

HR METRICS AND PERFORMANCE MONITORING

1. PURPOSE OF REPORT

- 1.1 To provide data on a number of HR issues in order that better informed business decisions can be made within the council.

2. BACKGROUND

- 2.1 The HR Metrics report has been used to compare data since 2017 and replaced the annual employee report.

3. WHERE WE NEED TO BE

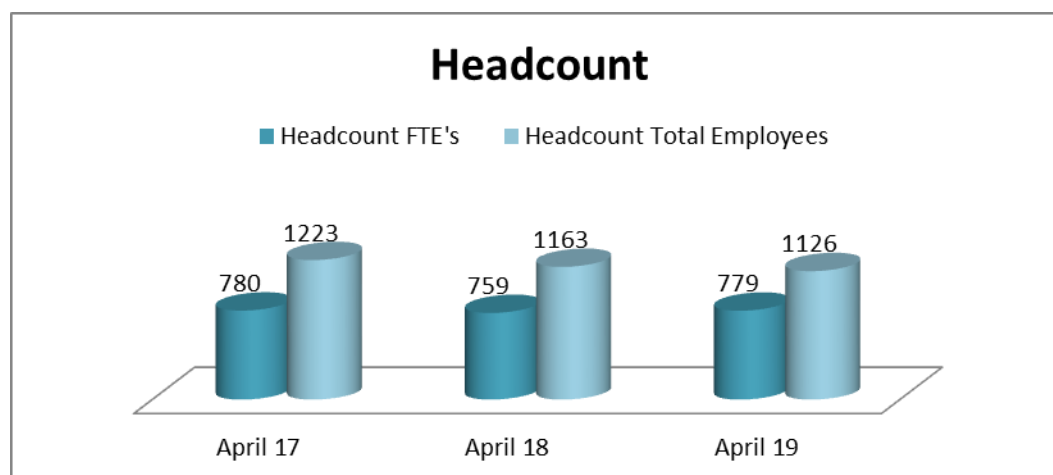
- 3.1 As good practice we should regularly benchmark how the organisation is performing on a targeted set of essential HR metrics.
- 3.2 The data can be used to compare policies and practices with other employers.
- 3.3 The results will enable HR to be more proactive in identifying areas for improvement.

4. KEY CORPORATE DATA

4.1 Headcount

	01/04/2017	01/04/2018	01/04/2019
Total Employees	1223	1163	1126

	01/04/2017	01/04/2018	01/04/2019
FTE's	780	759	779



4.2 Employee Turnover

Year	Voluntary resignations only	Contract Terminations	Turnover (combined)
16/17	8.07%	8.31%	16.38%
17/18	7.66%	6.23%	13.89%
18/19	16%	10%	26%

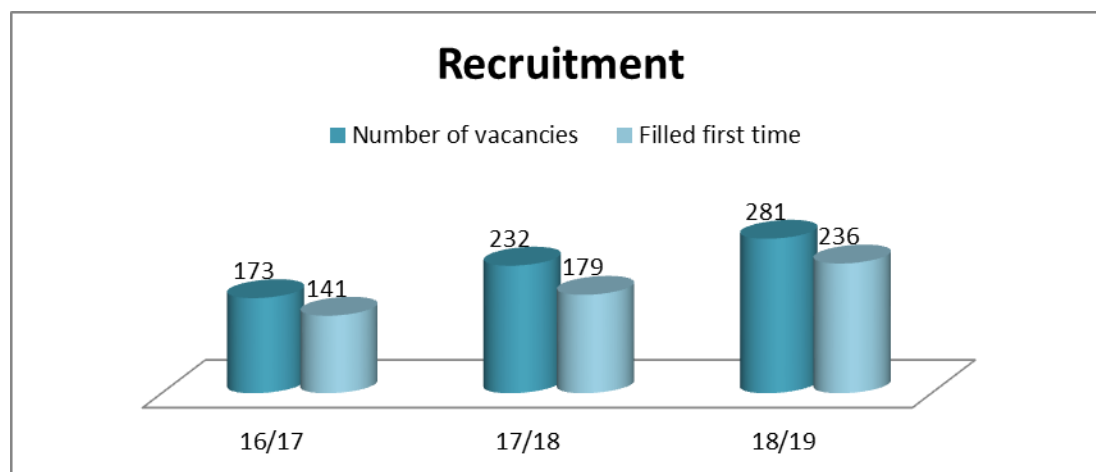
Voluntary resignation have increased this year – this is likely to be due in part to the Leisure review, where some employees chose to resign rather than take redundancy meaning they are able to apply for roles within the Council in the future. (Those taking redundancy are not entitled to return to work for the Council unless there are exceptional circumstances).

