Our people

Annual Workforce Report 2020 – 2021

Hampshire County Council

Contents

Executive summary

This report provides a high-level overview of key workforce data (excluding schools) and the relevant trends to inform the County Council's people strategies and priorities. This report provides data up to and including March 2021 and the format follows an **'employee life-cycle'** as reflected below:

Attract
Be an inclusive employer of choice

Resource
Facilitate all available talent to apply

Onboard
Make sure our people are welcomed and inducted

Develop
Support our people to grow, develop and learn

Reward and recognise
Ensure the efforts of our people are recognised

Progress and perform
Have regular conversations about performance

Retain and exit
Encourage our people to stay and learn from those who leave

People strategy

An employee life-cycle is a Human Resources model that identifies the stages an employee or worker advances through an organisation and provides a useful means of analysing and understanding our workforce.

The data comparisons used in this report are either a seven year trend from 2014 to 2021 to correspond with the respective Transformation Programmes or are a specific point of time (i.e. 31 March 2021) in order to present meaningful data.

Exceptions to this are; data for directly employed workforce numbers and costs go back to 2010 to show the trend since the start of the Government funding reductions; and Special Recognition Payment (SRP) data which is in respect of the 2020 calendar year.

The table shows at a glance how the make-up of the organisation has changed over the last 12 months.

An overview of changes from April 2020 to March 2021

		April 2020	Trend	March 2021
Headcount		12,946	▼	12,795
Full-time equivalent		9,999	▼	9,985
Part-time	Male	729	▼	717
	Female	5,999	▼	5,726
Female		9,997	▼	9,715
Under 25		588	▼	514
Over 55		3,472	▼	3,120
Declared ethnicity		95%	=	95%
Females in senior roles		57%	=	57%
Ethnic minorities in senior roles		2.7%	▲	2.9%
Gender pay gap		17.1%	▼	15.8%
Overall external turnover		**15.1%**	▼	**11.4%**

Note: the reducing FTE during time of increased demand

This financial year has been far from normal because of the global Coronavirus pandemic, however, due to the commitment of the entire workforce (directly employed, agency workers and our wider network of supporters and volunteers) we have continued to manage services to a high standard; maintained our high standards of workforce performance; remained focused on good leadership and increased our focus on inclusion due to international racial tensions and the discriminative nature of the Coronavirus itself.

Our organisation

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

We are a high-performing County Council with a continuous focus on providing quality services and support to the people of Hampshire. We are proud that our people are committed to the delivery of meaningful business outcomes and acknowledge that our strong reputation is built on our exceptional staff, managers and leaders. Never has this been more true than in the past 12 months.

The Chief Executive is the Head of Paid Service, with the council then being organised by key service areas as detailed here, each led by a Director:

- Adults' Health and Care (AHC);
- Children's Services;
- Community, Culture, Business and Services (CCBS);
- Corporate Resources;
- Economy, Transport and Environment (ETE);
- Transformation and Governance.

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

As already referenced, the Coronavirus pandemic has had a direct impact on the services we deliver for the residents of Hampshire as well as on our staff. This report will not seek to cover all these organisational impacts in detail, however, to not include reference to these as part of the context would be remiss.

Adults' Health and Care (AHC)

During the course of 2020/2021 the majority of all HQ based staff have worked from home. Staff working in the community social work teams have also largely worked from home, albeit when restrictions allowed, face-to-face visits resumed where deemed necessary. The nature of the work undertaken by the Approved Mental Health Practitioner Professionals (AMHPs) meant that significantly more 'in person' visits were necessary throughout the year and the volume of work for this team was particularly high.

The volume of hospital admissions because of COVID-19 had a significant impact on the community and hospital-based teams. Social work colleagues were deployed flexibly to ensure adequate capacity was available to support hospital discharge and assist NHS colleagues. Additionally, capacity has been secured by the deployment of agency social workers funded by temporary COVID-19 funding, as well as direct temporary recruitment. The Reablement teams also played a significant role in the hospital related work and staff who traditionally worked a five day working week voluntarily agreed to work a seven day working week, to ensure there was enough staff available to support the hospital systems.

At the outset of the first lockdown a Welfare Service was established, resourced by AHC staff who volunteered to work as part of a 24 hour/ seven day a week team ensuring vulnerable members of the community, who were shielding or self-isolating, were able to receive essential food and medicine. The team were successfully re-established with the advent of the third lockdown and have only recently been de-commissioned given the gradual relaxation in restrictions. The impact of COVID-19 had a profound impact in HCC Care, particularly the

residential and nursing homes. Staff from the learning disability services within HCC Care (who had to suspend their normal activities because of COVID-19) were redeployed to help their colleagues in Older Persons. This was particularly impactful during the first lockdown period when there were large numbers of staff absent through sickness or shielding. The service was also able to benefit from the deployment of temporary staff via Connect2Hampshire who were tasked with filling large numbers of shifts at short notice particularly at the outset of the pandemic.

Throughout the period there has been a strong focus on staff wellbeing, and in addition to the corporate resources a specific team was created within AHC to provide wellbeing support for staff, specifically an individual and team trauma debrief service. Take up of the vaccine has been good across AHC with approximately 88% of staff having had their first vaccine.

Children's Services

During the last year many Children's Services staff have been working from home, although when national guidance and restrictions have allowed, 'in-person' working has resumed. Some staff, particularly those working in children's residential homes and as school escorts, have continued to attend the workplace throughout the pandemic. To ensure the resilience of residential provision three homes were temporarily closed and staff relocated to consolidate staffing across the remaining homes. These strategies have enabled the department to largely continue business as usual, albeit working differently.

The department has been able to access funding through the furlough scheme in services where work and funding have diminished as a result of the pandemic. The use of furlough has focused on staff in Hampshire Music Service and others employed to work in areas such as study centres and outdoor education. When on furlough most staff have worked part-time when possible, under the rules of the scheme.

The pandemic has brought significant operational challenges including the provision of home to school transport, increased demand in Children's Social Care, support for schools/early years providers and the school admissions process. These have required significant resilience, creativity and flexibility from the workforce to maintain service delivery. Take up of the vaccine has been good across the Children's Services workforce.

Community, Culture, Business and Services (CCBS)

Throughout the pandemic, CCBS services have moved in and out of response and recovery phases, with limitations to different aspects of service provision at every stage. Whilst the first lockdown saw the immediate closure of the majority of our frontline services, the services have resumed activities where it has been safe to do so, where compliant with government guidelines or sought to provide services in different ways. Specific examples include registration and coronial services, country parks and recreation facilities (outdoor centres and countryside farm attractions) all of which have been in high demand. Whilst the Library Service has experienced branch closures at times, they have been able to continue to provide digital services, as well as other aspects such as the home library service and a new Ready Reads collection service.

HC3S continued to provide school meals to children throughout, but with significantly lower demand during times of school closures, and our County Supplies work has continued to function, absorbing some additional activity around PPE. Many other field-based activities across multiple services were adapted with appropriate strategies applied that have enabled the department to continue business as usual, albeit working differently.

The very nature of the roles in CCBS, and the diverse service provision, means that the majority of the staff delivering these services are considered 'front line' or working from service sites (circa 70%) and therefore a significant proportion have continued to work from their normal place of work where service provision has been able to continue throughout the pandemic.

As with Children's Services, the department has been able to access funding through the Government's Job Retention Scheme (furlough) where work and funding have significantly diminished as a result of the pandemic.

The pandemic has brought significant operational challenges across an extensive range of frontline services with some having to stop, and re-start services or find creative alternative delivery options as restrictions have allowed. This has required significant innovation, resilience, and flexibility from the workforce to maintain service delivery. Despite the challenges, there has been valuable learning and service improvement resulting from alternative ways of working and service innovation.

Corporate Services

Most staff within the corporate functions are in 'enabling' roles and therefore most have been working from home. There has been no requirement for any staff to be furloughed and the ability to work 'virtually' has meant continued high performance of service delivery.

During the last year, feedback has been regularly sought from staff across the department to better understand their views on a range of matters including their health and wellbeing, their ability to work in a virtual way, their access to technology, their ability to connect with each other and what we as an organisation can do to support. This insight has proved invaluable in developing solutions to support our managers and colleagues and we continue to engage regularly in order to remain responsive and therefore productive.

Economy, Transport and Environment (ETE)

During the last year, the vast majority of ETE office-based staff have been working remotely, although when national guidance and restrictions have allowed, 'in-person' working has resumed, predominately within front line service provision, which has continued throughout the pandemic. ETE has worked closely with its strategic partners to successfully deliver critical services such as highways and waste to ensure services remained operational. Given the nature of the work, the majority of frontline staff delivering these services (be it County Council staff or those of our partners) have worked from their normal work location and/or on site as appropriate. Due to the limited number of children attending school during the first lockdown, the delivery of the School Crossing Patrol Service was temporarily suspended until schools reopened to all pupils in September 2020 at which point the service recommenced with staff returning to work.

Services have had to adapt at pace to new ways of working whilst innovating service provision. Despite this, performance has remained high and critical universal services have continued to be delivered.

The department's Driving Change programme, supported by the senior leadership team, has placed increased efforts on the leadership and management of our people in a virtual way to aid productivity, whilst helping people to maintain their mental wellbeing and a healthy work life balance during a period of unprecedented change.

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

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

2020/2021 saw the introduction of a new 'Carers and Working Parents Network' bringing our total number of networks to four as follows:

- Black and Minority Ethnic Network (BME);
- Carers and Working Parents Network;
- Disability Network;
- LGBT+ Network.

In addition to the Staff Networks the County Council has several smaller groups that also support employees in relation to a wide range of issues and characteristics.

Our people

An overview summary of the overall workforce data and employee recovery surveys

Workforce data

The graph and table below show a comparison of our workforce by grade, reflected both in terms of 'Headcount' (each individual person) and full time equivalent (FTE) between April 2010 and March 2021.

Workforce headcount and full time equivalent

Legend:
- Headcount 2010
- Headcount 2021
- Full time equivalent 2010
- Full time equivalent 2021
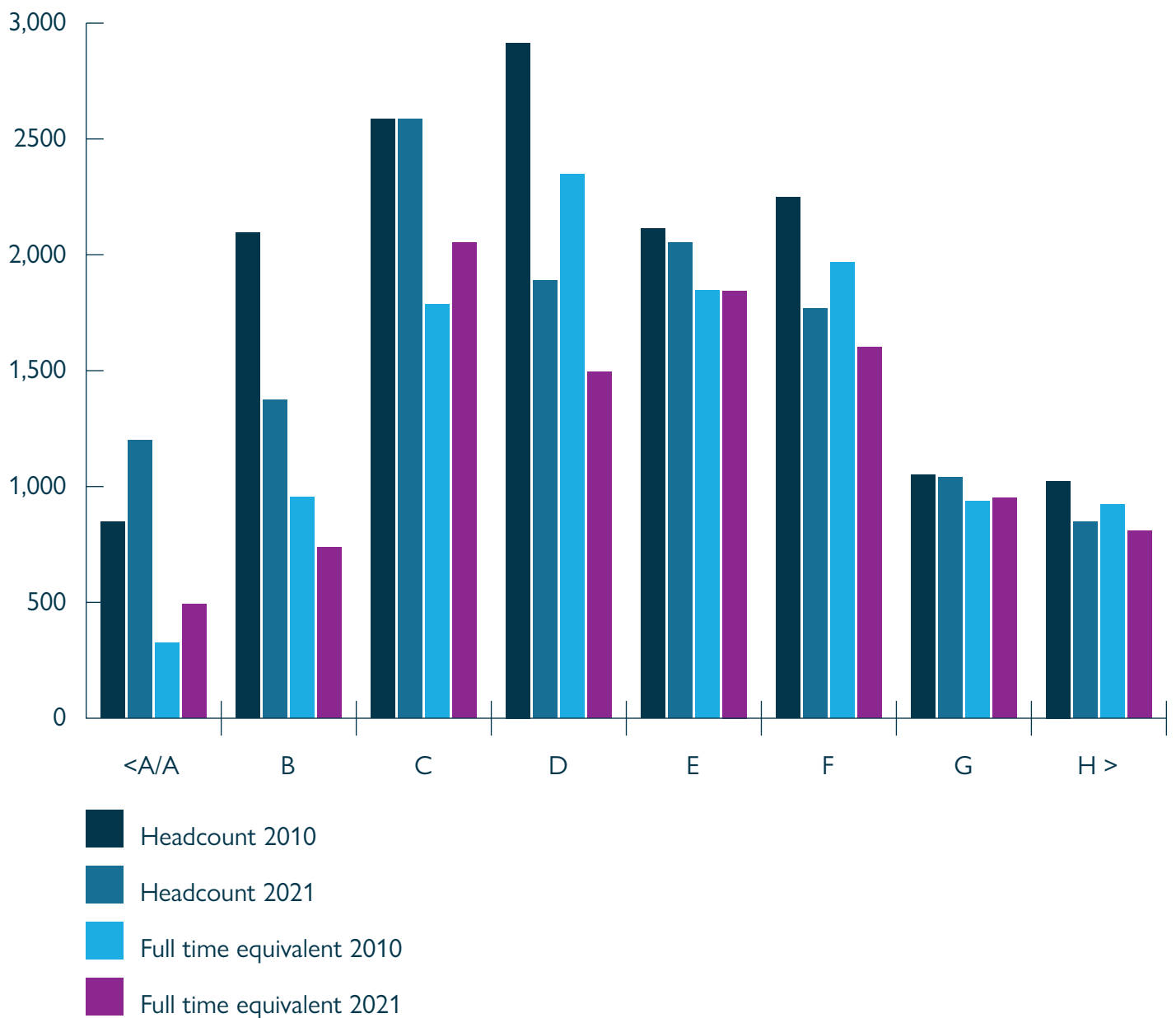
	Headcount			Full time equivalent		
Grade	2010	2021	Percentage change	2010	2021	Percentage change
<A	90	3	-96.7%	40.3	2.2	-94.5%
A	758	1,197	57.9%	285.4	490.3	71.8%
B	2,095	1,373	-34.5%	954.5	738.9	-22.6%
C	2,586	2,585	0.0%	1,786.4	2051.4	14.8%
D	2,915	1,889	-35.2%	2,346.5	1494.6	-36.3%
E	2,114	2,053	-2.9%	1,847.3	1845.0	-0.1%
F	2,249	1,769	-21.3%	1,968.8	1603.0	-18.6%
G	1,052	1,039	-1.2%	937.7	949.5	1.3%
H>	1,024	848	-17.2%	924.0	809.6	-12.4%
Total	14,883	12,756	-14.3%	11,090.9	9,984.6	-10.0%

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

Our overall workforce remains below the levels of 2010, and is currently circa 10% lower than ten years ago with other key points of note being:

• As referenced in previous years, there has been a significant reduction in the workforce at Grade D, this year shows that the headcount at C has decreased by one, however there has been an increase at Grade C of 14.8% (FTE) due to changes to roles and services e.g. automation.

• There continues to be a greater reduction (12.4%) of senior grades (H+) than the overall reduction of 10%.

• A significant proportion of our services, including the senior managers who lead those services, are either wholly or part funded through Shared Services, Partnership working, Service Level Agreements and Traded Services. This can be seen in Appendix one which reflects our extended organisation. These arrangements have increased

since 2010 and include for example, Corporate Services' Shared Services Partnership across seven Public Sector Organisations, ETE's capital programme where costs can be re-charged to capital schemes, the Shared Services arrangements and SLAs with Schools and District Councils.

• As with previous years, there are significantly higher numbers of part time workers employed in Grades A and B. A further breakdown of our workforce profile can be seen later in the report.

Detailed analysis has also confirmed that there has been a decrease in 190 staff during the last 12 months. This decrease may be attributed to the reduced recruitment at the start of the financial year due to the pandemic as we have seen a reduction in the number of leavers which is discussed further in the report.

As of 31 March, 815 employees remain on furlough across the County Council.

