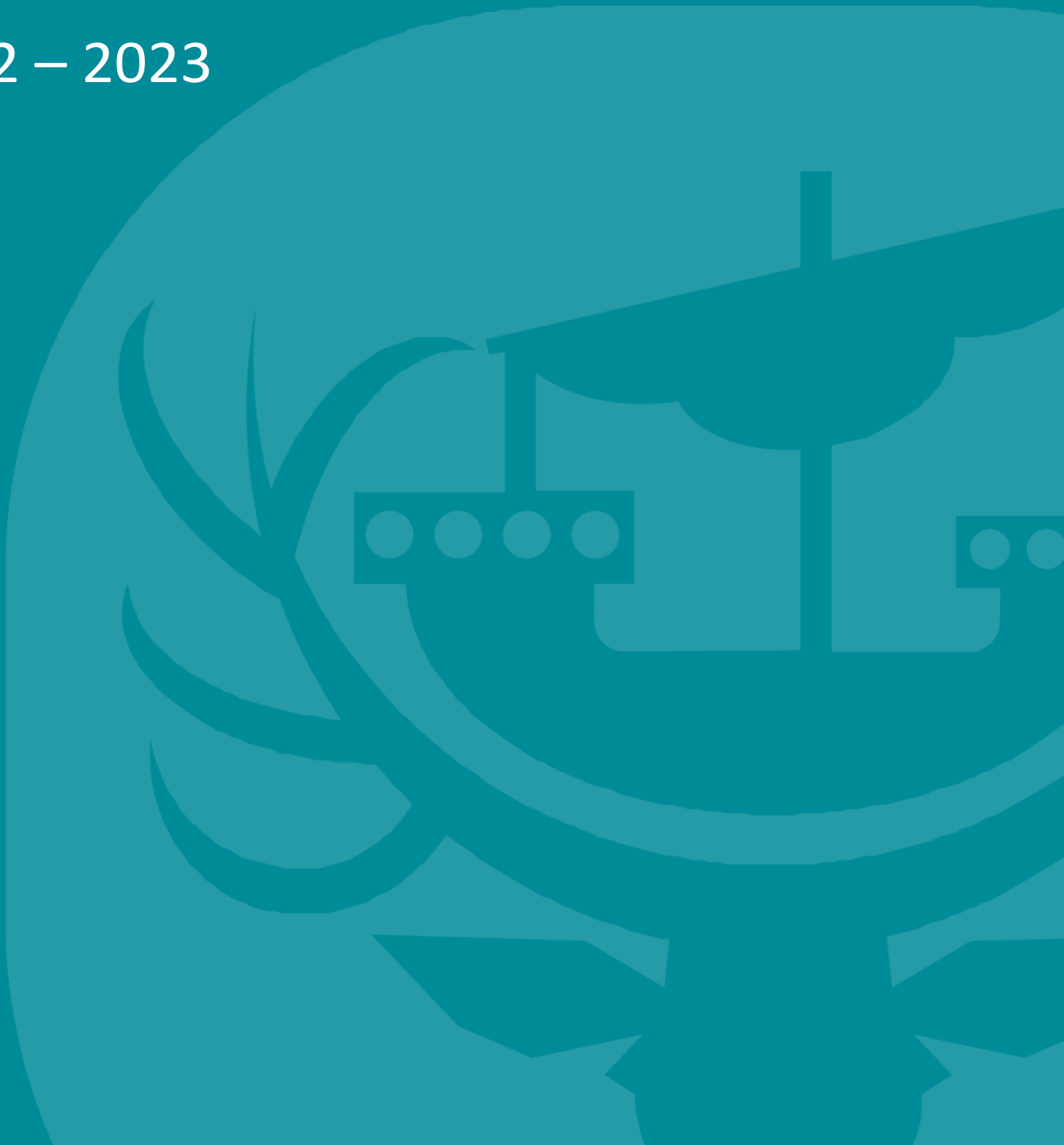


Employee Workforce Report

2022 – 2023



Contents

1. Executive Summary	Page 3
2. Our People	Pages 4 - 9
3. Employee Lifecycle	Pages 10 - 20
Attract	Pages 10 - 13
Engage	Page 14
Develop	Pages 15 – 18
Reward	Pages 19 - 20
Retain	Page 21
4. Conclusions	Pages 22 - 23