Out of 232 new starters on probation during the period, only three were dismissed during their probationary period. This means that 99% were successful in completing their probation.

4.3 Recruitment & Retention

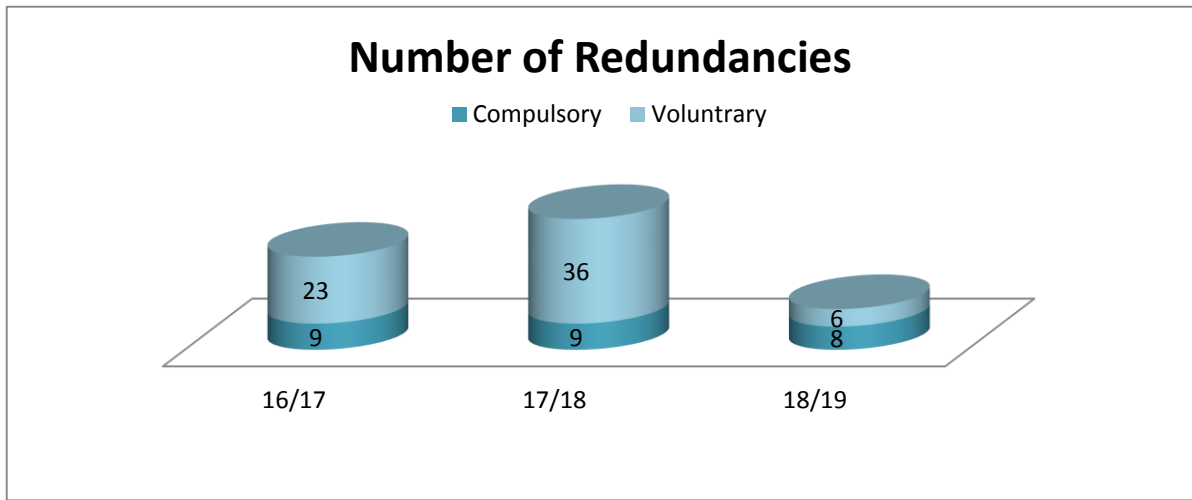
Although the number of vacancies increased last year, we took less average days to fill the posts. We have also bettered our % of posts filled first time, as shown below.

Year	16/17	17/18	18/19
Number of Vacancies	173	232	281
Average days to fill (from closing date to offer made)	13	11	9
% filled first time	81%	77%	84%



4.4 Redundancies (included in 4.2 above)

Year	Number / % workforce Compulsory	Number / % workforce Voluntary	Number / % workforce Total
16/17	9 / 0.73%	23 / 1.88%	32 / 2.62%
17/18	9/0.77%	36 / 3.10%	45* / 3.87% (* inc 19 from Leisure Reception Review)
18/19	8/0.71%	6/0.53%	14 / 1.24%



4.5 Workforce Data

% female employees across the Council = 50% (51% for 17/18).

% of top 5% earners that are women = 40% (up by 13% on last year).

% employees who declared themselves as from an ethnic minority = 0.80% (up by 0.2% on last year), an increase of three people. In the 2011 Office of National Statistics Census the percentage of population within the New Forest District declaring themselves as from an ethnic minority was 2.4%.

Disability is now self-declared in the HR Hub. Only one person has declared they have a disability. In the previous system last year, 26 people were listed as having a disability. This information was not automatically populated from one system to another and relies on employees declaring it on there themselves.