Diversity

The Equality Act 2010 (Specific duties) Regulations 2011 requires listed public authorities to publish equality information on an annual basis, the diversity information contained within this report complies with those regulations and goes beyond those legal requirements to support the building of valuable insight that will support us to become even more inclusive. The following information provides general statistical information for the Council's workforce relating to age, disability, ethnicity, gender and gender identity, religion, sexual orientation and pregnancy and maternity.

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

In this year's report we have included our workforce profile of employees that have chosen to provide their gender identity, religion and sexual orientation information and as mentioned above we continue to encourage staff to declare this information in order to develop as full an understanding of our people as possible.

In the writing of this report, we are conscious that we report about our people in specific communities for example our ethnic minority community or our female community, however, we recognise that all our employees are unique, and it is important that we respond to the uniqueness of the individuals that we are working with as well as these broader communities within the workplace. 'Intersectionality' refers to the fact we all have multiple identities which shape our life experiences and as an organisation we are therefore seeking not only to understand the different staff communities that exist, but also how these overlap for individuals, to shape each separate employee's experience within the County Council.

As part of this work, we are creating awareness of the diversity of our employees through publishing staff profiles entitled 'Diversity Role Models.' These are essentially people within the County Council who want to help us to educate and challenge stereotypes.

Gender

The graph below reflects our headcount by gender and full/part time working profile as of 31 March 2021. As previously reported our workforce remains predominantly female with a significant proportion of the workforce also being part-time.

Given this profile, it reaffirms the importance of our pro-active considerations as to how best to attract and retain staff who may require part time or more flexible working. Work continues on the action of the development of 'open working' options for employees across the Council in accordance with business needs. Indeed, the past year has shown that it is possible to deliver in more flexible ways, without compromising on performance, and we will use this experience to support improvements in this area. A breakdown of gender representation working across grade, full and part time is shown below.

Gender representation working across grade, full time and part time

Legend:
- Male full-time
- Male part-time
- Female full-time
- Female part-time
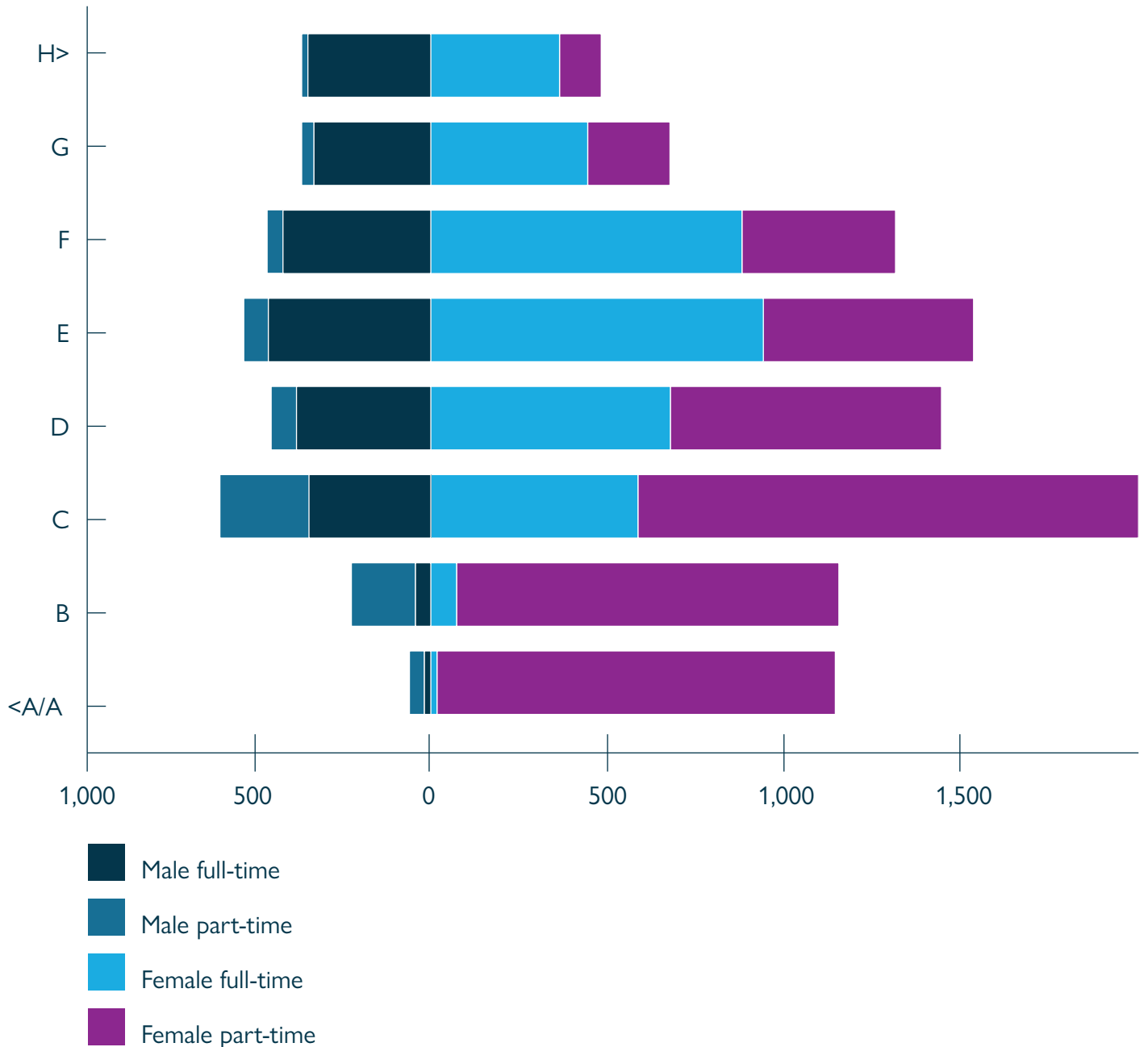
	Male			Female			
Grade	Full time	Part time	Total	Full time	Part time	Total	Total
H>	345	20	365	366	117	483	848
G	328	35	363	445	231	676	1,039
F	415	45	460	878	431	1,309	1,769
E	456	69	525	938	590	1,528	2,053
D	377	74	451	677	761	1,438	1,889
C	342	252	594	586	1,405	1,991	2,585
B	43	180	223	77	1,073	1,150	1,373
<A/A	18	42	60	22	1,118	1,140	1,200
Total	**2,324**	**717**	**3,041**	**3,989**	**5,726**	**9,715**	**12,756**

Gender identity

In addition to gender, an employee can choose to record their gender identity. Detailed analysis is not possible since only 3.5% of our people have currently reported this information. As awareness of this new reporting mechanism and confidence in the use of our data grows, it will enable us to develop further our strategies and policies to ensure that they are inclusive to all our employees.

Pregnancy and maternity

To support the priorities of our new Carers and Working Parents Network we have included the number of staff who started or were on maternity leave from 1 April 2020 to 31 March 2021 in this year's Annual Workforce Report. Our data below also shows us the number of employees (headcount) who have taken shared parental leave, adoption leave and paternity leave.

Types of leave

Department	Maternity leave H/C	Shared parental leave H/C	KIT days taken	Paternity leave H/C	Adoption leave H/C
Adults' Health and Care	128	3	59	13	1
Children's Services	140	2	244	5	3
CCBS	80	2	27	14	1
Corporate Services	59	3	60	12	1
ETE	16	0	38	4	1
Total	423	10	428	48	7

The County Council's Maternity and Adoption Policies detail information relating to 'Keeping in Touch' days which are designed to help the employee keep up to date with their line manager and developments in the workplace and therefore make the return to work easier. During 2020/2021, 428 KIT days were taken by County Council employees shown above across departments, as 423 employees took maternity leave, it is expected that this figure would be higher. The Carers and Working Parents Network are exploring how best the County Council can promote these KIT days which can mutually benefit the employee and the organisation and assist employees preparing to return to work.

Ethnicity

Following advice from the Government, in this year's report we have changed the terminology in relation to how we describe different ethnicities. We therefore will use 'ethnic minorities' to refer to all ethnic groups other than 'White'.

The workforce ethnicity profile is made up of 86.8% staff who classify themselves as White and 8.21% classify themselves as from an ethnic minority group. This shows that there has been a slight increase from 8.04% last year.

The remaining 5% of staff have either not updated their personal information or have chosen not to declare their ethnicity. Following communications across the organisation this has further decreased by circa 0.67% since March 2020 – a marginal improvement. The below table shows the ethnicity of our workforce across grades.

Percentage ethnicity of headcount across grades

Ethnicity	<A/A	B	C	D	E	F	G	H>	Total
White	8.5%	9.8%	16.4%	13.1%	13.8%	12.0%	7.3%	6.0%	86.8%
Ethnic minorities	0.6%	0.6%	2.9%	1.1%	1.3%	1.2%	0.3%	0.2%	8.21%
No data provided	0.3%	0.4%	1.0%	0.6%	1.0%	0.6%	0.6%	0.4%	5.0%
Total	9.4%	10.8%	20.3%	14.8%	16.1%	13.9%	8.1%	6.6%	12,756

As stated in last year's Annual Workforce Report our ethnicity representation remains above the ethnicity representation in the Hampshire area 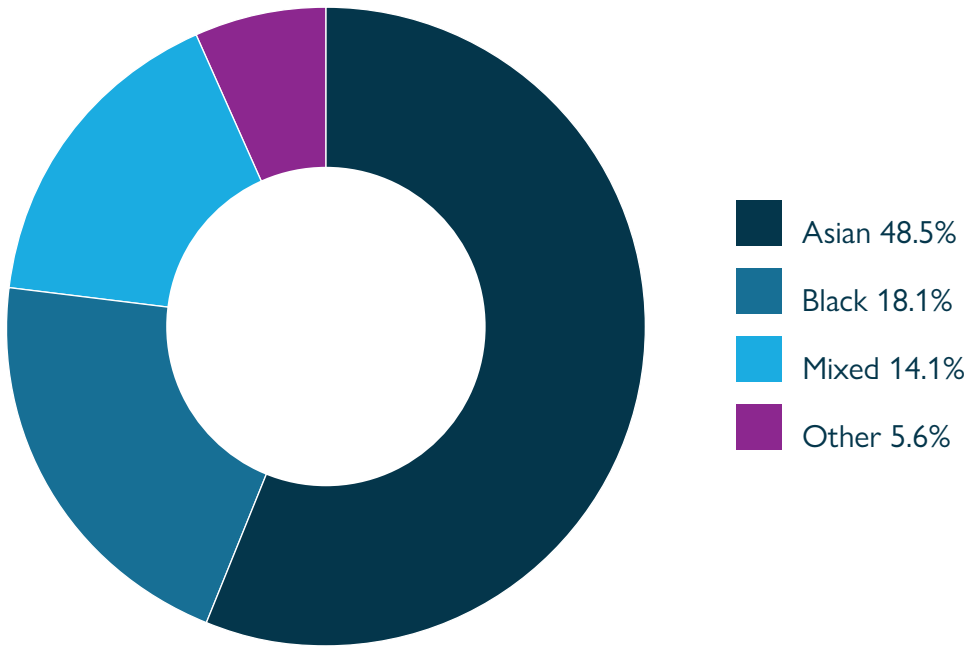(excluding Portsmouth and Southampton) which is currently 5% (ONS Census 2011). However, it will be interesting to compare this data with the next Census figures when they are available.

Representation of ethnicity
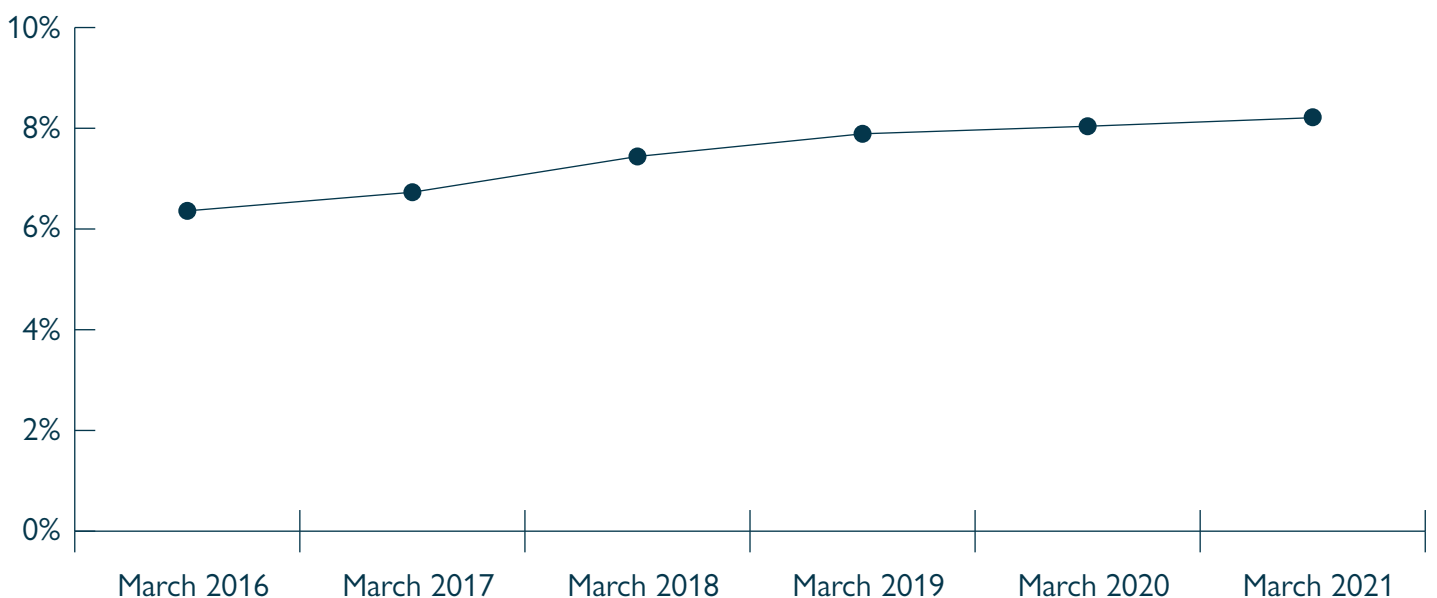
The 8.21% of ethnic minorities can be further broken down as follows:

Ethnic minorities workforce representation

- Asian 48.5%
- Black 18.1%
- Mixed 14.1%
- Other 5.6%

This year we have provided the breakdown of ethnicity across the organisation which also highlights where data has not been provided by employees and enables us to target our communication campaigns accordingly.