1. Executive Summary

This Workforce Report provides data from April 2022 to March 2023. The aim is to provide a high level overview of key workforce data and the relevant trends to inform the Councils workforce strategies and priorities.

In addition, this report provides an overview of initiatives in place to support our employees over the past year.

Trend data is provided throughout the report where it's appropriate and available. The workforce data included in this report is for our directly employed workforce and does not include temporary agency workers. Statistics quoted are as of 01 April 2023.

Employee Lifecycle

The structure of the report represents workforce statistics based on a typical employee lifecycle. An employee lifecycle is a HR model that identifies the stages an employee advances through an organisation. For employees, it sets out a consistent series of steps through which their career might be expected to move and for the Council it provides a useful means of analysing and understanding the workforce.

The HR Team aim to provide adaptable, flexible and modern organisation structures that can respond to the changing working environment and meet the Councils priorities. The Council continues to strive to be an 'employer of choice'. The below employee lifecycle will be used in this report to present the Councils current workforce statistics.



2. Our People

Corporate Workforce Data

Total employees and full time equivalent (FTE's) 2021 - 2023

	01 April 2021	01 April 2022	01 April 2023
Headcount	1162	775	783
FTE	788	676	690

Breakdown of permanent, fixed term and casual employees 2021 – 2023

Role Type	01 April 2021	01 April 2022	01 April 2023
Permanent	912	721	732
Fixed Term	250*	34	37
Casual		20	14

On 1st July 2021 385 Leisure Centre employees TUPE transferred to Freedom Leisure. This significantly impacted the Councils workforce data and accounts for changes across the suite of statistics documented in this report since that date. This was most notable in the age profile of employees which resulted in an 11.42% reduction in employees under 30 at that time.

*This figure has been merged because we are unable to provide the exact breakdown between fixed term and casual employees from that date. The TUPE of Leisure Centre employees is primarily the reason for such a significant drop since April 2021.

During 2022 the Council reviewed all its positions employed through a casual contract. This resulted in a further reduction in the number of casual positions and additional guidance to recruiting managers on the minimal circumstances where they are suitable.

Workforce Headcount and FTE by Grade 01 April 2023

Band	FTE	Headcount	Headcount Workforce %
Apprentice	4	4	0.51%
Band 1	6	21	2.68%
Band 2	82	84	10.73%
Band 3	57	74	9.45%
Band 4	150	182	23.24%
Band 5	89	97	12.39%
Band 6	98	105	13.41%
Band 7	101	105	13.41%
Band 8	45	49	6.26%
Band 9	34	37	4.73%
Band 10	5	5	0.64%
Band 11	12	13	1.66%
Band 12 +	7	7	0.89%