5 GENDER PAY GAP

This data is based on the data from 31st March 2018 as reported on the government website *gov.uk*

5.1 Gender Pay Gap Quartiles

These figures are arrived at by working out all the hourly rates and then allocating employees into four equal bands. Where the information spans across two quartiles we must ensure that the relative proportion of male and female employees receiving that rate of pay are allocated in each of those quartiles. The results for the Council are as follows:

Band	Males	Females	Description
A	227	266	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	200	293	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	136	357	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	223	271	Includes all employees whose standard hourly rate places them above the upper quartile.

Band A (lowest paid)	Band B	Band C	Band D (highest paid)
Male 46%	Male 40.6%	Male 27.06%	Male 45.2%
Female 54%	Female 59.4%	Female 72.4%	Female 55%

5.2 Mean Gender Pay Gap

The results for the Council are as follows:

- A standard mean male hourly rate of £11.9422
- A standard mean female hourly rate of £11.3402

Mean Gender Pay Gap (%)	Mean Gender Pay Gap (£)
5.04%	£0.60

5.3 Median Gender Pay Gap

The results for the Council are as follows:

- A standard median male hourly rate of £10.6609
- A standard median female hourly rate of £11.3134

Median Gender Pay Gap (%)	Median Gender Pay Gap (£)
-6.12%	-65p

5.4 Mean Gender Bonus Gap

Mean Gender Bonus Gap (%)	Mean Gender Bonus Gap (£)
0%	£0

5.5 Median Gender Bonus Gap

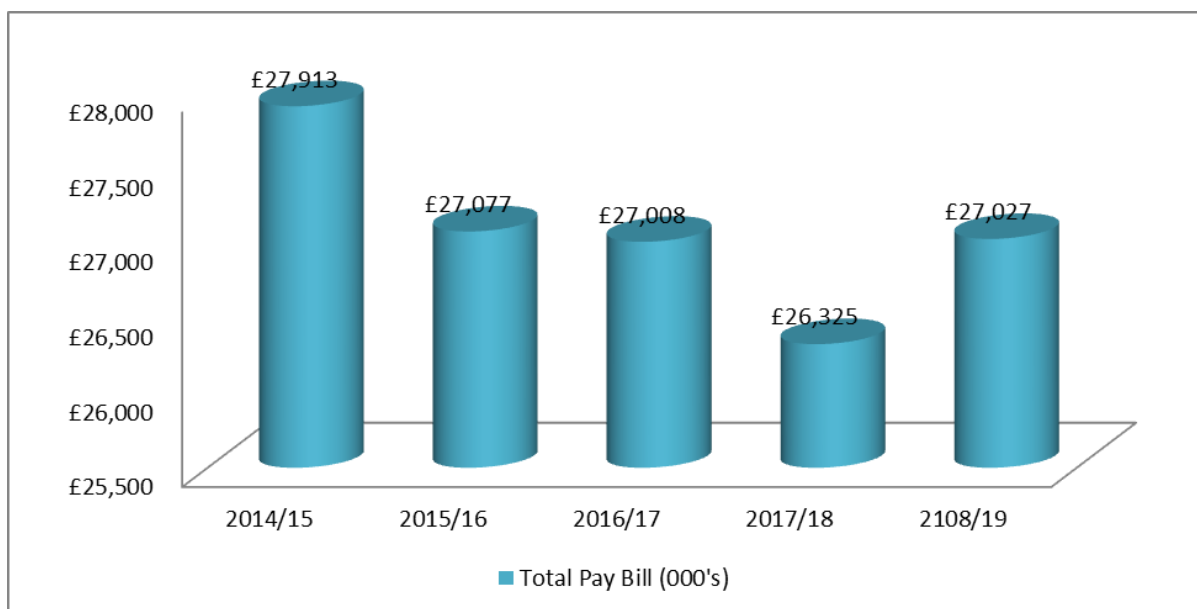
Median Gender Bonus Gap (%)	Median Gender Bonus Gap (£)
0%	£0

6 PAY BILL INFORMATION

6.1 Pay Bill Overview

The paybill has increased by £702,000 this year; this is an increase of 2.67% from the previous year.