Ethnicity representation across departments

- White
- Ethnic minority
- No data provided
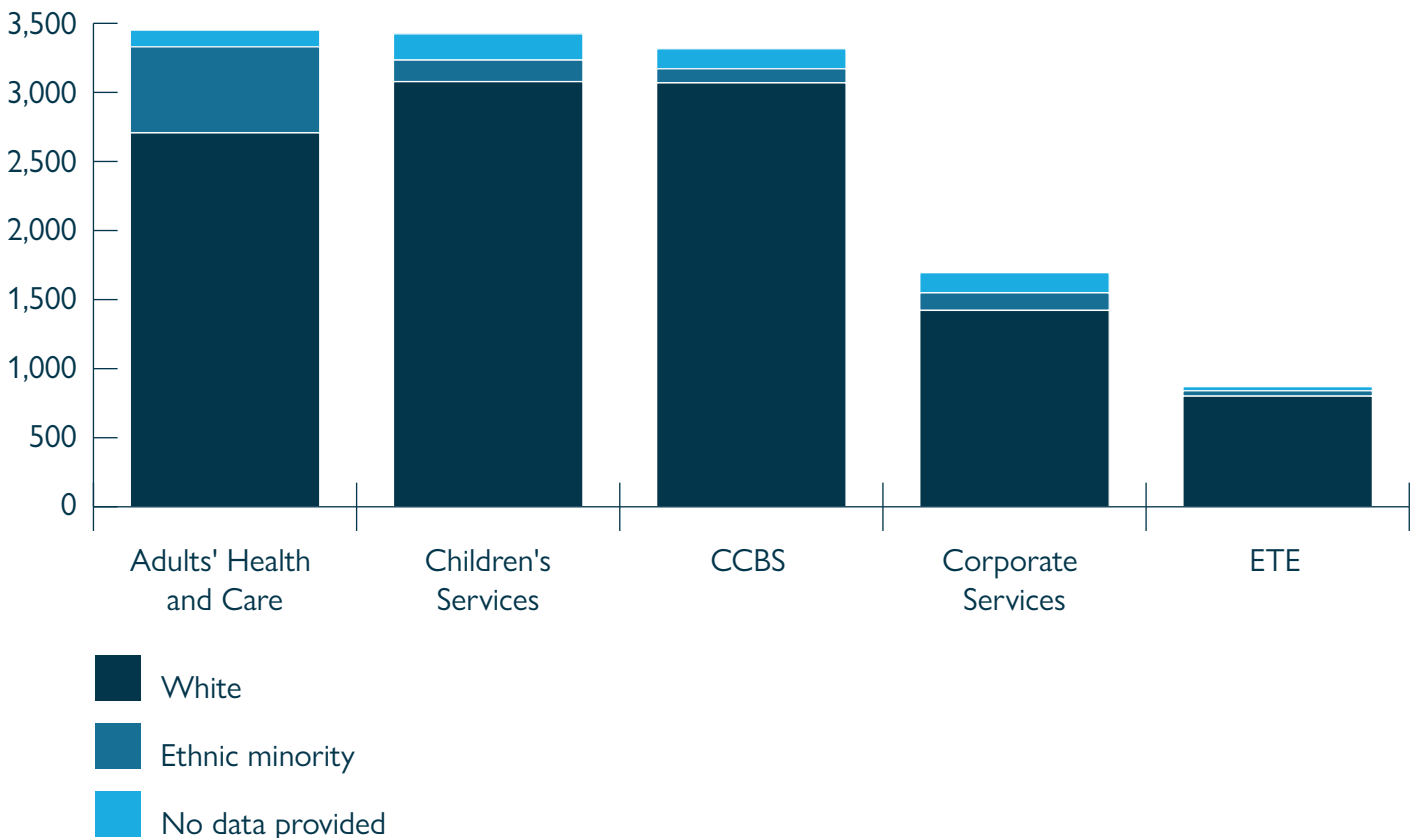
Sexual orientation

This is the first year that we have incorporated data relating to the sexual orientation of our people into this report and it is important to acknowledge the trust that has been placed in the organisation by those staff who have chosen to do so. We know from the CIPD in February 2021 that more than a third of LGBT+ staff have hidden their identity at work for fear of discrimination, and one in four trans people aren't open with anyone at work about being trans and we want to reassure our people that their trust is not taken for granted. Whilst we can provide a high-level organisational report on this data, it is not information that can be accessed by individual line managers in order to protect anonymity. The purpose of reflecting it here is to help us inform our strategies and target initiatives to improve the workplace for LGBT+ employees in making the County Council an even more inclusive place to work.

The data would suggest we have more to do to build trust in these communities of staff since about two thirds are either not reporting or preferring not to say which is above the numbers reported by Stonewall. The sexual orientation profile is shown below:

Sexual orientation representation

Sexual orientation	Headcount	Percentage
Bisexual	81	0.6%
Gay man	55	0.4%
Gay woman/lesbian	70	0.5%
Heterosexual	3,960	31%
No data provided	8,343	65.4%
Other	29	0.2%
Prefer not to say	218	1.7%
Total	**12,756**	**100%**

We aim to increase trust and therefore improve reporting by working closely with departments and the LGBT+ Network. In the future we hope this will enable us to consider how the Council compares to the Hampshire community specifically.

In terms of national comparisons of this data against the 2018 UK sexual orientation statistics (Office for National Statistics), it shows that 94.6% of the population identified as heterosexual/straight and 2.2% as bisexual, gay or lesbian. It will be interesting to revisit this data once the 2021 Census results have been published and compare it to a fuller set of workforce data.

We will continue to monitor our sexual orientation profile across employee ages, departments and ethnicity in order to support organisational insight in future months and years.

Age

The below graph shows our age profile across the Council:

Age profile across departments
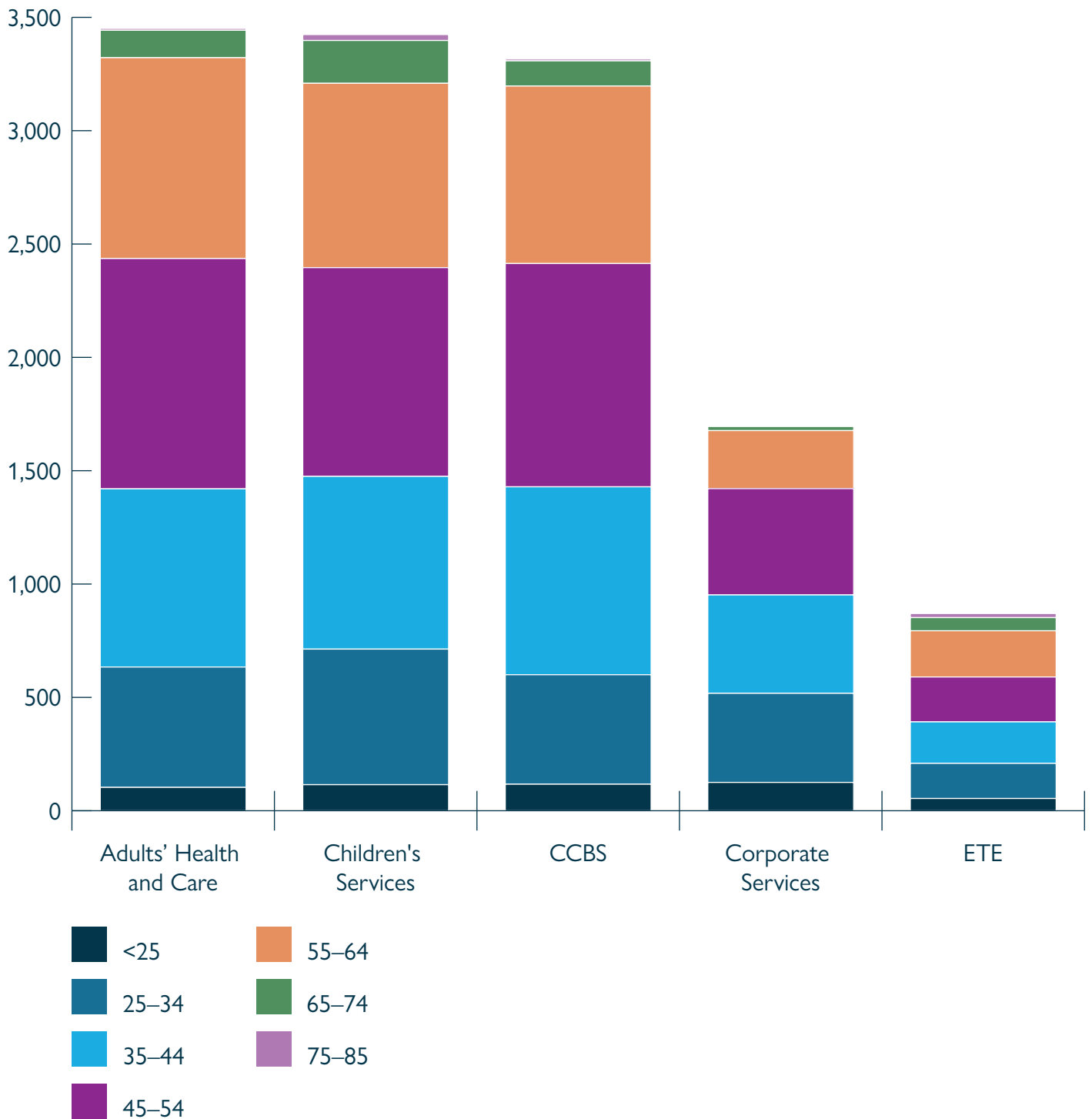
This year again shows that we have an even distribution of age groups above 25, across all departments, however we have significantly less employees aged below 25. There are widely reported reasons why a workforce may be older, such as the growing trend to remain in education or travel, however without further investigation the reason behind this trend in the Council is unknown. Despite reporting in the mid-year that we were receiving an increased number of applications from under 25s, there are less employees aged under 25, a decrease of 74.

We reported in last year's Annual Workforce Report an interest in following the age demographics of our workforce over time since our workforce tends to be over the age of 35 particularly we noted an interest in the percentage of ethnic minorities within our workforce under the age of 35 (in that it was lower for this group than any other) and this continues to be a point of interest, although there has been a slight increase in ethnic minority representation in this age bracket since last year.

Disability

The chart below shows that the level of declared disability has increased since March 2016, with 4.06% (518) of employees now having recorded themselves as having a disability. This represents an increase from March 2020 and is likely to be linked to two factors; the pandemic (with staff wanting to record that they have a disability for well-being purposes); and the work that the Disability Network has undertaken to encourage staff to record this information.

There is little recent data in the public domain about disability numbers in the Hampshire area, however a recent Government report (Office for National Statistics, October – December, 2020) noted that 20% of working age adults report to have a disability, an increase from 19% last year. Accepting that there may be a proportion of this group who are unable to work we may still wish to consider whether we are an attractive employer for people with disabilities.

Declared disability workforce representation
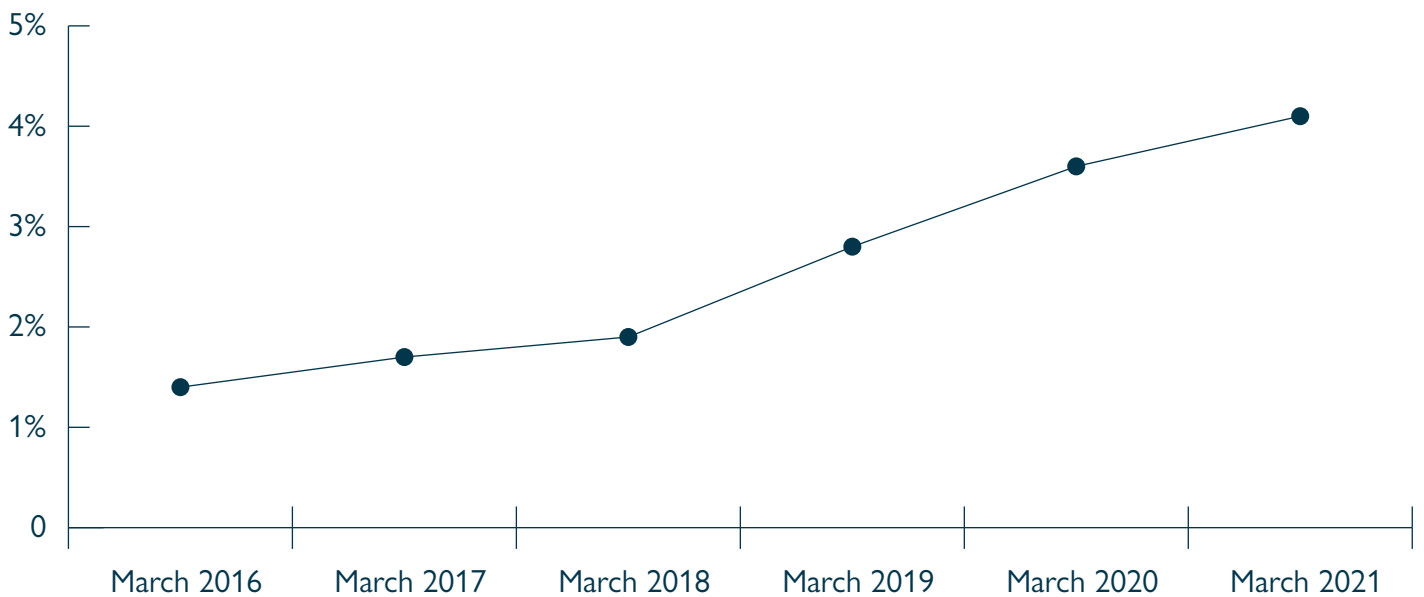
Of the workforce, 3.6% (349) of females and 5.6% (169) of males have recorded a disability and our data shows that those declaring a disability are not concentrated in any one age group.

Religion

This is another new area of reporting in this year's report and again the numbers of staff reporting this information is low, however, it remains an important part of our people's identity and working experience for those who have chosen to do so.

As the quality of our data improves in relation to religion, we will seek to provide comparison to regional and national data as we do with the other protected characteristics. The religious profile across ages of our workforce is as follows:

Religious profile across workforce

Religion	<25	25–34	35–44	45–54	55–64	65–74	75–85	Headcount
Bahai	0	0	0	1	0	0	0	1
Buddhist	2	8	8	3	1	0	0	22
Christian	57	172	262	270	192	23	3	979
Hindu	0	6	15	3	2	1	0	27
Jewish	1	0	0	0	0	2	0	3
Muslim (Islam)	3	9	17	2	0	0	0	31
No religion or belief	187	447	270	197	70	7	0	1,178
Other belief	4	18	17	11	6	1	0	57
Other religion	0	1	8	10	1	0	0	20
Sikhism	0	3	1	1	1	0	0	6
No data provided	260	1,496	2,396	3,091	2,669	463	57	10,432
Headcount	**514**	**2,160**	**2,994**	**3,589**	**2,942**	**497**	**60**	**12,756**

Much has been reported about the emerging understanding that personal characteristics, such as age, gender and ethnicity, represent an increased risk factor for contracting COVID-19. We will be seeking to understand the diversity breakdown of professions such as the caring professions to monitor any future impact. We are also aware that the wider economic impact of Coronavirus may change the demographics of our labour-market which may provide opportunities in terms of future attraction.

Nationality

The nationality profile of EU nationals for the County Council is presented below. These figures are estimated, as prior to February 2018 an employee was unable to record their citizenship within the SAP Human Resources database. In April 2021, the estimated number of EU nationals employed on temporary and permanent contracts by the County Council was 358. Regular communications have been published to EU colleagues to advise them that they will need to apply to the EU Settlement Scheme to protect the rights they currently have in the UK.

Nationality profile

Residency status	Headcount
UK National	8,420
EU National	358
Non UK or EU National	349
No data provided	3,629
Headcount	**12,756**

The County Council continues to be actively engaged in the information coming out from Government regarding the EU exit and the impact on our labour pool in order to ensure that we are able to access, secure and retain skilled people to deliver essential public services.

Wellbeing

Following an overview of our people from a data perspective, we have explored how our people have been feeling during last year through the two 'engagement surveys' we ran in June and October.

The June 2020 COVID-19 Recovery Employee Survey was designed to help the County Council to understand the impact of enforced changes to our ways of working and thereby inform both immediate and longer-term 'recovery' planning.

A follow-up survey was undertaken in October 2020 which aimed to track progress against the same areas, as well as understanding support needed for continuing to work from home, views on wearing face coverings and the value colleagues place on measures implemented to make County Council workplaces 'COVID secure'.

Areas of focus following the results continue around supporting staff with their mental health, which is an ongoing action from the Annual Workforce Report. In October, 22% of staff experienced low mental health, slightly up from 19% in June.

To compliment the Recovery Employee Surveys, from September 2020 employees were asked to complete the Hampshire County Council Employee Wellbeing Survey. The survey uses the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS), under licence, to measure the wellbeing of the County Council workforce.

Employee life-cycle

Attract

Being an inclusive employer of choice

This stage represents how we appeal to a future workforce that shares our commitment to the delivery of high-quality outcomes for the Hampshire community and at the same time is reflective in terms of demographics of the Hampshire community we serve.