Diversity

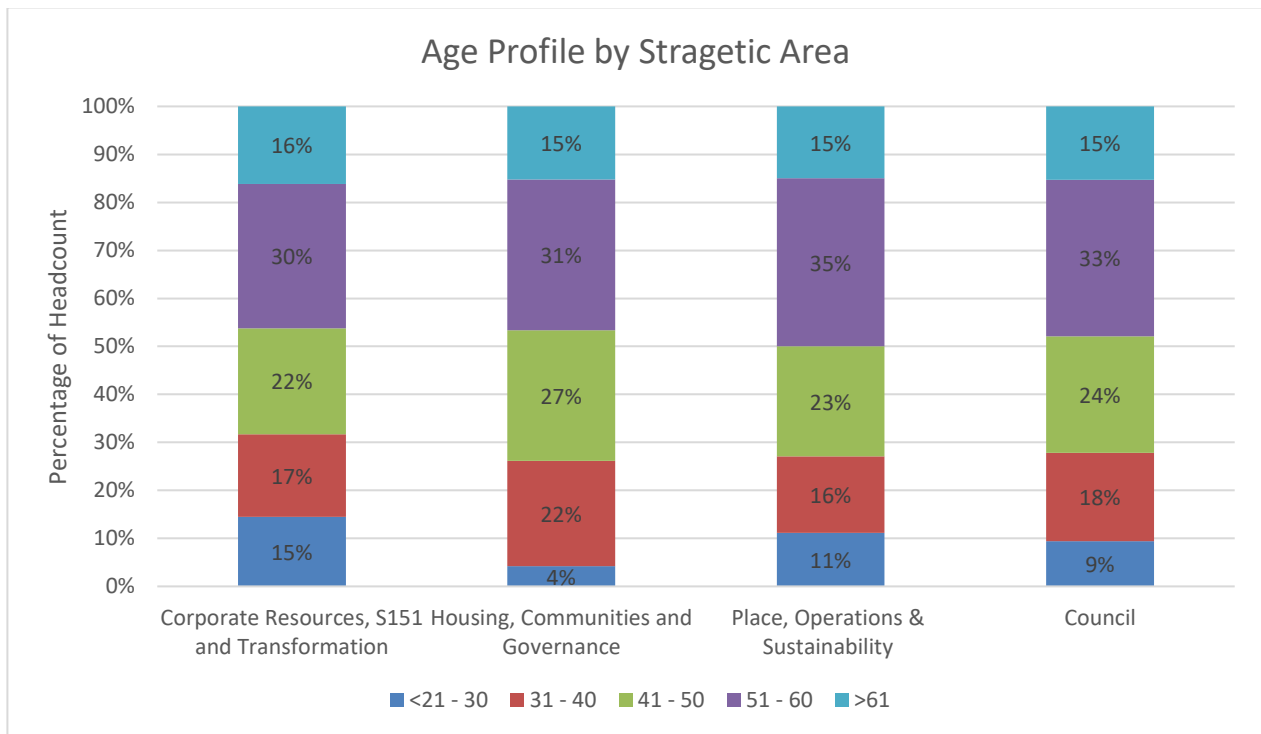
The Equality Act 2010 requires public authorities to publish equality information on an annual basis. The diversity information contained within this report complies with this and is used to support the building of valuable insight that will support us in becoming more inclusive.

We continue to encourage employees to declare their personal diversity information, however it remains discretionary. We continue to review the language used to describe personal characteristics and will communicate any future changes with the workforce to encourage the reduction of gaps in our data. Information relating to religion, sexual orientation and nationality are not categories of information collected about employees.

