administrative roles. Work is underway to ensure staff feel valued and part of a team that delivers great services to our increasing number of customers – both residents and partners. Improving skill sets and widening knowledge is proving helpful in being able to retain staff in the service. As well as these initiatives and given we know word of mouth is the most powerful recruitment strategy, we asked staff to help with this by recommending 'friends' for which we reward them for successful appointments. The number of recruits was limited to business need and staff were limited to recommendations of up to four. This has proved successful and will continue to be used where our business growth and need for critical roles is determined.
13	<p>Apprenticeships.</p> <ul style="list-style-type: none"> The introduction of the Apprenticeship levy in 2017 presents a further opportunity to support the future workforce requirement of the organisation both in the form of talent attraction and talent development. As the policy takes hold and grows in scope and recognition, the recently established Hampshire Apprenticeship Programme is supporting the attraction of candidates by providing a credible skills and professional development offer, complementing our established workforce development offer. The recently approved 'grade for the role' Apprentice pay policy also provides the County Council with a

	<p>competitive advantage in attracting talent within a high employment environment.</p> <ul style="list-style-type: none"> • The broadening Apprenticeship offer is supporting existing employees to develop their skills and capacity in line with business needs. Early levels of demand and feedback from prospective candidates suggests that access to new advanced, higher and degree level Apprenticeship standards will form a key part of the reward offer to employees and support talent retention. Whilst this will need to be balanced with the operational requirements of the business, these new standards are providing individuals with flexible access to higher level qualifications. • The Hampshire Youth Investment Programme, a commitment made in 2013/14 by Cabinet to create a 1000 youth employment opportunities, continues to have a positive and tangible impact on the attraction of new talent to the organisation. This has included young people drawn from priority cohorts within our community such as care leavers. The development of a Hampshire Inclusive Skills Plan in Children’s Services will present a further opportunity to explore how initiatives such as the Future Skills Centre programme, Employment & Skills Hub and Virtual College can serve to develop and attract future talent to the organisation from the Hampshire community. • Since May 2017, there have been 152 individuals who have taken up an apprenticeship, with a further circa 150 in process.
14	<ul style="list-style-type: none"> • Building 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: • Targeted leadership and management development programmes (including Apprenticeships) and services that build capacity and capability within our leadership and management cohort to lead innovation, transformation and of critical importance, to support improvements in operational capability. • Working across the organisation and with business functions to develop strategic workforce interventions that specifically reflect business critical competency areas. All of which enable enhancement of skill sets, retention of talent and the ability to continually meet stretched targets.

Appendix 5

HR Employee Relations Casework – Average number of live cases by Department & Category (April 2017 – March 2018).

Live Cases	Managing Misconduct	Resolving Workplace Issues	Managing Performance	Managing Sickness
Adults' Health and Care	19	8	8	32
CCBS	5	5	7	9
Children's Services	20	7	11	20
Corporate Services	3	4	5	11
ETE	8	2	2	6
HC3S	9	2	2	47
TOTAL	64	28	35	125



The numbers of Managing Sickness cases in CCBS are mainly in the area of HC3S and are reflective of the pro-active approach management take in closely monitoring and taking action in a timely manner.

Appendix 6

TUPE transfers into the Council April 2010 to March 2018 by department