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

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

Between the period April 2020 – March 2021 the Council (excluding schools) advertised circa 1,400 directly employed roles across all grades. This is a proportionate decrease from 2019/2020 where circa 2,440 roles were advertised across the year. The decrease is not surprising in the context of COVID-19

and explains that the number of leavers has reduced in this period. 21,341 applications were received, an average of 15 applications per role which is an increase from the average of ten applications received per role for 2019/2020. Again, this is expected as according to the Office for National Statistics (ONS) the latest UK employment figures on 20 April 2021, revealed a rise in unemployment to 4.9% from 4.1% in April last year.

Of the 21,341 applications, 11,158 were shortlisted for assessment or interview as shown in the table below. This represents an increase in choice for the organisations based on this equating to an average of eight applicants per interview or initial assessment compared to six last year.

Diversity of our applicants

62.6% of applications were received by female applicants and circa 63.7% of applicants shortlisted or called for assessment were female which is a slight reduction from reported numbers last year, however, still demonstrates that we remain more attractive as an employer in the female labour market.

Number of applications received and shortlisted

Gender	Received		Shortlisted	
	Headcount	Percentage	Headcount	Percentage
Female	13,360	62.6%	7,107	63.7%
Male	6,720	31.5%	3,444	30.9%
No data provided	1,261	5.9%	607	5.4%
Headcount	21,341	100%	11,158	100%

Although slight, it is possible the reduction in female applicants from last year could be attributed to the fact that the Office for National Statistics report that over half of women have caring responsibilities, and we know that 'caring' has been an even more significant feature of life for many people in the last 12 months.

45.5% of applications were received by applicants aged between 20–34 years of age, and predominantly these applications were received across roles graded C to E which is similar to last year's Annual Workforce Report and again could be linked to the global pandemic since there have been numerous reports about the impact of the virus on this age range and indeed on the type of work delivered at grades C to E. This is supported by the Office for National Statistics' data that states that roles within

hospitality and retail which generally employee younger people have been impacted by the COVID-19 pandemic which has led to large numbers of job losses.

The ethnicity breakdown of applicants shows that 83.2% of applications received were from White applicants and 13.8% from ethnic minorities with 3% of applicants choosing not to disclose their ethnicity at the application stage of the recruitment. This is broadly in line with the figures reported in last year's Annual Workforce Report.

In terms of shortlisting, 84.5% of those shortlisted were White applicants and 12.8% from ethnic minorities with 2.7% choosing not to disclose their ethnicity. Again, this is broadly in line with data reported in last year's Annual Workforce Report.

Number of applications received and shortlisted across ethnicity

Ethnicity	Received		Shortlisted	
	Headcount	Percentage	Headcount	Percentage
White	17,756	83.2%	9,432	84.5%
Ethnic minority	2,954	13.8%	298	2.7%
No data provided	631	3.0%	1,428	12.8%
Headcount	21,341	100%	11,158	100%

Of the total number (21,341) of applications received 6.2% declared a disability. Of those applicants shortlisted (11,158), 7.1% declared a disability. This would imply that during the pandemic we have not been attracting as many applicants with disabilities as we did when compared to last year and that our attraction rates for candidates with a disability remains considerably below the known national representation. Again, this is not surprising considering the impact that COVID-19 has had on people with specific conditions that could be classified as disabilities. Further insight into the sexual orientation profile of our applicants is discussed **on page 28.**

Of the 21,341 applications received between April 2020 to March 2021, 1,301 (6.1%) of the applicants were internal, this has reduced from 9% across 2019/2020 which could suggest that staff are choosing to remain in their current roles at this time. There are numerous reasons why this could be the case, however, we know anecdotally that our people have reported a strong sense of commitment to seeing their work through in the very difficult circumstances of the past year. Internal applicants make up 8.6% of those shortlisted which has increased from 6.6% in 2019/2020 showing that we have shortlisted slightly more of our internal staff. This is a trend we would want to monitor in the future since there are a number of factors that could be influencing this, however, we do not currently have sufficient data to meaningfully understand or interpret.

The roles which have been advertised continue to reflect the full range of services the Council delivers. Departmental workforce data tells us that the profile of recruitment 'hot spots' remains the same as in recent years, including, for example, care assistants, nurses, cooks, catering assistants and social workers. 21% of all roles advertised were in catering and 12% were for administrative roles. CCBS advertised the largest number of roles over the year, this is despite the restrictions placed on schools to transition to virtual learning which significantly impacted on the demand during the first half of the year for catering assistants as fewer children were physically attending school. A further analysis of the data shows that in

March 2021 there was a large increase in the number of catering roles advertised which coincides with the schools returning following the release of lockdown restrictions. Traditionally previously hard to recruit areas such as Care Assistants have seen a marked increase in the volume and quality of applicants applying for posts. Despite the impact of COVID-19 on the department, it has continued with its commitment to values-based recruitment.

In summary, where roles have been advertised the number of applications received has increased, this has particularly been seen in catering and administrative roles. We have also seen that roles which have previously been hard to fill such as Educational Psychologists have been somewhat more easily filled, it is unclear at this stage if this is linked to the pandemic. However, whilst we have received more applications for some roles our areas of recruitment difficulty in other areas remain consistent.

Therefore, during the pandemic we have modified our attraction strategies to support our recruitment an example of this is for social workers. This included revising marketing campaign plans and hosting our regional annual Social Work in the South professional development and recruitment event online.

During the pandemic ETE modified its attraction strategies to support the continued recruitment of technical and professional specialisms. This included the launch of an employer branding toolkit to position ETE more competitively in the recruitment market, revised marketing campaigns, and introduced a Values based recruitment pilot for a cohort of Transport and Engineering roles for which the market is fiercely competitive both regionally and nationally.

To improve the candidate experience of attraction to onboarding we seek feedback from candidates and recruiting managers to understand the user's experience of the recruitment process. These include questions to rate the satisfaction, timeliness, quality of service and professionalism.
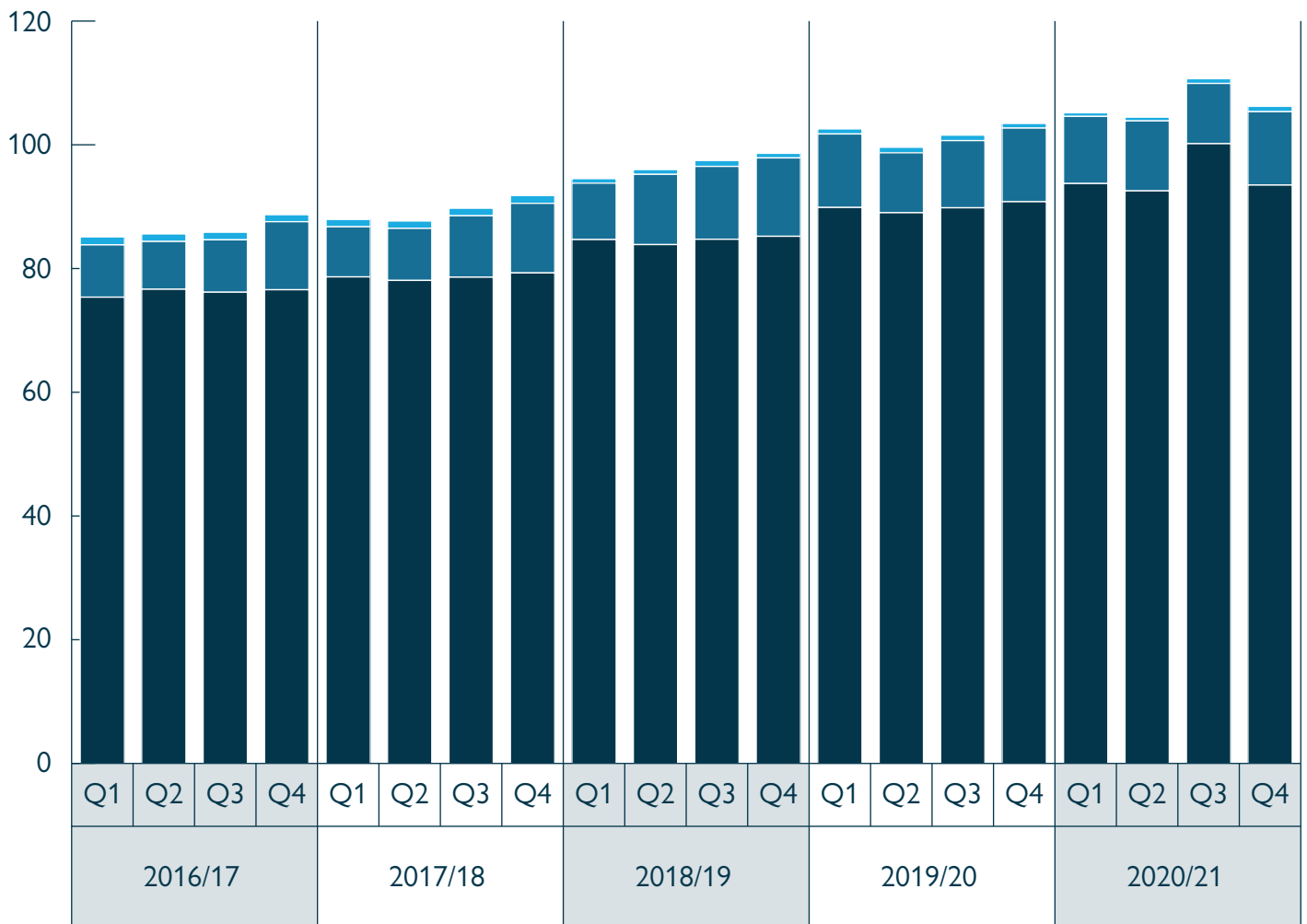
Facilitate all available talent to apply

Having 'attracted' potential employees/workers, here we look at the various ways in which we resource or fill vacancies across the Council.

Typical resourcing options available include recruitment of permanent or fixed-term employees, promotion, or movement within and across departments, deployment of agency workers, casual workers and external contractors or consultants.

The chart below shows the total workforce costs, split by our workforce 'resource' type, such as directly employed (permanent / temporary), agency (staff, contractors /consultants) and casual workers.

Total workforce costs £m

	2016/17				2017/18				2018/19				2019/20				2020/21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Legend:
- Directly employed
- Agency
- Casuals

The proportion of resource used and the associated spend is important to note in the context of planning future operating models to ensure that we can meet organisational needs whilst continuing to appeal to a changing local labour market.

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

It should be noted that most of our agency spend continues to be in the Social Care and IT sectors.

Key factors driving the increase in workforce costs in 2017/2018, 2018/2019 and 2019/2020 are the national pay awards (including the continued rise in the NLW) and a 1% increase per annum in employer pension contributions. In addition, as referenced in the Workforce headcount and FTE table on **page 10** there has been a slight decrease in the workforce during the last 12-month period, as explained on **page 10.**

Of those directly employed at the end of March 2021, departments may be engaging up to 10% of their directly employed workforce on a temporary basis at any one time, which is the same as last year, again enabling flexible management of resource and costs to meet demand across services.

Regarding vacancies advertised by the County Council for permanent and fixed term contracts Nurses are still proving problematic to recruit and this can be attributed to it taking at least three years to qualify as a nurse which has created a competitive recruitment market. There are two areas that remain difficult to recruit to from an adult social work perspective, these are qualified social workers for older persons in the North/North east area and the Hospital teams across the County.

Whilst there continues to be challenges with the nursing and adult's social work workforce, this has been mitigated in part by the continuation of market supplements, albeit recruitment in the north of the county remains difficult. The department has

continued to support an internal workforce pipeline following the introduction of a social work apprenticeship in September 2019 with 33 apprentice starts. In addition, an increase in its nursing workforce following the nurse conversion programme which has supported 16 Assistant Practitioners to be recognised as fully qualified nurses.

There are continued pressures in recruiting to children's residential care workers particularly in the North of the County, however, recruitment to Swanwick Lodge, our Children's secure residential home, has improved significantly since the introduction of a market supplement and improved recruitment processing. The market for the recruitment of children's social workers remains very competitive, although we have managed to maintain the strategy of growing our own staff by moving our Graduate Entry Training Scheme for newly qualified social workers online.

There are also continued pressures in recruiting to many specialisms such as planners, engineering and transport professionals. The market for the recruitment of these professions remains very competitive, albeit despite the pandemic we have had much success recruiting to these roles following the introduction of values-based recruitment. Furthermore, we have managed to maintain the strategy of growing our own staff by continuing to engage civil engineering graduates either via our Graduate or Scholarship Scheme and have significantly increased our apprenticeship offer across multiple disciplines.

Another way in which we resource our workforce is to provide 'acting up' roles, secondments, and promotions. During the last 12 months there have been approximately 590 instances of people securing such roles, which is less than the 703 last year, again this may be linked to the reduction in roles being advertised.

During the pandemic Connect2Hampshire continues to play a fundamental role in resourcing for the County Council. Particularly at the start of the financial year there was an increase in demand seen for the roles of qualified social workers and

administrative roles. For social work this was linked to an increase in demand upon services because of COVID-19.

The demand from people registering with Connect2Hampshire increased over the year, however, there was a recognisable reduction in applications at the end of each lockdown as furloughed staff returned to work. The quality of applications received improved, which has been attributed to people being made redundant from their roles and applying for temporary work. The increase in applications was seen particularly for administrative roles, where there tended to be approximately ten applications received per advert, this has increased to an average of 40 per role. As County Council offices start to reopen there has been an increase in the demand for cleaners.

Due to projects being delayed and reprioritised fewer IT roles have been advertised and there has more recently been a reduction in the number of roles in Care being required as turnover has slowed, it is hoped that a reason that retention has improved is following the adoption of values-based recruitment particularly for care roles within HCC Care. This could be attributed to a change in the way roles are recruited, with better responses to Care Assistant adverts being received. Roles within Public Health also remain a positive challenge due to the volume of applications as there is such strong competition within this area.

Working from home was a key challenge for Connect2Hampshire initially. However, with the introduction of Microsoft Teams it has made it easier to contact hiring managers, more so than arranging face to face meetings and this has become business as usual. Challenges faced include managers arranging urgent interviews and responding to feedback requests for unsuccessful candidates.

In preparation for the EU Exit, each department has considered the roles that may be impacted because of a potentially reduced labour pool and any mitigations that could be put in place. In March 2020, the Home Secretary commissioned the Migration Advisory Committee (MAC) to review the occupations it had placed on its Shortage Occupation List. The County Council submitted information to the consultation, following this the MAC recommended that 'senior care workers' were added to the Shortage Occupation List, an addition that the County Council requested through the consultation.

In March 2021 senior care workers were added to the shortage occupation list to help fill vacancies in the social care sector. We were pleased with this decision, particularly since we had firmly advocated the inclusion of the senior care worker to the Shortage Occupation List in our response to the consultation and in light of anticipated future recruitment challenges as a consequence of COVID-19.

Following the rise of unemployment detailed on **page 22** and a rise in applications received for roles advertised within the County Council this position will be kept under review and this will form part of further work which is ongoing to fully understand the impact that the EU Exit may have on the County Council which is an action from last year's Annual Workforce Report and remains current.

Making sure people are welcomed and inducted

In 2020/2021 there were 1,776 new starters, a reduction of 283 from 2019/2020 which is reflective of the reduction in roles advertised and the number of leavers shown on **page 42,** which is likely to be contributed to the pandemic.

The workforce profile of new starters can be seen as 87% White and 9.5% of ethnic minorities, 6.1% staff declared a disability. In analysing the sexual orientation profile, it shows that if we compare the percentage of applicants applying with the percentage of applicants hired for each sexual orientation, (of those who provided their data) the profile remains consistent, providing some assurance that we do not appear to be discriminating in this regard.

If anything since April 2020 onboarding has become an even more critical phase in the employee life cycle since our welcome has largely had to shift from 'in person' to 'virtual'.

All new permanent and temporary staff who join the Council are 'inducted' into the organisation through a formal 'induction process' that is led and facilitated by their new line manager. This remains the case whether being inducted virtually or in person. There is a package of corporate e-learning, which is currently under review, available to all new starters to support departmental or service level induction. Once the review has been completed, we will seek to capture feedback from our new starters on their onboarding and induction to explore how we can continuously improve these experiences.