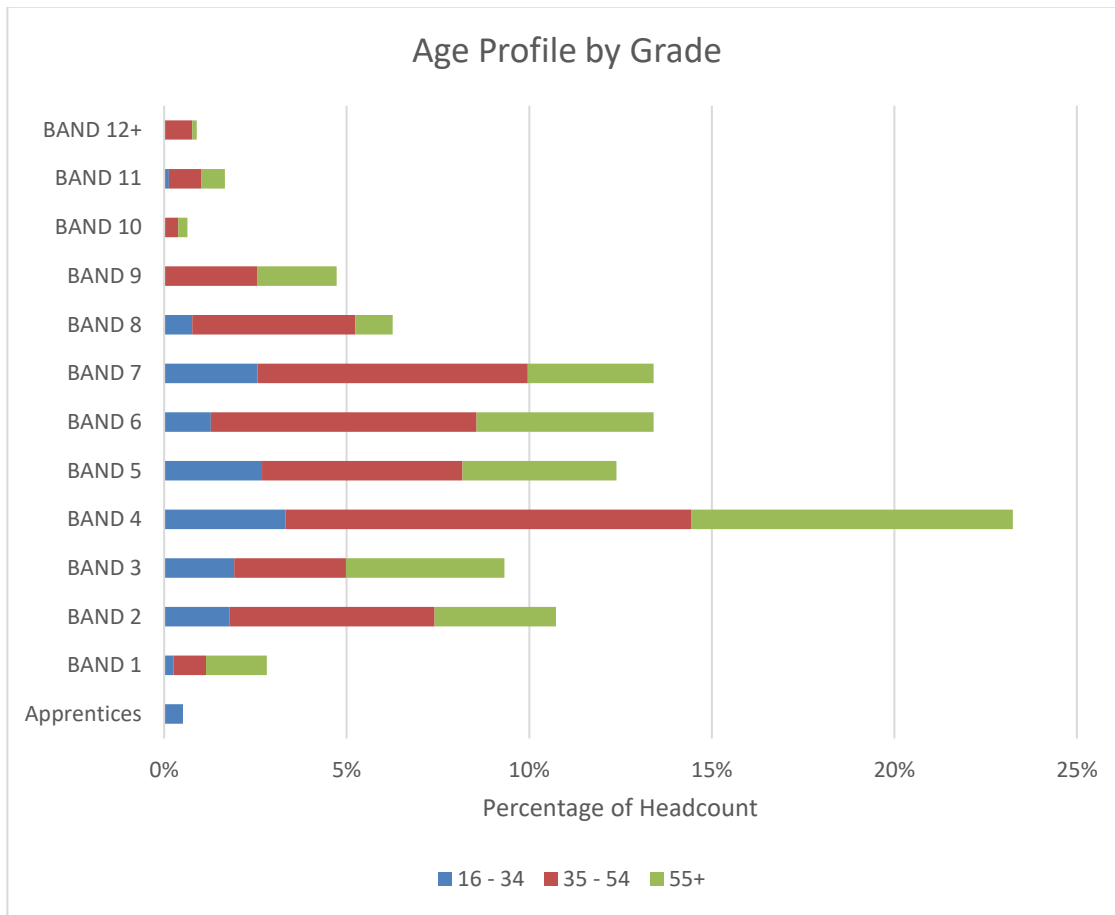
Age

Age Profile by Strategic Area 01 April 2023

The Councils age profile has not significantly changed in the last 12 months. The data in graph 1 shows the age profile across the three strategic areas is mostly mirrored to the Councils overall statistics. Our data shows that younger people are most highly represented in lower to middle grades whilst those in older age categories take up a higher proportion of senior roles. This is likely because of both actual and perceived levels of experience required in a role.