(000's)	2016/17	2017/18	2018/19
Total Pay Bill	£27,008	£26,325	27,027



6.2 Pay bill breakdown

Paybill information for 2017/18

	£	TOTAL £	Paybill as %
Total Gross Pay	21,890,024.98		
Employers' NI	1,759,354.00		
Employers' Super	2,675,898.77	26,325,277.75	
General Fund Original Budgeted Expenditure	85,150,980		
HRA Original Budgeted Expenditure	27,919,290	113,070,270	23.28%

Paybill information for 2018/19

	£	TOTAL £	Paybill as %
Total Gross Pay	22,259,532.29		
Employers' NI	1,803,895.65		
Employers' Super	2,964,230.79	27,027,658.73	
General Fund Original Budgeted Expenditure	86,662,450		

HRA Original Budgeted Expenditure	27,667,450	114,329,900	23.64%
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6.3 Other pay measures

	17/18	18/19
Double increments/ advancements	5 people	7 people
Increments withheld	3 people	1 person
Increment progression (in line with T&C's)	392 people	459 people
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	763 people	659 people
Additional payments	17 people	3 people

In accordance with The Local Government Association guidance on the Government's requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earnings across the organisation as a multiple). Based on current salaries for 1st April 2019 this remains the same as last year. It has been calculated as follows:

Chief Executive Remuneration	£118,123
Employees Median average remuneration	£22,264
Ratio	5.31

7 HR CASE MANAGEMENT

7.1 Disciplinary and Grievance Case Management

Disciplinaries

Total number of Disciplinaries in 2016/17= 33

Total number of Disciplinaries in 2017/18 = 14

Total number of Disciplinaries in 2018/19 = 17 information below

Disciplinaries 18/19:	Number 17
Number of S1, S2, S3 (combined figure)	14
Number of these where people appealed the decision	2
Number of these appeals where decision was upheld	2
Number of dismissal hearings (Stage 4)	3
Number of dismissals as a result	1
Number of dismissal appeals (member appeals)	0
Number of dismissal appeals upheld	0
Number of tribunal cases	0

Grievances

Total number of Grievances in 2016/17 = 4

Total number of Grievances in 2017/18 = 10

Total number of Grievances in 2018/19 = 4 information below

Grievances 18/19:	Number 4
Number resolved informally after form submitted	1
Number of Stage 1's	2
Number of S1's not upheld	0
Number of S1's progressed to S2	1
Number of those that progressed to S2 where decision not upheld	0

Number gone straight to Stage 2's	1
Number of straight to S2's where decision not upheld	0

7.2 Other case work

Area of work	Number of cases 17/18	Number of cases 18/19
Occupational Health Referrals	38	41
Maternity	16	14
Paternity	14	9
Shared parental leave requests	0	0

8 KEY HR DATA

8.1 A key statistic for HR is the number of HR people per headcount of the organisation. Note: This figure does not include those employed in the payroll function, but does include HR Advisory support to the National Park.

No in HR	Headcount (inc NPA)	Median (Inc NPA)
10	1126 (1211)	112 (121)

This compares very favourably with the results of the XpertHR survey of both public and private sectors which shows a median number of employees per HR practitioner as being 1:65 in 2019.

9 LEARNING & DEVELOPMENT

9.1 Training spend

Year	2016/17	2017/18	2018/19
Amount and % budget spent	£170,928 62%	£224,670 77%	£231,814 81%
Spend per employee	£166	£139	£205

The training spend as a percentage of the overall paybill is 0.85%.

Generic training requirements across services will be met with appropriate learning methods. As with last year, priority is given to employee wellbeing – in February 2019 we trained 12 Mental Health First Aiders, and ran mental health awareness training for all managers. During 2019/20 we will continue this year with Dignity at Work training and Mindfulness training both open to all employees.

The council currently has 24 e-learning modules which employees are requested to complete (if relevant to their role) on a regular basis. The cost associated with this relates to the down time the employees spend completing the modules. This is not currently logged as a cost to the authority.

