

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.

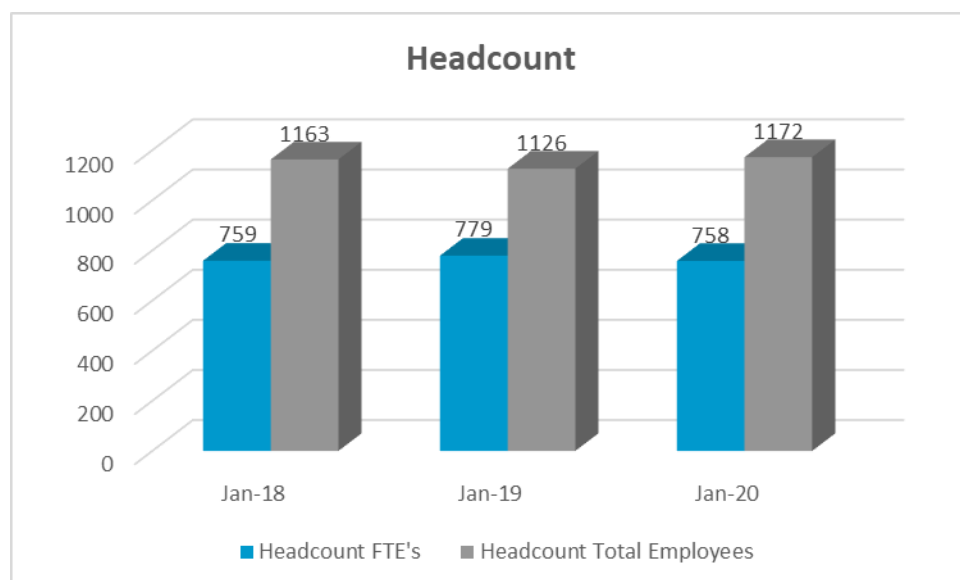
3.3 The results will enable HR to be more proactive in identifying areas for improvement.

4. KEY CORPORATE DATA

4.1 Headcount

	01/04/2018	01/04/2019	01/04/20
Total Employees	1163	1126	1172

	01/04/2018	01/04/2019	01/04/20
FTE's	759	779	758



4.2 Employee Turnover

Year	Voluntary resignations only	Contract Terminations	Turnover (combined)
17/18	7.66%	6.23%	13.89%
18/19	16%	10%	26%
19/20	18%	4%	22%

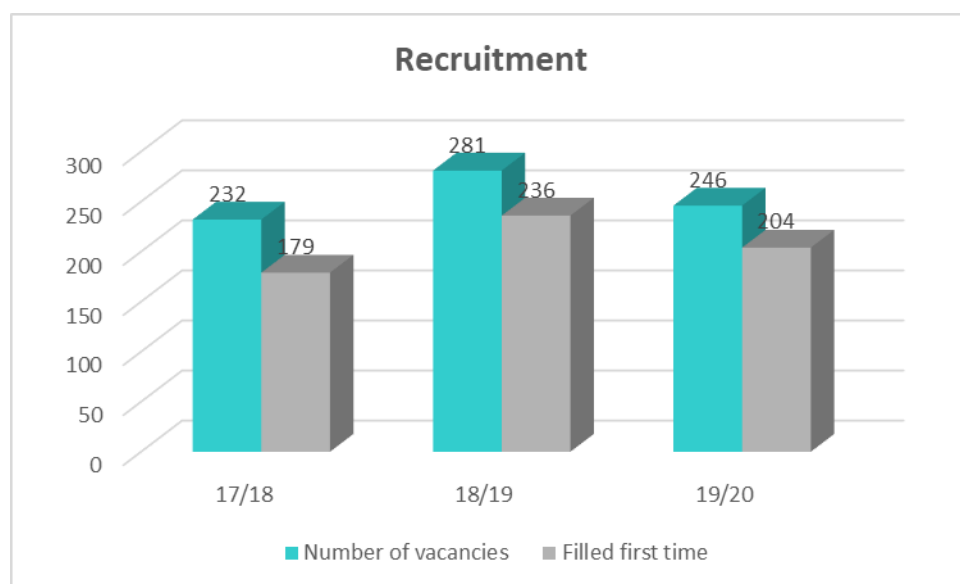
Overall turnover in 2019/20 is lower than in 2018/19, despite a marginal increase in voluntary resignations.

Out of 246 new starters on probation during the period, 7 were dismissed during their probationary period. This means that 97% were successful in completing their probation.