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

We recognise that onboarding through the pandemic has been challenging for new employees and managers. Feedback suggests that Microsoft Teams has been a key element of a successful virtual induction as new employees can visually meet the team and be shown documents and processes in real time. Even so we do not underestimate the impact that 'virtual' introductions to the organisation is likely to have on relationship building and the speed or ease with which new starters can build confidence and competence in their role.

As mentioned above, work continues on the corporate induction with updated e-learning modules being developed and we are beginning to focus on what induction will look like in the future, to ensure that people receive the best possible introduction and start in their roles as possible.

Supporting our people to grow, develop and learn

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

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

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

As an organisation we have invested less during 2020/2021 on Leadership and Management due to the impact of the pandemic and some elements being paused in the response phase as requested by the business.

The Hampshire Leaders Network has continued to meet virtually during the year with sessions focusing on strategic performance, inclusive leadership and race specifically. This also includes senior management briefings, 'reflect and refresh' virtual breakfasts with the Chief Exec and joint CMT/DMT meetings. All of which have been delivered virtually with over 1,800 attending.

The Leadership Development Programmes Firefly and the Transformative Leadership Programmes (TLP) paused through the first lockdown and recommenced virtually in August 2020.

Having analysed the progression data of the 78 participants who completed TLP in 2019, 14 moved up a pay grade, 23 moved up a pay scale and 23 (29.5%) received a total of 32 Special Recognition Payments since completing TLP. Of the 78 participants only four have left the County Council. This data is suggesting that we are successful at selecting employees for this programme who are committed to the council and may also speak to this programme being a strong retention tool for talented staff. We will continue to monitor this data over time.

Firefly is run twice a year offering 25 places per cohort with approximately 50 places per year to staff Grades E to G. Each year the programme has proved popular with double the number of nominees to places available. Due to the impact on Firefly from the pandemic there is no further data available to report at this stage as the current cohort will not complete the programme until June 2021. Nominations will commence in May 2021 for the next cohort of participants.

During 2020/2021 work has continued with the Staff Networks to promote the Leadership and Management Development support available to their members.

In terms of the wider development packages, we have delivered over 700 open courses, with an average of a 97% satisfaction rate. We have also delivered uniquely designed programmes to support organisational priorities to 2,960 staff.

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

Our investment in the development of our people has remained throughout this reporting year despite the challenges faced by being unable to deliver courses face to face. This was supported by the planned launch of Microsoft Teams being brought forward to enable staff to work more effectively and efficiently remotely during the pandemic, including the delivery of development and training.

Two specific themes for development during the year have been **Inclusion** and **Wellbeing:**

Inclusion

A large focus of the last year has been on inclusion across the organisation by increasing awareness and understanding of cultural differences and their impact in the workplace.

- One of the interventions in this space was 'Let's Talk Race' and a small snapshot of colleague feedback is shown below:

> " Having these conversations really makes me more self-aware that the colour of my skin is a privilege in itself. Hearing other stories where colour of their skin has negatively impacted their lives in so many ways, really shocks me and is a big eye opener! "

> " This session was very effective at encouraging productive discussion between colleagues and providing people with a safe space to explore the issues presented with confidence. "

> " An excellent thought-provoking presentation and support for discussions to progress the work going on in Hampshire. "

- As planned, these sessions will continue on 'Race' and will follow shortly with Let's talk about Disability, Gender and Sexual Orientation with follow during the next reporting year.

- It should also be noted that Corporate Management Team commissioned a review of the organisation's Inclusion Strategy, and the associated work programme, policies, and processes. This covers not only our staff but also the services we provide and accessibility from a service user perspective. This work is progressing and is on schedule to be completed by the end of the summer.

Wellbeing

An important focus has understandably been on wellbeing and supporting staff with new ways of working and providing them with information during the pandemic:

- A wellbeing site of pooled resources is available to all staff with all content verified by Public Health and Occupational Health colleagues. To date we have had over 17,000 page views and over 600 people have attended Health and Wellbeing virtually delivered sessions.

- Work Force Development has developed two new initiatives for virtual delivery to Managing Remote Working and Organisational Resilience. Managing Remote Working commenced in December and will continue to be programmed to run throughout 2021.

- To provide further key information a set of employee and manager guides that provide focussed detail on support offered by assured organisations outside of the County Council have been designed with telephone numbers and web addresses.

As part of the departments talent strategy to grow our own staff, we have continued to utilise the Apprenticeship Levy by exploiting opportunities for our existing workforce to undertake apprenticeships across multiple apprenticeship standards e.g. technical, project management, administrative/business development and management and leadership. Ensuring accessible IT provision in response to colleges and universities transitioning to online learning and introducing a department mentor for each apprentice.

The apprenticeship levy is now entering its fifth year since being introduced by the Government in 2017. In this time the levy has supported over 800 County Council employees to enrol on apprenticeships at a committed value of £6.6 million. 232 corporate apprentices have successfully completed their programme and currently the programme has 84% retention which is above the 68% national average.

We currently offer 86 different types of apprenticeships, across a broad range of occupations such as social work, occupational therapy, digital skills, business and leadership, catering, human resource and financial functions, motor vehicle, and care services. 45 training providers currently work in partnership with the County Council to deliver these programmes. With new employer designed apprenticeships being continuously developed, we anticipate the programme offer could grow in the next year to 100 different apprenticeships being utilised to develop skills in the County Council. Despite the pandemic, in the 2020/2021 financial year the apprenticeship team have enrolled 251 new apprenticeship starts. The pandemic did impact new starts in the first quarter 2020/2021 financial year; however, this began to recover in the second quarter, with usual demand for apprenticeships resuming from September onwards.

In comparison to previous years retention data, the pandemic had negligible impact on apprentice's ability to continue their programme, which can be attributed to speed in which an online offer was available. Over the summer the apprenticeship team announced, the County Council had started its thousandth apprentice on a levy funded apprenticeship programme.

Ensuring the efforts of our people are recognised

We reward and recognise our people in all sorts of ways, formally and informally.

At the heart of this is the value and belief that we have in our workforce, in the commitment and loyalty they show to their work and communities they serve. This appreciation is demonstrated through the private and public acknowledgements shared with our people daily.

In addition to our salary and expense arrangements, as part of its Employee Value Propositions the Council has a framework (Valuing Performance) in place that enables managers to measure performance and subsequently reward and recognise staff where exceptional performance is evident. Reward for exceptional performance is typically through a Special Recognition Payment (SRP). For the period January to December 2020, 16.58% of staff received SRPs for exceptional performance. Further information is detailed in the 'Progress and Perform' section.

In addition to the recognition for exceptional performance, we know there are 27 roles that are difficult to recruit and retain staff. These roles can attract market supplements where appropriate in recognition of the highly sought after or specific skill shortage.

A recent review of market supplements, with evidence of a positive impact on recruitment and retention, supported the continuation of such payments, e.g. for nursing staff and social workers.

Following the review of market supplements for social workers to respond to developments in pay

and job roles in other local authorities, these have now been introduced and recruitment improved significantly as referenced on **page 26.**

As we continue to build our Extended Organisation as shown in **Appendix one**, reward and recognition become even more prevalent given our contractual obligations and market conditions as mentioned in the **Attract section** of this report. This year we are able to consider the inclusivity of our reward and recognition arrangements with the information that follows reflecting how particular protected characteristics are impacted by our arrangements.

In terms of salary, we know that there are more women than men in the top 5% of earners which in itself hides the gender pay gap within the Council. However, whilst the Gender Pay Gap report published in March 2021 shows an overall gender pay gap of 15.8% in favour of men shown in the table below, the profile of our workforce can go some way to explaining this.

As previously reported, most of the workforce is female, with this being most pronounced at the lower grades. The gender pay gap of 15.8% is not because of paying men more than women for the same or equivalent work. The Council continues to deliver services that other equivalent organisations have either outsourced or no longer provide e.g. catering in schools. If these services were excluded from the data, the Council would have a gender pay gap of 10%. As such, the gender pay gap exists because of the workforce profile – the roles which men and women undertake within the Council, and the salaries that these roles attract.

Gender pay gap overview

Pay	2018–2019	2019–2020
Mean gender pay gap in hourly pay (men currently earn more)	17.10%	15.80%
Median gender pay gap in hourly pay (men currently earn more)	19.30%	16.30%
Bonus		
Mean bonus gender pay gap (men currently earn more)	9.30%	14.20%
Median bonus gender pay gap	0%	0%
Proportion of males receiving a bonus payment	13.30%	11.20%
Proportion of females receiving a bonus payment	10.60%	8.30%

This year's figures continue to show that most of our highest earners (top 5%) are White with ethnic minority representation in this group below the profile of our representative area. Any necessary action in this space will be determined as part of the Inclusion Strategy which is currently being developed. Our data tells us that of our top 5% of earners, those with disabilities are representative of our wider workforce profile and again this has not changed since last year.

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

As referenced above, the Valuing Performance framework supports our people (managers and staff) in having meaningful conversations about performance.

Some departments have or are in the process of adapting the Valuing Performance approach to reflect the local values-based ethos which is intended to define the department's culture; and for some there will be an increased focus on the performance management of services and functions, including financial, risk, productivity and overall operational management.

Of those recognised as being our top performers their performance is exceptional. In addition to rewarding exceptional performance there is a small proportion of under performance. As well as dealing with this through management measures, which include support and development, incremental progression can also be withheld where appropriate.

The performance of staff across the organisation continues to be high, with 99% of staff achieving successful and exceptional performance. Less than 1% of staff have been rated as poor performers

as managers have worked hard to deal with these instances in a timely fashion and throughout the year.

There has been an increase in the number of exceptional performers recognised through SRPs this year, largely as a result of their performance in the context of the COVID-19 pandemic.

During the first half of this year SRPs were awarded to staff mainly within Adults' Health and Care (1,382 staff) and they were largely used as means of incentivising and recognising the extra demands being placed on staff, i.e. to cover absences, take on extra shifts and additional duties, during the period of COVID-19 response as opposed to our more traditional use of SRPs which tends to reward staff post event/delivery. A small number (92) of staff in other departments also received SRPs during this period for significant performance though not specifically linked directly to COVID-19.

The below table shows the total in-year and end of year SRP figures for 2020. With the increase of in-year SRPs awarded this year as referenced above, in this report we have combined in-year and end of year figures for 2020.

Special Recognition Payments (SRP) in-year and end of year figures for 2020

2020 Total SRPs		
Headcount	Number	Percentage
12,749	2,114	16.58%

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

SRPs by grade showing in-year and end of year figures for 2020

Grades	Total SRPs (in-year and end of year)
Grades A–D	15.46%
	1,094
Grades E–G	17.74%
	856
Grades H+	17.83%
	151

Detailed data on SRPs awarded throughout 2020 enables us to summarise as follows:

- There is an overall increase in SRPs recommended for both men and women, and the overall percentage of men receiving SRPs remains higher, than women;
- 30.15% of ethnic minorities have received SRPs. Though, of those who have not recorded their ethnicity, 15.12% have received an SRP and therefore the true position is unknown;
- The number of SRPs for employees who have recorded having a disability is 12.5%;
- The highest age bracket receiving SRPs is 30–50, however data shows a positive picture with proportions of reward evenly distributed across all ages.

Managers tackle poor performance and misconduct issues in accordance with the County Council's disciplinary policies. During 2020/2021 there were 46 new performance cases which is 0.36% of the total workforce and 102 new conduct cases (0.80%) across departments.

This was a decrease in the total number of cases compared to 2019/2020 when there were 76 new performance cases and 163 new misconduct cases. Whilst the specific rationale for this is unknown, this is mainly due to the impact of COVID-19 including the excellent response of the workforce during the pandemic period.

During the first period of lockdown, the Council paused all casework. Management, with advice from HR continued to log and determine appropriate action when new HR casework arose and undertake those aspects of casework that did not require face to face meetings or hearings. There was no requirement for casework to be paused during subsequent lockdown periods as the Council had implemented COVID-secure accommodation arrangements and having invested significantly in IT equipment has also been able to progress casework virtually where appropriate to do so.

The reduction in performance cases was more pronounced in the first six months of 2020/2021. The number of cases increased in the second half of the year and were more in line with the number of performance cases during the same period in 2019/2020. Nevertheless, the total numbers remained lower than that of 2019/2020 as set out in the following table.

Number of performance cases 2019/2020 and 2020/2021

Performance	2019/2020		2020/2021	
	Number of cases	Percentage	Number of cases	Percentage
Apr – Aug	27	36%	16	35%
Sept – Mar	48	64%	30	65%
Total	**75**	**100%**	**46**	**100%**

In a high performing organisation such as ours we would not expect to see high numbers of formal performance management cases and our policies support the informal resolution of issues, including performance, where it is possible to do so.
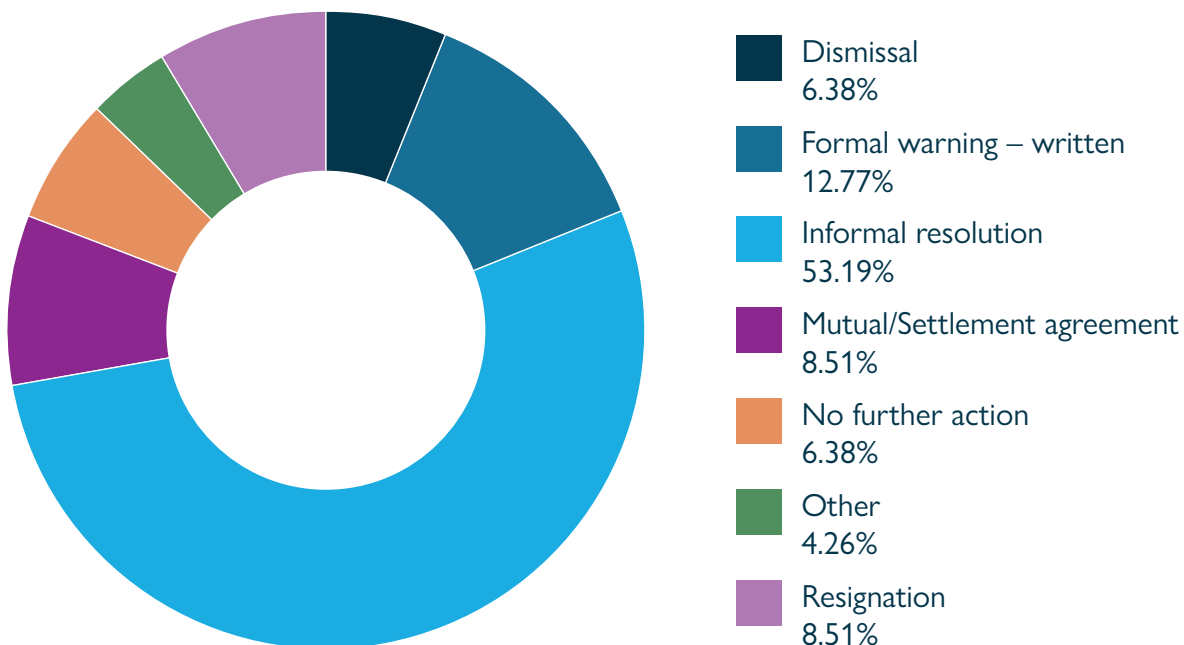
Members of staff who are being managed because of poor performance will have their incremental salary progression withheld i.e. they will not progress to the next salary step point for their grade. In April 2021, 16 members of staff had their incremental salary progression withheld, although eight were already at the top of the pay scale so this would have had no impact. This is a reduction from 29 in April 2020.

Of the performance cases resolved within 2020/2021, 53.19% resulted in informal action. There were three dismissals due to performance during 2020/21 and an additional eight employees left by way of a mutual/settlement agreement or resignation mid-way during the process, this is a slight increase compared to seven individuals during 2019/2020.