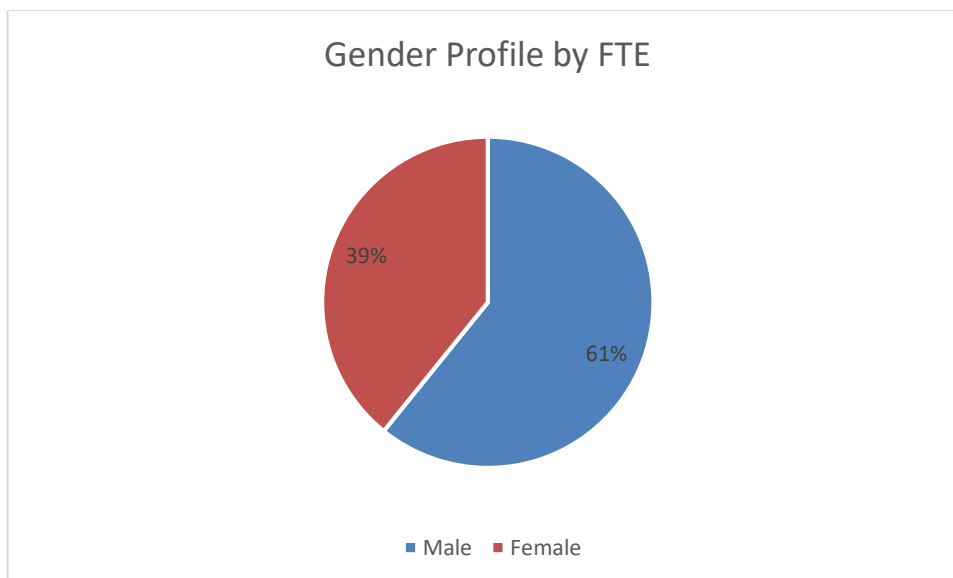
Age Profile by Grade



Gender

Gender by Headcount and FTE 01 April 2023

	Headcount	FTE
Male	445	419.9
Female	338	270.5

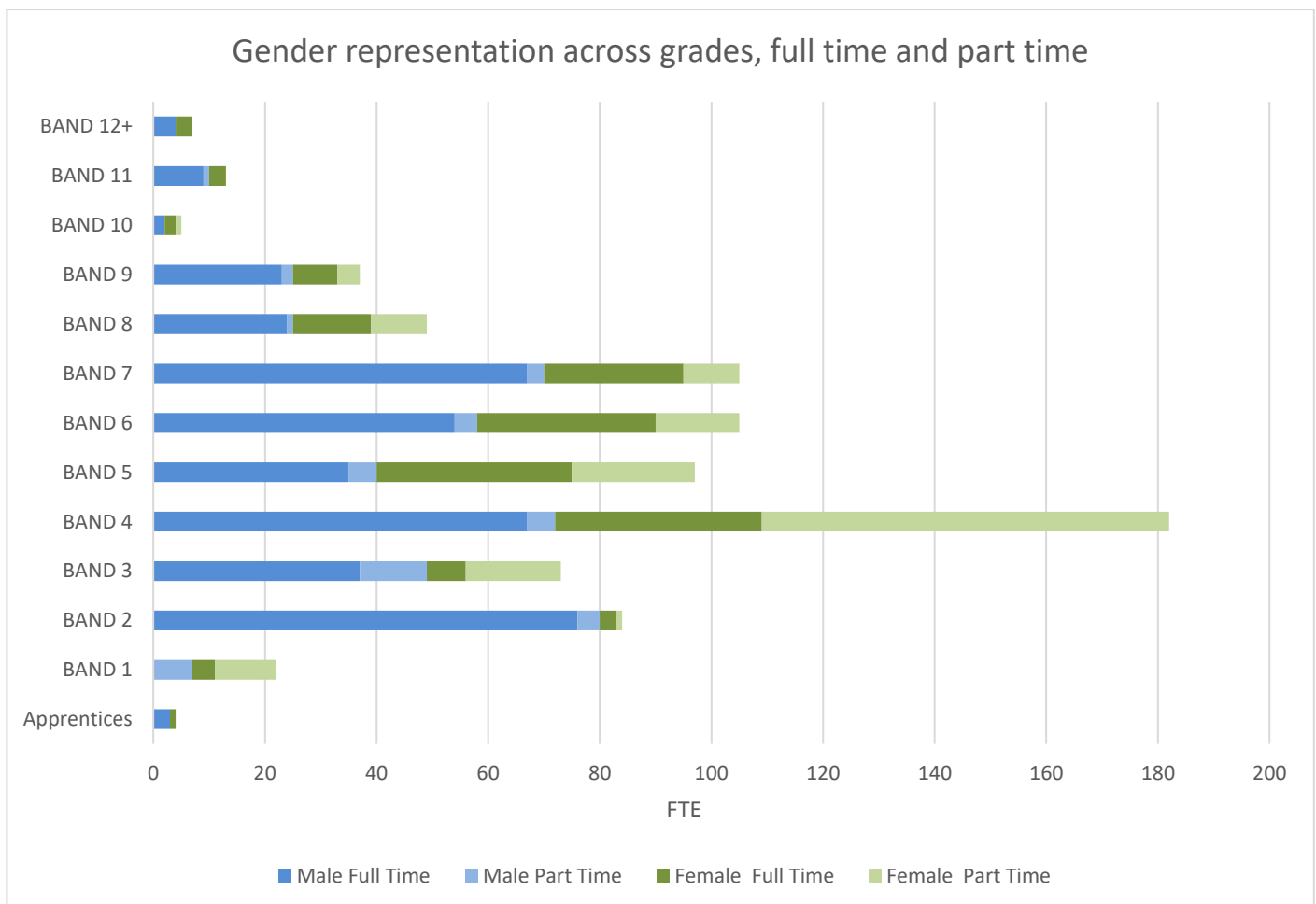


The Council's gender split has remained the same as the previous year.

Gender FTE Profile by Grade

Grade	Male FTE			Female FTE		
	Full Time	Part Time	Total	Full Time	Part Time	Total
Apprentice	3	0	3	1	0	1
Band 1	0	2.3	2.3	1.2	3.3	4.5
Band 2	75.8	2	77.8	3	0.8	3.8
Band 3	37	3.6	40.6	7	8.7	15.7
Band 4	67.1	2.4	69.5	37.1	43.8	80.8
Band 5	35	2.9	37.9	35	15.9	50.9
Band 6	53.9	2	55.8	32	10.5	50.9
Band 7	67	1.6	68.6	24.9	7.2	32.1
Band 8	24	0.8	24.8	14	6.5	20.5
Band 9	22.9	1.6	24.5	8	1.9	9.9
Band 10	2	0	2	2	0.8	2
Band 11	9	0	9	3	0	3
Band 12 +	4	0	4	3	0	3
Total	400.7	19.2	419.9	171.2	99.3	270.5

Gender Headcount representation across grades, full time and part time



This table and graph shows that women are more highly represented in part time roles across the organisation than males, however there are a mix of males and females across all grades.

The Councils Gender Pay gap information is detailed in a separate report to HR Committee.

Gender Identity:

Gender identity refers to a person's sense of their own gender, whether male, female or another category such as non-binary. This may or may not be the same as their sex registered at birth (census 2021). An employee can choose to record their gender identity neutrally using the title MX on the Councils HR Management System. As of 01 April 2023 0.13% of employees have used this title.

Ethnicity:

Ethnicity by Headcount and Percentage of Headcount 01 April 2023