4.3 Recruitment & Retention

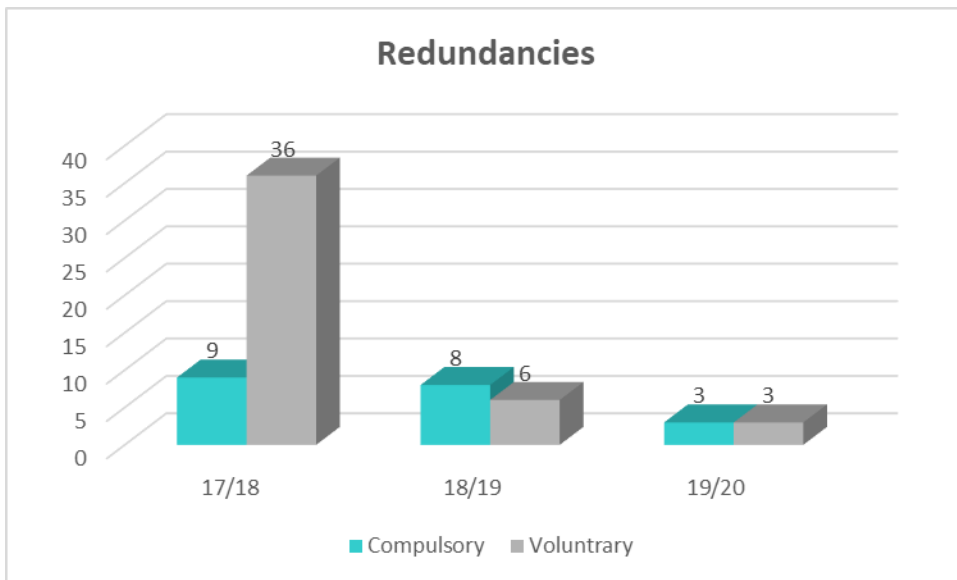
There have been less vacancies than the previous year, it has taken less average days to fill the posts.

Year	17/18	18/19	19/20
Number of Vacancies	232	281	246
Average days to fill (from closing date to offer made)	11	9	8
% filled first time	77%	84%	83%



4.4 Redundancies (included in 4.2 above)

Year	Number / % workforce Compulsory	Number / % workforce Voluntary	Number / % workforce Total
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%
19/20	3/0.2%	3/0.2%	6/4%



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. 9 people have 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 the Hub themselves. Employees will be reminded later in the year to keep their personal details up to date on the Hub.

5 GENDER PAY GAP

This data is based on the data from 31st March 2019 as reported on the government website gov.uk

5.1 Gender Pay Gap Headline information

The table below details NFDC Median and Mean pay gap information, in comparison to other local authorities (please note not all have submitted due to Covid extension applied).

Council	Median hourly rate	Mean hourly rate
Basingstoke	Women 13% higher	Women 3.2% higher
Bournemouth	Women 7.3% higher	Women 2% higher
New Forest	Equal	Women 7.2% lower
Portsmouth	Women 11% lower	Women 9.6% lower
Rushmoor	Women 7% lower	Women 12% lower
Southampton	Women 3.9% lower	Women 3.6% lower
Test Valley	Women 10.4% higher	Women 0.7% lower

Further detail is given below:

5.2 Mean Gender Pay Gap

The results for the Council are as follows:

- A standard mean male hourly rate of £12.6337
- A standard mean female hourly rate of £11.7013

Mean Gender Pay Gap (%)	Mean Gender Pay Gap (£)
7.2%	£0.93

5.3 Median Gender Pay Gap

The results for the Council are as follows:

- A standard median male hourly rate of £11.3135
- A standard median female hourly rate of £11.3135

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

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 £2,875,000 this year; compared to an increase of £702,000 the previous year.

Costs have increased as a result of pay award (including the introduction of the new £9.00 minimum pay point), incremental progression and also increased primary rate superannuation contributions.

The Council has invested in additional resources in several areas, including planning and open spaces, service management, ICT and has brought back in-house tree management and conservation services. Within housing, additional resources have been put into development and improvement, housing stock management and estate management.