The Council's performance policy allows for the contract of employment to be ended by mutual agreement between the employee and Hampshire County Council. Whilst the Council seeks to support an employee to improve their performance, it recognises that in some situations this may not be the employee's desire. A mutual agreement is most likely to be reached where an employee is unlikely to achieve the required standards for their role, unlikely to achieve the required standard in a reasonable time frame and the employee does not wish to participate in a formal process.

Resolution categories for performance cases 2019/2020 and 2020/2021

- Dismissal 6.38%
- Formal warning – written 12.77%
- Informal resolution 53.19%
- Mutual/Settlement agreement 8.51%
- No further action 6.38%
- Other 4.26%
- Resignation 8.51%

As expected, there was also a significant reduction in misconduct cases in the first six months of 2020/2021. The number of cases increased in the second half of the year and were more in line with the number of performance cases during the same period in 2019/2020. Despite this increase in the second half of the year the total number of cases was overall still considerably less than that of 2019/2020 as set out in the following table.

Number of misconduct cases 2019/20 and 2020/21

Misconduct	2019/2020		2020/2021	
	Number of cases	Percentage	Number of cases	Percentage
Apr – Aug	83	51%	34	32%
Sept – Mar	79	49%	72	68%
Total	**162**	**100%**	**106**	**100%**

Of the 106 new misconduct cases the majority (40.57%) were due to behavioural issues. The following table provides the detail of the reason categories for all the misconduct cases. This is a slight decrease from 41% compared to the same period last year.

Resolution categories for misconduct cases

Behavioural
40.57%

Failure to follow policy or procedure
27.36%

Breach of data protection
2.83%

Failure to follow professional codes of conduct
3.77%

Criminal allegation
7.55%

Financial abuse
1.89%

Failure to follow instruction
7.55%

Other
8.49%
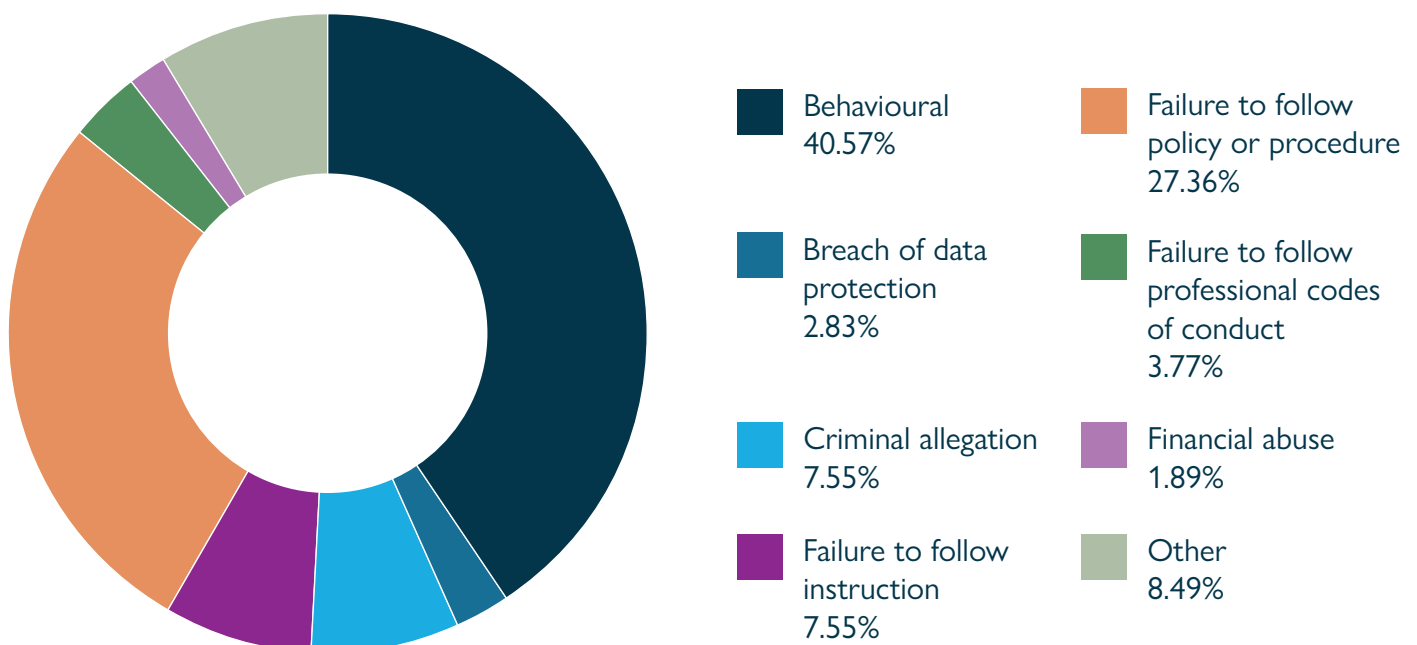
48.15% of resolved formal misconduct cases resulted in informal action, in comparison to 68.24% in 2019/2020. There were four dismissals due to misconduct during 2020/2021 and an additional 11 cases were resolved by way of a mutual/settlement agreement or they resigned mid-way during the process. In 2019/2020 only one case was resolved by dismissal and an additional ten cases were resolved by way of a mutual/settlement agreement or they resigned mid-way during the process.

Resolution categories for misconduct cases

Dismissal
3.71%

Formal warning – final
8.33%

Formal warning – written
6.48%

Informal resolution
48.15%

Mutual/Settlement agreement
1.85%

No further action
23.15%

Resignation
8.33%
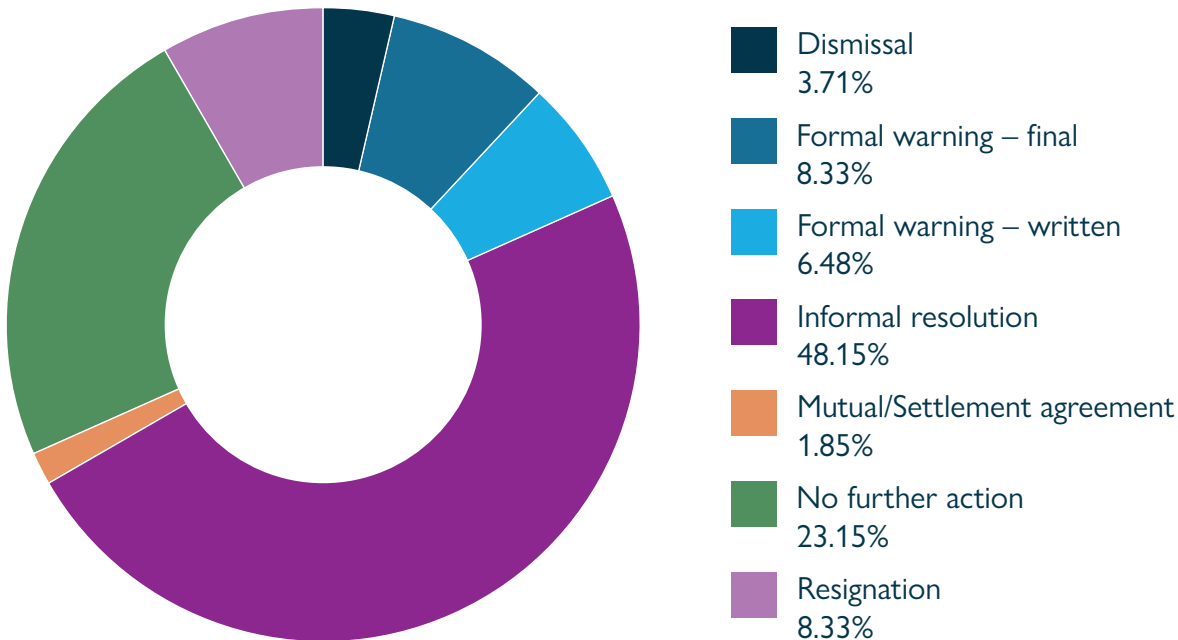
In respect of tackling absence and attendance issues, managers work in accordance with the Council's disciplinary policies. During 2020/2021 there were 163 new attendance cases across Council Departments. This is a reduction from 314 cases in 2019/2020.

In line with the casework profile across the core policies referenced above we also experienced a significant reduction in attendance cases in the first six months of 2020/2021. There was less of an increase in the second half of the year compared with other case types as reflected in the figures below. Although out of line with casework under the other core policies this steady level of absences cases across the whole of the year is consistent with the general annual workforce sickness absence rate.

Number of attendance cases 2019/2020 and 2020/2021

Attendance	2019/2020		2020/2021	
	Number of cases	Percentage	Number of cases	Percentage
Apr – Aug	142	45%	78	48%
Sept – Mar	172	55%	85	52%
Total	**314**	**100%**	**163**	**100%**

Absence and attendance cases have been a mix of long term (74.85%), short term (15.95%) as well as health cases where the employee is not absent from work (7.98%), but where action and/or adjustments are required in order to sustain their attendance. The profile of absence cases is consistent with the previous year which was long term (73.3%), short term (17.3%) health cases where the employee is not absent from work (9.3%).

Of the absence cases which were concluded in 2020/21, 70 cases (34.68%) resulted in the employee terminating their employment with the Council. This includes 47 who left by way of a mutual/settlement agreement and 13 resignations as employees made the decision to leave the Council rather than undergo the full formal attendance management process. In the main this compares similarly to 50 individuals in the same period last year.

Resolution category for absence cases

- Dismissal 2.31%
- Formal warning – final 2.31%
- Formal warning – written 4.62%
- Informal resolution 26.02%
- Mutual/Settlement agreement 27.17%
- No further action 26.59%
- Resignation 8.67%
- Retirement 2.31%
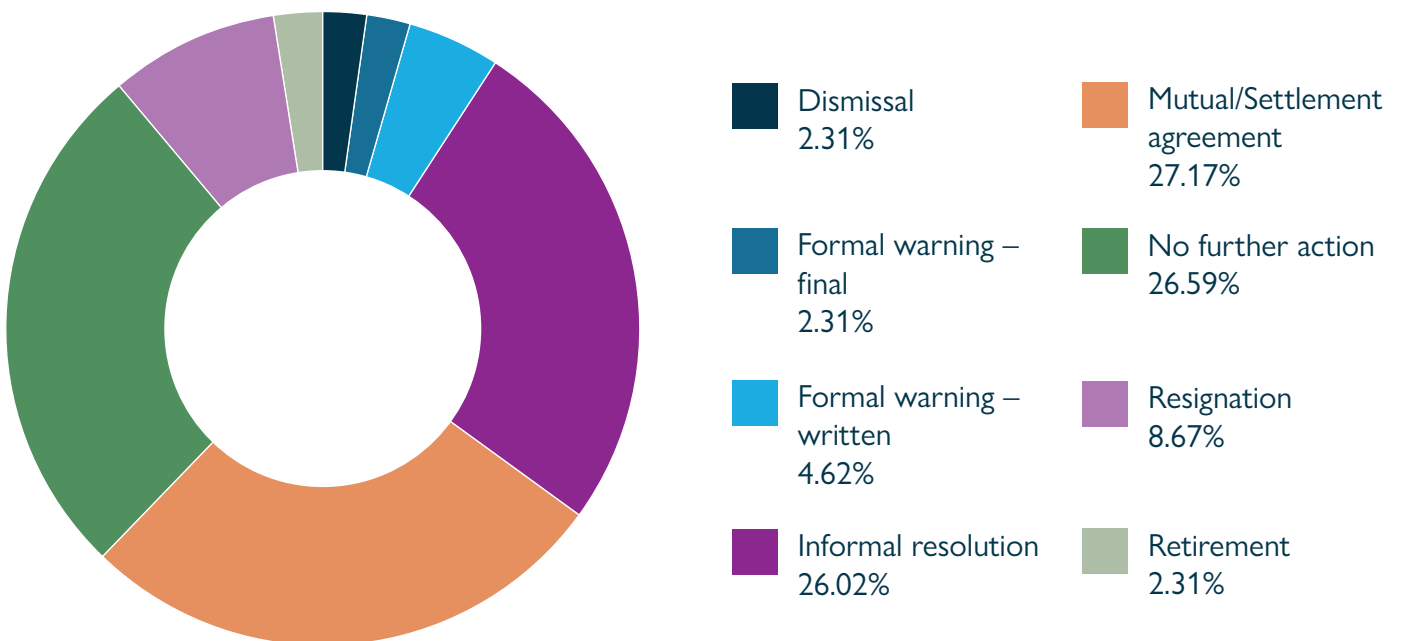
The Council's average absence rate for 2020/2021 decreased from last year from 3.6% to 3% **Appendix two.** It remains below the national public sector average of eight days lost per employee, (CIPD, March 2020, Health and Wellbeing at work, public sector), with the County Council reporting and average of seven days lost. The total estimated productivity cost of sickness absence has reduced from last year of circa £9m to circa £8m. The reduction in sickness absence could be contributed to a number of reasons relating to the pandemic, such as the reduction of other illnesses transmitted due to a high proportion of employees working from home and the reduction in operations and non-urgent procedures taking place.

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

Top ten sickness reasons across departments

Adults' Health and Care		Children's Services	
Sickness reason	Percentage	Sickness reason	Percentage
COVID-19	25.1%	Anxiety/stress	27.4%
Anxiety/stress	21.2%	COVID-19	19.6%
Muscular/skeletal	10.2%	Depression	10.3%
Stomach or bowel	6.4%	Operation/post operation	6.7%
Back	4.5%	Muscular/skeletal	5.9%
Depression	3.9%	Virus	4.4%
Operation/post operation	3.9%	Stomach or bowel	3.7%
Headache/migraine	3.4%	Headache/migraine	3.7%
Virus	2.5%	Cancer	3.4%
Chest/bronchitis	2.4%	E, N, T (including cold and flu)	2.7%
Total	83.5%	Total	87.7%

CCBS		Corporate Services		ETE	
Sickness reason	**Percentage**	**Sickness reason**	**Percentage**	**Sickness reason**	**Percentage**
COVID-19	19.2%	Anxiety/stress	20.1%	COVID-19	17.5%
Anxiety/stress	17.3%	COVID-19	11.9%	Stomach or bowel	15.8%
Muscular/skeletal	11.7%	Headache/migraine	9.3%	E, N, T (including cold and flu)	14.6%
Operation/post operation	6.6%	Depression	9.1%	Anxiety/stress	9.9%
Stomach or bowel	6.0%	Cancer	7.7%	Headache/migraine	8.9%
Back	5.6%	Stomach or bowel	7.0%	Cancer	5.4%
Depression	4.4%	Operation/post operation	6.0%	Muscular/skeletal	4.5%
Nerve or brain	4.0%	E, N, T(including cold and flu)	5.0%	Operation/post operation	4.1%
Headache/migraine	3.6%	Back	4.3%	Depression	3.9%
Cancer	2.6%	Virus	3.5%	Back	2.9%
Total	**80.9%**	**Total**	**83.9%**	**Total**	**87.6%**

A significant proportion of absence still relates to mental health and highlights the need for a continued focus in this area. Absence for operations remains in the top ten reasons for all departments, however, represents a lower percentage than in previous years as mentioned above.

A COVID-19 Self-assessment toolkit was launched in July 2020 to provide employees and managers with information and tools to help them assess their risk of poorer outcomes of COVID-19. Through engagement with the BME Network a self-assessment was launched for minority ethnic colleagues alongside a self-assessment for other staff who felt particularly vulnerable for reasons, such as their age or an underlying health condition.

During 2020/2021 there were 50 new 'resolving workplace issue' cases across Council departments. No matter how successful the organisation there are issues that prompt an employee to submit a 'grievance' through the Council's Resolving Workplace Issues policy.

Of the 44 new 'resolving workplace issue' cases in 2020/2021 the majority (16) related to relations with colleagues and management. This is a reduction from 2019/2020 where 26 cases related to relations with colleagues and management. In 2020/2021 a further ten cases were categorised as related to bullying or harassment and six were because of issues with the working environment. This is a slight increase compared to 2019/2020 with seven related to bullying or harassment and four related to issues with the working environment.