Ethnicity	Headcount	Percentage of Headcount
No Ethnicity Data	139	17.75%
Declined to Answer	24	3.07%
White	603	77.01%
Mixed	2	0.26%
Other	4	0.51%
Asian	5	0.64%
Black	6	0.77%

The table above shows that 77% of our employees classify themselves as white and 2.18% classify themselves as from an ethnic minority (2.07% the previous year). The census 2021 results show that 3.2% of New Forest residents do not identify as White.

The Council does not hold ethnicity data for 20.82% (163 employees) of the workforce. The Council will review the way ethnicity is recorded in the following 12 months and aim to reduce this number using employee consultation.

Disability

As of 01 April 2023, 15 employees (2% of the workforce) have declared they are managing a long term health condition or disability. This is an increase from 1.16% on the previous year. 9 of these employees are supported by reasonable adjustments to their role/working environment. We believe this figure is likely to be higher, with employees managing employee conditions themselves informally and not recording this on the HR Management System.

The census 2021 results show that 16.1% of New Forest residents identify as disabled and 6.1% of these feel they are limited a lot by their disability.

The management of reasonable adjustments was formalised in January 2023. This included:

- improved employee and management guidance to agree reasonable adjustments
- documenting tailored support
- ongoing review of tailored support (based on employee circumstances)

The Council continues to work with Occupational Health to support and implement employee adjustments.