9.2 Apprenticeships

9.2.1 We had five employees on Apprenticeship contracts with us this year, equating to 0.44% of workforce.

The 17 established employees undertaking training through the apprenticeship route (1.46% of the workforce) in supervisory, middle and senior management skills are nearing the end of their apprenticeships. These will be completed by July 2019.

11 apprenticeships have been through Solent University; Solent keep in good contact with us as the employer on delegate progress.

This means we have 1.9% of our workforce in training apprentice schemes, although slightly decreased from last years' figure of 2.06%, this is still nearly at the Government set target 'to aim for' of 2.3%.

It is important to remember that all apprentices are required to take 20% of their working week for completion of the apprenticeship.

- 9.2.2 Management development continues to be a high priority for the Council, and when all management apprenticeships are complete, an impact review will be carried out, to determine outcomes from the delegates, the managers and EMT.

This feedback will be considered to help inform management development options for the future.

9.3 Work Experience

We provided three work experience placements this year.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications arising from this report.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 There are no direct environmental implications arising from this report.

12. CRIME & DISORDER IMPLICATIONS

- 12.1 None

13. EQUALITY & DIVERSITY IMPLICATIONS

- 13.1 None

14. EMT COMMENTS

- 14.1 The majority of redundancies in 18/19 were in Leisure, these have assisted with the overall savings sought in Leisure.
- 14.2 It is recognised that the majority of the 2.67% increase in the paybill can be accounted for by way of the pay increase, the final part of the review of band 1-4 roles, as well as the 1% employer pension cost increase.
- 14.3 Regarding management apprenticeships, it is important to remember why these were initially undertaken – primarily because we recognised a gap in the skills of some of managers' which we wanted to address, and secondly to make the best use of our apprenticeship levy. We fully support an evaluation of the benefits felt by both delegates and managers later in the year before assessing options for the following year.
- 14.4 Overall good information provided and pleased with the outcomes detailed in the report.

15. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS

Employee Forum Comments:

15.1 Recruitment

Suggestion: retitle this section to 'Recruitment and Retention' and add statistics for '% successfully completed probationary period'. This would be an indicator that shows the success of recruitment processes and that it is not just 'bums on seats'.

Is it worth stating we are utilising social media more for recruitment?

15.2 Pay

Interesting that 59% of employees are at the top of their band and only 1 increment was withheld from all employees? Are we planning to review pay structure?

15.3 Training

In relation to employee access to training. Of the courses mentioned in the report most appeared to have very limited spaces and were filled quickly. Even popular courses, for e.g. Mental Health First Aid don't seem to be repeated – will this be addressed?.

Also, what are the councils plans to ensure everyone is fully able to utilise the new ICT equipment – will we have access to training?

Finally The Training Spend per employee doesn't seem very high – it would be useful to see how this compares to other organisations.

Employee Side Comments:

No employee side comments have been received.

16. RESPONSE TO EMPLOYEE/EMPLOYEE SIDE COMMENTS

16.1 This section has now been retitled 'Recruitment and Retention'.

We already use social media such as Facebook, Linked in and other relevant sites.

As stated in 4.2 above 99% of new starters were successful in completing their probationary period.

16.2 There is a work programme to review our pay structure. Further details will be available later in the year and will be subject to separate reports to ESLP and the HR Committee.

16.3 We try to match demand to resources available (budget, time, accommodation). Managing mental health well is a high priority to the Council and in addition to the trained Mental Health First Aiders, we provided open sessions for all managers on managing mental health at work, and are shortly providing dignity at work and mindfulness training. We will continue to assess demand and endeavour to meet this successfully.

Phase two of the HR Hub will include the introduction of a training module which we will use to capture demands and needs for training. This will enable us to effectively monitor what training we have the greatest demand for and react accordingly.

The launch of the HR hub has been supported by demo sessions and guidance notes.

The Office 365 project and other ICT projects will be rolled out by relevant services, and where appropriate training and guidance will be given to support this.

Training spend per FTE figures are not readily available or comparable; CIPD survey 2016 details 2015 figures so is almost five years out of date.

17. RECOMMENDATIONS

17.1 That the HR Committee notes the contents of the report.

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