Of those resolving workplace issues cases that were resolved within 2020/2021, the majority, 19 (48.72%) resulted in informal advice or resolution.

Encouraging our people to stay and learning from those who leave

As with all organisations we know there are several factors that impact on staff retention and these are taken seriously within the Council. These factors include:

- **Employee engagement** – ensuring that our people are engaged and listened to on the full range of organisational issues.
- **Health and wellbeing** – ensuring that our people's health, safety and well-being are taken seriously, and that support is available for staff across the wide range of needs in this space.
- **Reward and benefits and development opportunities** – both referenced in previous sections.

Equally of course it is important that the Council has appropriate mechanisms in place to support our people to move on when performance does not meet organisational expectations. Turnover for the last 12 months averaged 11.4% which is considered 'healthy' turnover. This is below the UK average of 16% (Resourcing and Talent Planning, October 2020, CIPD) and lower than last year's 15.08%.

During this year there have been 1,422 leavers which is a decrease in number of leavers compared to 2,027 that left during 2019/2020, a reduction of 605, which is likely to be contributed to the pandemic.

Of these leavers, 78% (1,104) were female. 8.15% (116) were from ethnic minorities and 3.3% (47) had declared a disability which is broadly comparable to our workforce data overall.

Sexual orientation data was not provided by 59% (835) of leavers, 37% (524) recorded their sexual orientation as heterosexual, with 1.5% (22) bisexual and 0.8% (12) recording their sexual orientation as gay man/gay women/lesbian.

Leaver reasons across departments

Leaver reason	AHC	Children's Services	CCBS	Corporate Services	ETE	Total
Dismissal	12	8	9	3	1	33
Redundancy	35	8	59	11	0	113
Resign – alternative employment	113	116	117	77	17	440
Resign – alternative LG org	11	13	6	4	3	37
Resign – dissatisfaction	14	16	7	0	2	39
Retirement	40	40	28	9	7	124
Other	144	186	214	50	23	617
Death in service	6	11	0	1	1	19
Total	**375**	**398**	**440**	**155**	**54**	**1,422**

Of the total 1,422 leavers, the largest proportion (1,257) left for 'voluntary reasons' these include for family commitments, moving away and health. This shows fewer leavers than last year (a reduction of 605 leavers) which may be contributed to the pandemic.
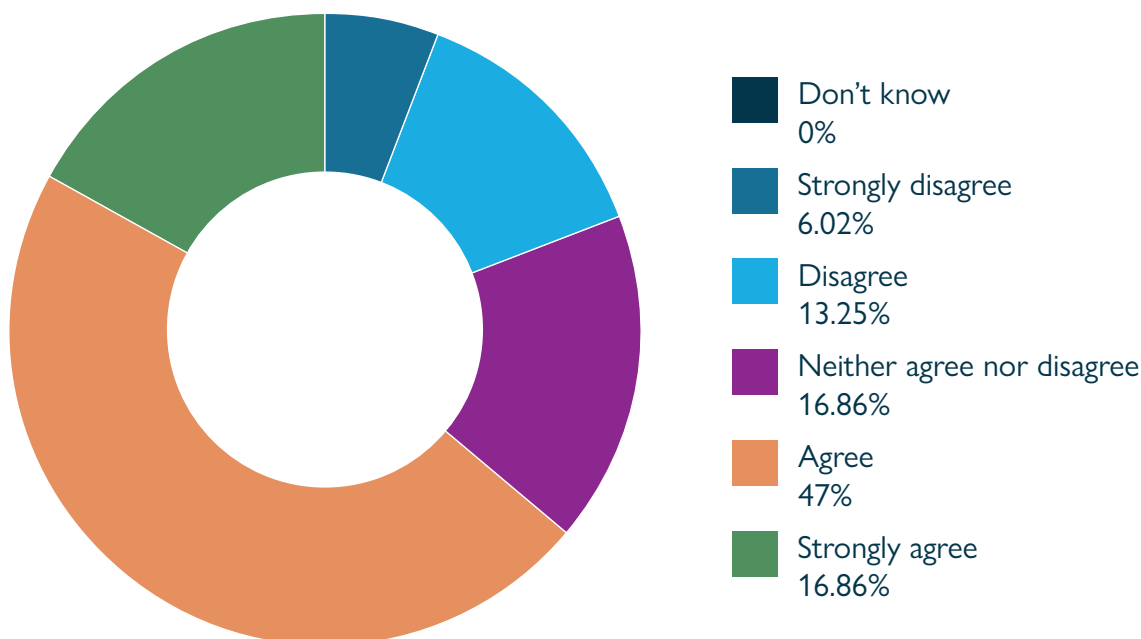
Over the course of the past year, we have sadly lost a number of staff and volunteers across the County Council and our extended organisation to the Coronavirus. We, alongside the wider Hampshire community have mourned these losses and we will formally honour them later in 2021.

258 leavers (18%) left within 12 months of joining, with 84 of these leaving to go to roles in other organisations; and 130 recording a range of reasons such as resigning due to health, returning to full time education, taking a career break, moving away, or simply did not give a reason. 34 left as a result of temporary contracts ending and ten recorded a reason of dissatisfaction. This is lower than last year's 24% of employees who left within 12 months of joining.

One of the actions from the 2019/2020 Annual Workforce Report was to explore how to best capture information from those leaving the County Council. SAP development created a notification to managers and staff once the leaver action has been completed by the manager via the manager's portal. This notification directs leavers and managers to information on the leaver process. An electronic leaver questionnaire and a leaver checklist were published in November 2020 and are available to staff across the County Council.

Out of 451 leavers who left for voluntary reasons 16% completed the leaver questionnaire. Work will continue within departments to encourage more leavers to complete the questionnaire before they leave. Data from the leaver questionnaire is already starting to provide additional insight into the reasons that staff are leaving the County Council. Overall, the staff responses to the survey questions have been more positive than negative with a couple of examples listed below with the majority of leavers feeling valued, supported and able to raise issues and problems openly:

I feel a valued employee of the County Council

Don't know
0%

Strongly disagree
6.02%

Disagree
13.25%

Neither agree nor disagree
16.86%

Agree
47%

Strongly agree
16.86%

I felt supported by my line manager

- Don't know
  1.4%
- Strongly disagree
  5.55%
- Disagree
  5.55%
- Neither agree nor disagree
  5.55%
- Agree
  33.3%
- Strongly agree
  48.65%

I felt able to raise issues and problems openly

- Don't know
  2.8%
- Strongly disagree
  8.3%
- Disagree
  6.9%
- Neither agree nor disagree
  16.7%
- Agree
  34.7%
- Strongly agree
  30.6%
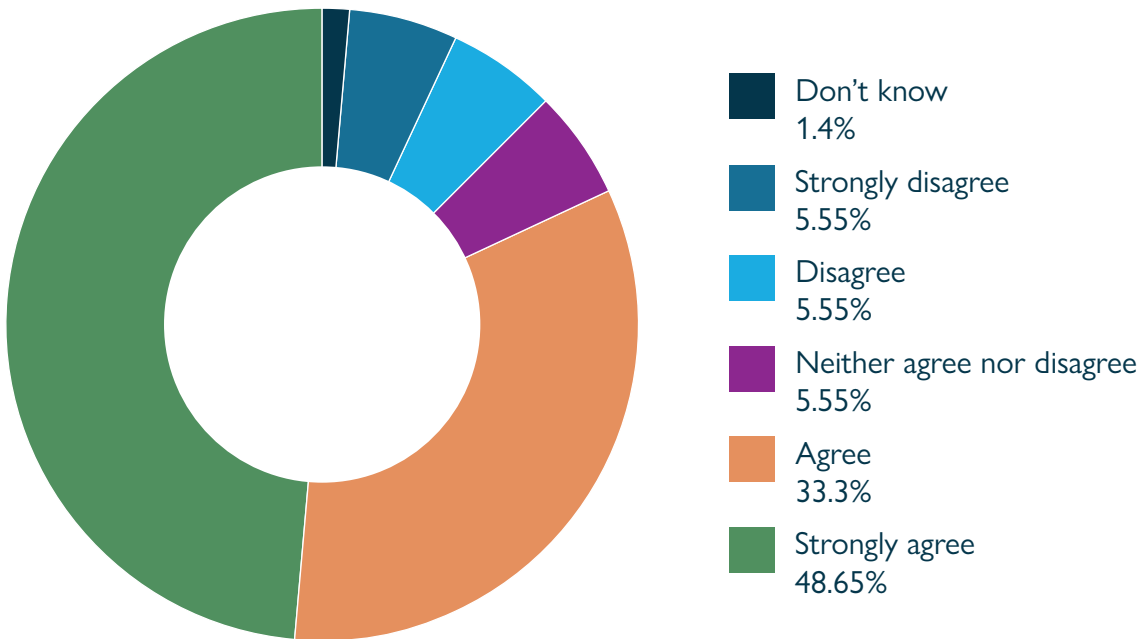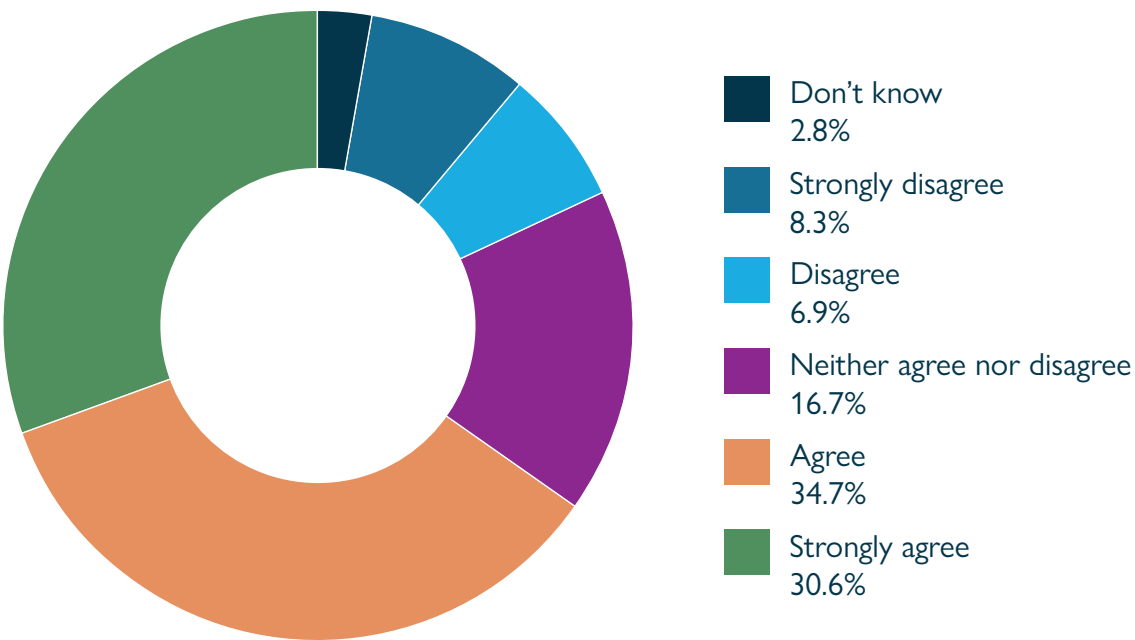
All resigning employees are encouraged to have a leaver interview unless they choose to opt out. Departments respond and action any outcomes from these meetings. From those that completed the leaver questionnaire 56% had attended a leaver interview or had one scheduled.

Where staff were asked which statements have most contributed to their decision to leave, they could respond to multiple statements. The most popular reasons for leaving were stated as 'My new role is a promotion, or an opportunity to progress my career', and 'My new role offers a higher salary'. 11% (8) stated the reason for leaving was a workplace issue or relationship with their manager. This is an area that we will continue to monitor in order to understand trends over time.

The following shows the number of staff by department that have joined the Council because of operating model changes or increases in service delivery, of which TUPE transfers resulted.

TUPE transfers into the Council (April 2010 – March 2021 by department)

Legend:
- Adults' Health and Care
- Children's Services
- CCBS
- Corporate Services
- ETE
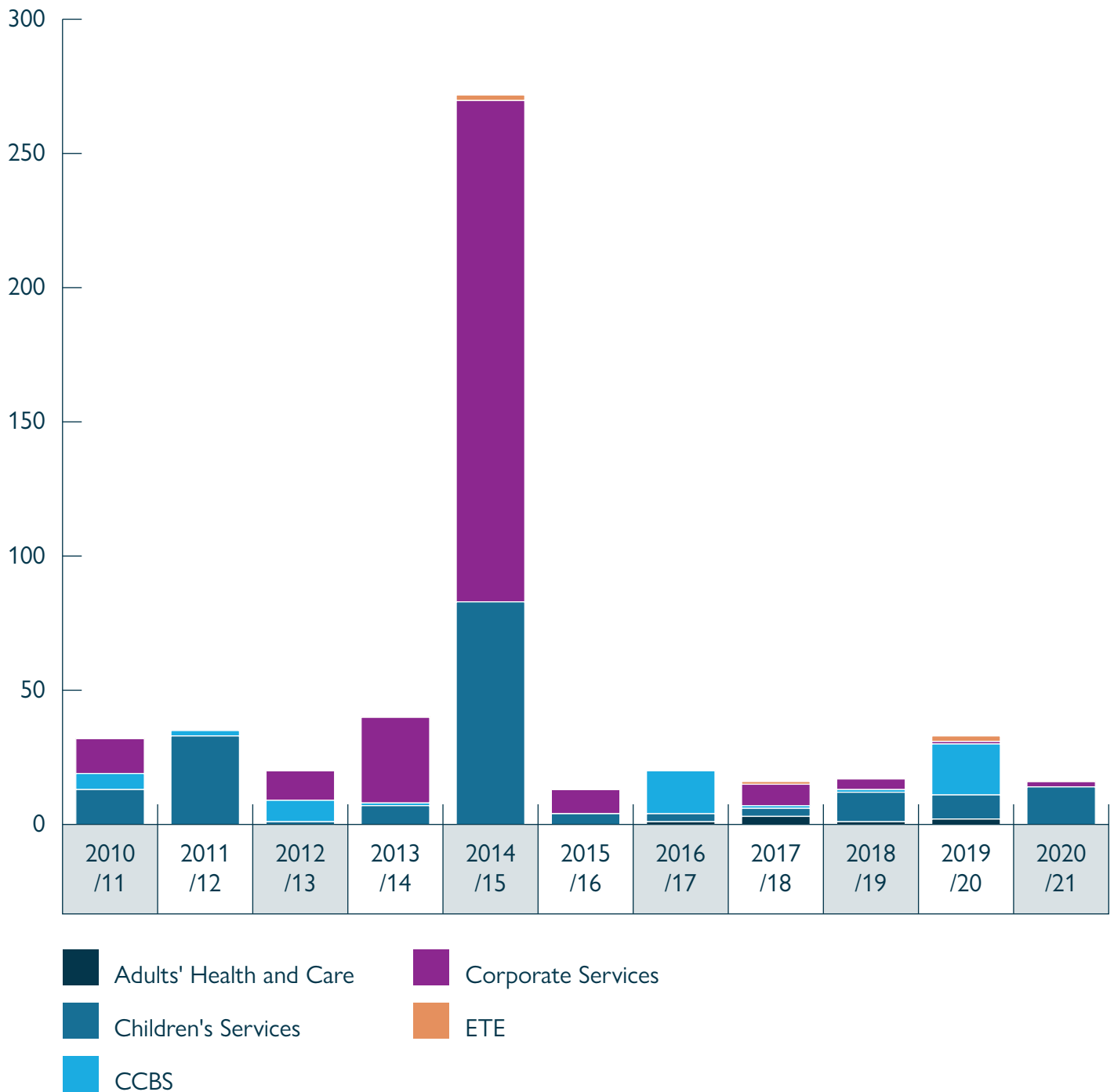
Conclusions

Despite it being an extraordinary year for everyone, much of our organisational data has remained comparable to previous years except for the number of people applying to join the Council, which has increased, and the number of people leaving us, which has decreased. Both of these can be attributed to the wider implications of the global pandemic.