(£'000's)	2017/18	2018/19	2019/20
Total Pay Bill	26,325	27,027	29,902

6.2 Pay bill breakdown

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%

Paybill information for 19/20

	£	TOTAL £	Paybill as %
Total Gross Pay	24,437,598.67		
Employers' NI	2,001,803.43		
Employers' Super	3,463,034.66	29,902,436.76	
General Fund Original Budgeted Expenditure	80,212,130		
HRA Original Budgeted Expenditure	27,876,050	108,088,180	27.66%

6.3 Additional pay information

	18/19	19/20
Double increments/ advancements	7 people	12 people
Increments withheld	1 person	0 people
Increment progression (in line with T&C's)	459 people	340 posts *
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	659 people	1334 posts *
Additional payments (Bonus/Market Supplement/Honorarium)	3 people	21 people

* Please note this relates to posts – some people have a large number of posts, so this reflects the actual number of posts held where people either received an increment or not.

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 2020 this remains the same as last year. It has been calculated as follows:

Chief Executive Remuneration	£121,371
Employees Median average remuneration	£22,593
Ratio	5.37

7 HR CASE MANAGEMENT

7.1 Disciplinary and Grievance Case Management

Disciplinaries

Total number of Disciplinaries in 2017/18 = 14

Total number of Disciplinaries in 2018/19 = 17

Total number of Disciplinaries in 2019/20 = 19 information below

Disciplinaries 19/20:

Number 19

Number of S1, S2, S3 (combined figure)

14

Number of these where people appealed the decision	1
Number of these appeals where decision was upheld	1
Number of dismissal hearings (Stage 4)	5
Number of dismissals as a result	1 (2 resigned, 2 received Stage 3)
Number of dismissal appeals (member appeals)	0
Number of dismissal appeals upheld	0
Number of tribunal cases	0
Number of straight to S2's where decision not upheld	0

Grievances

Total number of Grievances in 2017/18 = 10

Total number of Grievances in 2018/19 = 4

Total number of Grievances in 2019/20 = 9 information below

Grievances 19/20:	Number 9
Number resolved informally after form submitted	3
Number of Stage 1's	5
Number of S1's not upheld	1
Number of S1's progressed to S2	0
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	1

7.2 Other case work

Area of work	Number of cases 18/19	Number of cases 19/20
Occupational Health Referrals	41	40
Maternity	14	12
Paternity	9	4
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	1172 (1256)	1:117 (1:125)

This compares very favourably with the results of the XpertHR survey February 2020 of both public and private sectors which shows a median number of employees per HR practitioner as being 1:63 during 2019.

9 LEARNING & DEVELOPMENT

9.1 Training spend

Year	2017/18	2018/19	2019/20
Amount and % budget spent	£224,670 77%	£231,814 81%	£206,775 77%
Spend per employee	£139	£205	£176.50

The training spend as a percentage of the overall paybill is 0.69%.

Generic training requirements across services will be met with appropriate learning methods. As with last year, priority is given to employee wellbeing – we hope to train further Mental Health First Aiders during 2020 once a suitable online package is made available. The HR team have run over 20 Dignity at Work training sessions for all employees to attend. 12 Mindfulness training sessions have been provided open to all employees, over 170 employees attended these.

Since the pandemic and lockdown, we have offered ‘managing mental health for managers’ sessions, and ‘managing working from home’ 2 hour virtual sessions for employees. Later in the year, the HR team will run twice yearly ‘Managing Homeworking’ brief bites sessions for managers to attend. As with all brief bites at this time, these will be presented using Skype

The council currently has 25 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.

The HR Hub now details all training undertaken by employees; records can be viewed by manager and employee, as well as the HR Team. Corporate training course dates and details are loaded into the system and employees can request to book themselves on, with workflows to manager for approval. Employees can also log courses they have been on externally, again with an approval workflow. A report for managers has now also been created by ICT using output from the Hub, so that they can view their entire team at one time. This is being rolled out during Summer 2020.

9.2 Apprenticeships

- 9.2.1 We had three employees on Apprenticeship contracts with us this year, equating to 0.25% of workforce.
- 9.2.2 There are 12 established employees undertaking training through the apprenticeship route (1.02% of the workforce) in supervisory and middle management skills, as well as Level 3 Business Administration, a Degree in Building Control and a Paralegal apprenticeship. These started in Autumn 2019 and will be completed between January 2021 and 2023.
- 9.2.3 This means we have 1.27% of our workforce in training apprentice schemes, 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 and we are careful to consider if the content of any apprenticeship programme is fit for the purpose required.

- 9.2.4 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

- 9.3.1 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 To follow

15. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS

Employee Forum Comments:

- 15.1 Re section 6.3 - Would it be possible to have an actual comparison for number of staff with no increment as they are at the top of their band etc. – this could have issues as more and more staff reach the top.

15.2 Employee Side Comments:

None received.

16. RECOMMENDATIONS

- 16.1 That the content of the report be noted.

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