In gathering and analysing the workforce data contained in this report, careful consideration is given to the nature and make-up of our people. This includes, for example, the number of people required, their skill sets, knowledge, expertise, and the quality of their performance to deliver the range of services required of the Council. This is demonstrated by the continued:

- Reduction in overall headcount in line with our transformation and savings strategies;
- Re-shaping of roles and services to achieve maximum benefit, resulting in efficiency savings with automation, for example, continued reduction of headcount in Grade D, with an increase in Grade C (FTE);
- A sustained higher than average reduction in our senior grades;
- Focus on leadership and management development.

Interestingly, and perhaps unsurprisingly given the nature of some of our services and roles, we continue to have a high concentration of part time staff in our lower grades of A and B; and linked to this, we continue to have significantly more women, than men working in part time roles.

As with more recent years, there continues to be a focus on our Inclusion and Diversity agenda, and it is good to note that there has been a continued marginal increase in our ethnic minority workforce, however further insight is required to understand how this can be further improved to reflect our wider community, and to include other protected characteristics such as disability and sexual orientation.

The impact of the Staff Networks has been recognised during the pandemic and they have pulled together to support various network activities and work closely with HR to support inclusion initiatives across the County Council.

Proportionally, we continue to have fewer people aged under 25 within our workforce with less recorded this year than last year. We would still like to better understand the reasons for this in order to determine what actions, if any, may be required.

Absence levels remain below the public sector average and they have decreased this year. Absence remains a focus of all departments with management action undertaken to resolve.

Casework and workplace issues continue to be a focus of attention, with improvements being made in this area over the last year through focussed development of managers.

Access to data and information, as contained in this report, continues to enable identification of areas for future focus.

Organisational and workforce considerations remain a key and critical focus of the Council to ensure continued high-quality service delivery because of the outstanding calibre of its workforce.

Next steps →

We continue to progress the next steps and actions agreed in last year's Annual Workforce Report. This is documented in **Appendix three** along with new actions for this year.
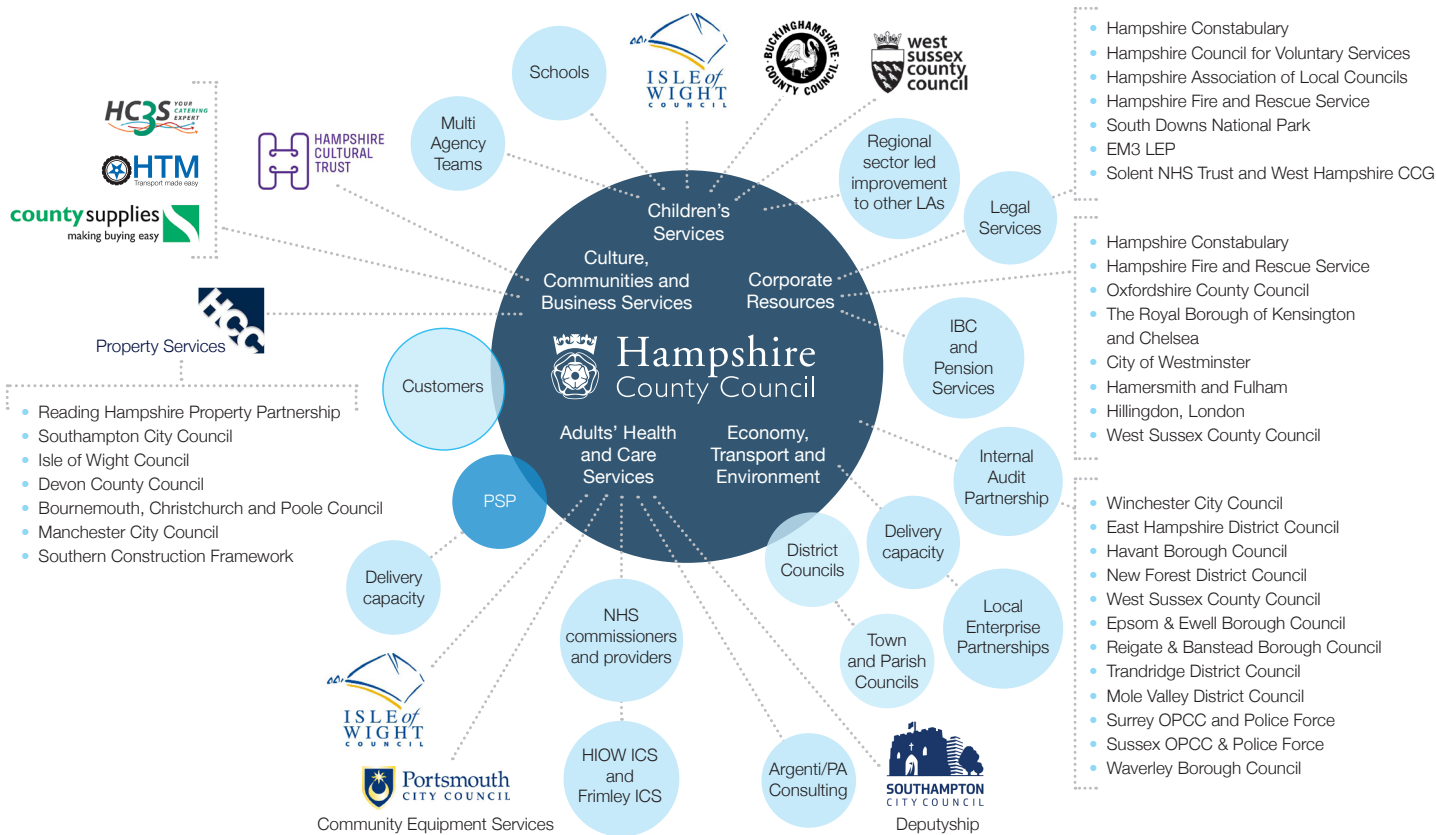
Appendices

Appendix one

Our extending organisation | 2021

A graphic of Hampshire County Council's income generating partnerships

- Hampshire Constabulary
- Hampshire Council for Voluntary Services
- Hampshire Association of Local Councils
- Hampshire Fire and Rescue Service
- South Downs National Park
- EM3 LEP
- Solent NHS Trust and West Hampshire CCG

- Hampshire Constabulary
- Hampshire Fire and Rescue Service
- Oxfordshire County Council
- The Royal Borough of Kensington and Chelsea
- City of Westminster
- Hamersmith and Fulham
- Hillingdon, London
- West Sussex County Council

- Winchester City Council
- East Hampshire District Council
- Havant Borough Council
- New Forest District Council
- West Sussex County Council
- Epsom & Ewell Borough Council
- Reigate & Banstead Borough Council
- Trandridge District Council
- Mole Valley District Council
- Surrey OPCC and Police Force
- Sussex OPCC & Police Force
- Waverley Borough Council

- Reading Hampshire Property Partnership
- Southampton City Council
- Isle of Wight Council
- Devon County Council
- Bournemouth, Christchurch and Poole Council
- Manchester City Council
- Southern Construction Framework

Schools

Multi Agency Teams

Regional sector led improvement to other LAs

Legal Services

Children's Services

Culture, Communities and Business Services

Corporate Resources

Hampshire County Council

Adults' Health and Care Services

Economy, Transport and Environment

IBC and Pension Services

Internal Audit Partnership

Customers

Property Services

PSP

Delivery capacity

NHS commissioners and providers

District Councils

Delivery capacity

Local Enterprise Partnerships

Town and Parish Councils

HIOW ICS and Frimley ICS

Argenti/PA Consulting

Community Equipment Services

Deputyship

The estimated income value of these partnerships to Hampshire County Council is **£114m** gross (including schools)

Appendix two

Percentage of time lost

	Adults' Health and Care	Children's Services	CCBS	Corporate Services	ETE	Total
April 2020	10.11%	2.50%	2.09%	0.99%	1.64%	3.9%
May 2020	7.68%	1.97%	1.40%	0.67%	1.63%	3.1%
June 2020	6.05%	2.41%	1.83%	1.08%	1.89%	2.9%
July 2020	5.22%	2.74%	1.96%	0.93%	1.65%	2.8%
August 2020	4.57%	2.29%	1.55%	0.63%	1.56%	2.4%
September 2020	4.12%	2.85%	2.50%	0.97%	1.74%	2.7%
October 2020	4.96%	3.60%	2.56%	1.42%	1.72%	3.2%
November 2020	5.66%	4.12%	3.06%	1.81%	1.86%	3.7%
December 2020	4.93%	3.17%	2.50%	1.70%	1.43%	3.1%
January 2021	5.77%	3.50%	3.06%	1.99%	1.56%	3.6%
February 2021	4.96%	3.03%	2.31%	1.19%	1.65%	3.0%
March 2021	4.10%	2.54%	2.23%	1.36%	1.46%	2.6%
Total	**5.68%**	**2.89%**	**2.25%**	**1.23%**	**1.65%**	**3.07%**

Appendix three

Reported progress on the actions agreed in the 2019/2020 Annual Workforce Report and new actions for 2020/2021.

COVID-19 actions from 2019/2020 Annual Workforce Report

1

Action
- Support the physical and mental-health and well-being of our workforce, including a thorough review of the mental health provisions available to our front-line workforce.

Progress
- A Wellbeing site of pooled resources is available to all staff.
- We have developed two new initiatives for virtual delivery to Managing Remote Working and Organisational Resilience.
- A set of employee and manager guides have been published that provide focussed detail on support offered by assured organisations.

Next steps
- To develop the Wellbeing Strategy further.
- Areas of focus following the results continue around supporting staff with their mental health.

Status
- Complete and implemented as a business as usual process as part of the recovery work.

2

Action
- Understanding the diversity of our 'front-line' services to monitor attraction and retention more closely over the coming months.

Progress
- As part of the development of the Inclusion Strategy we are understanding the key issues that are faced by 'front-line' services particularly where this relates to protected characteristics.

Next steps
- The Inclusion Strategy will be launched later this year.
- Attraction and retention data will continue to be monitored and reported to analyse patterns in this data.

Status
- Complete and implemented as a business as usual process as part of data reporting throughout the year.

3

Action
- Review how induction is delivered across the organisation with a view to ensure that it remain COVID-19 secure without detriment to the organisation or our new employees.

Progress
- To support business continuity, the roll out of IT equipment has been paramount in providing flexibility to employees across the organisation particularly with Microsoft Teams.
- The virtual induction has been reviewed with guidance for managers provided to assist them with inducting new staff into roles whilst working virtually.

Status
- Complete.

4

Action
- Review our Leadership and Management offer, both in terms of content and in terms of methods of delivery.

Progress
- Considerable amount of work has taken place to convert materials and sessions to be held virtually.
- The Hampshire Leaders Network has continued to meet virtually during the year with sessions focusing on strategic performance, inclusive leadership and race specifically. This also includes senior management briefings, 'reflect and refresh' virtual breakfasts with the Chief Exec and joint CMT/DMT meetings.
- All of which have been delivered virtually with over 1,800 attending.

Status
- Complete.

Further actions from 2019/2020 Annual Workforce Report

1

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

Progress
- This action remains important to us, and there are links and themes to conflict resolution within the recovery work that is ongoing.
- Due to more immediate priorities at this stage and limited progress has been made.

Next steps
- As part of the Inclusion strategy, we will be able to identify links to managing workplace conflict within the strategy, internally for staff and for the County Council's wider service provision which will feed into the review of managing conflict.

Status
- On hold.

2

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

Progress
- We have continued to encourage employees to declare their personal diversity information.
- Data shows that over the course of the year there has been an increase in the number of staff recording their personal diversity information.

Next steps
- Further communications will be published to staff through departments to encourage them to update their personal data on SAP.
- Compare our ethnicity data and sexual orientation data against the Hampshire community and the next Census figures.
- Seek to provide comparison of our religious profile to regional and national data as we do with the other protected characteristics.

Status
- Ongoing.

3

Action
- The development of 'open working' options for employees across the Council in accordance with business needs is progressing.

Progress
- The Council has significantly invested in enabling staff to be able to work effectively from home or alternative locations.
- An Open Workplace Policy has been developed to be launched to create modern, efficient, and productive ways of working to better support the needs of the service and members of staff.

Next steps
- To launch the Open Workplace Policy along with additional manager and employee guidance documentation and resources as appropriate to support the effective implementation of the policy.

Status
- Complete with ongoing support activities incorporated into Business as usual activity.

4

Action
- Consideration of attraction and resourcing approaches for the local labour market with disabilities and for those under the age of 25 – pursuing actions as agreed by the Inclusion and Diversity Steering Group.

Progress
- This action will remain under review in conjunction with the development of the Inclusion Strategy and until such time as we are able to determine what our workplace will look like in order to consider attraction and resourcing approaches across all of the protected characteristics.

Status
- On hold.

5

Action

- Seek to better understand the impact of poor mental health on our workforce and necessary interventions that may support improved health.

Progress

- During the first half of this year through the two 'engagement surveys' we ran in June and October.
- In September the Wellbeing Pulse survey was in order to understand how employee wellbeing changes over time, as the County Council develops, implements, and monitors its COVID-19 recovery plans.

Next steps

- To continue with engagement activities and research into wellbeing to support staff.
- To analyse results to determine strategies to best support staff.

Status

- Complete and implemented as a business as usual process in surveying staff as part of the recovery work to determine support that can be put in place that may support improved health.

6

Action

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

Progress

- In this exceptional year we continued to support engagement and well-being activities and monitored sickness levels.
- Sickness absence has reduced over the last 12 months.

Next steps

- To continue to monitor sickness levels as we continue in the recovery phase of the pandemic.

Status

- On hold.

7

Action
- Improved options for gathering diversity data in relation to Leadership and Management development, turnover and Employee Relations casework including Misconduct and implementing changes as necessary.

Progress
- Work has continued with gathering diversity data across Leadership and Management development and this will be reported further in the 2021/2022 Annual Workforce Report due to timings of programmes.
- A leaver questionnaire was implemented at the end of last year.

Next steps
- Diversity data captured will also be reported to assess the turnover of our staff with an inclusive lens.
- Further consideration is ongoing to explore options to report data from the casework database.

Status
- Complete and ongoing work incorporated into business as usual activity.

8

Action
- Developing options to enable the capture of feedback from new starters and leavers to inform strategies across the whole of the employee life cycle.

Progress
- Feedback is captured through the leaver questionnaire introduced at the end of 2020 and is referenced in the report.

Next steps
- With the corporate induction being updated a survey will be introduced following the induction review and progress of this work will be captured in future reports.

Status
- Complete capturing feedback from new starters will be incorporated into business as usual activity.

9

Action

- Ongoing consideration of the impact of the new EU immigration on attraction and resourcing.

Progress

- In preparation for the EU Exit, each department has considered the roles that may be impacted because of a potentially reduced labour pool and any mitigations that could be put in place.
- The County Council submitted information to the consultation, following this the MAC recommended that 'senior care workers' were added to the Shortage Occupation List.

Next steps

- This continues to be monitored and further information will be provided when available.
- Following the rise of unemployment and a rise in applications received for roles advertised within the County Council this position will be kept under review.

Status

- Complete monitoring incorporated into business as usual activity.

New actions for 2021/2022

1

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

Deliverables
- The impact of COVID-19 continues to be monitored and further information and will be reported throughout the year.
- New actions will be scoped and added as they arise.

Status
- New.

2

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

Deliverables
- This action will be scoped to identify how best to monitor internal career progression.

Status
- New.

3

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

Deliverables
- This action will be scoped to identify the best way to report on this.

Status
- New.

4

Action

• Review and update Departmental and Corporate People Strategies.

Deliverables

• Departmental People Strategy documents.
• Corporate People Strategy.

Status

• New.

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