Pregnancy and Maternity:

The below table shows the number of employees who started or were on maternity leave from April 22 – March 23. It also shows the number of employees who have taken shared parental, adoption or paternity leave.

Numbers of Family Leave from 01 April 2022 – 31 March 2023

Type of Leave	Headcount
Maternity	19
Paternity	7
Shared Parental	0
Adoption	0
Keep in Touch Days	20

Per maternity leave headcount the average number of KIT days taken was 1.05 per person. There are many benefits to the employee and Council associated with the use of KIT days and therefore we would encourage this figure to be higher. We will continue to work with managers supporting employees on maternity leave to encourage KIT days. Employees are well supported on their return from maternity leave.

3. Employee Lifecycle - Attract

Disability Confident Employer

NFDC remains focused on our roles being attractive to as diverse a talent pool as possible, preferably reflective of our local labour market. This includes attracting new employees and developing existing employees.

The Council is an inclusive organisation and takes pride in valuing and celebrating diversity. As a public body we aim to ensure a zero tolerance approach to bullying and harassment across our workforce and respond promptly to any incidents.

We are a [Disability Confident Employer](#) which means that we're committed equal opportunities for the whole workforce. We:

- aim to implement best practice in all ongoing and future work
- remove discrimination against any employee or applicant in their access to employment, training, working conditions, promotion or dismissal
- ensure our recruitment process is inclusive and accessible
- communicate and promote our vacancies in methods accessible for all
- offer interviews to any disabled person who meets the essential criteria for the role
- anticipate and make reasonable adjustments for staff and candidates, as required
- support existing employees who acquire a disability or long-term health condition.



Employee Benefits

A vital part of making sure we are an inclusive employer of choice is ensuring our benefits package remains attractive. This was reviewed in 2022 and resulted in a new and refreshed employee benefits package. This includes the introduction of employee discounts across national and local retailers and access to the Governments Cycle to Work Scheme. The full employee benefits package is detailed externally to potential applicants: [Employee Benefits](#)

The benefits package will again be reviewed by December 2023 to consider implementation of further employee benefits.

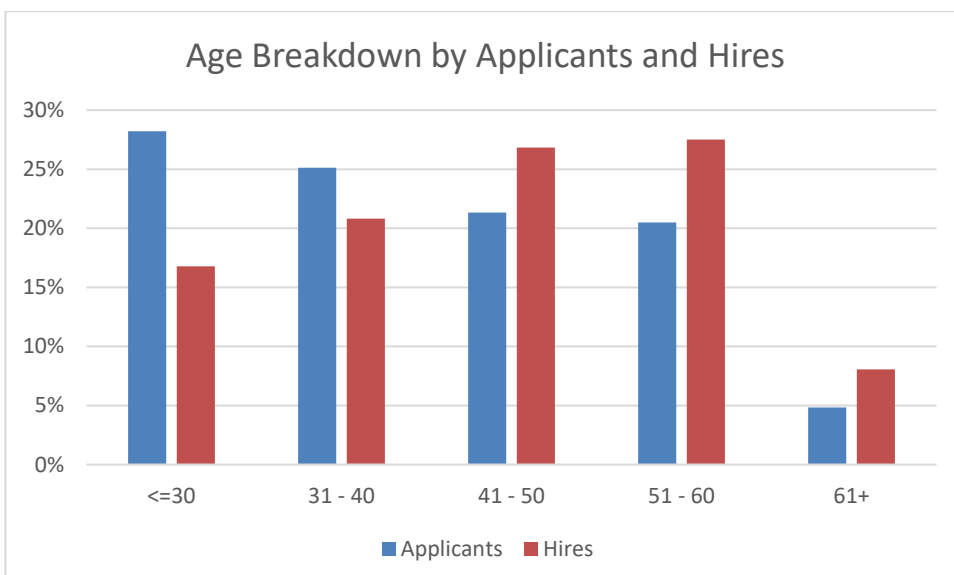
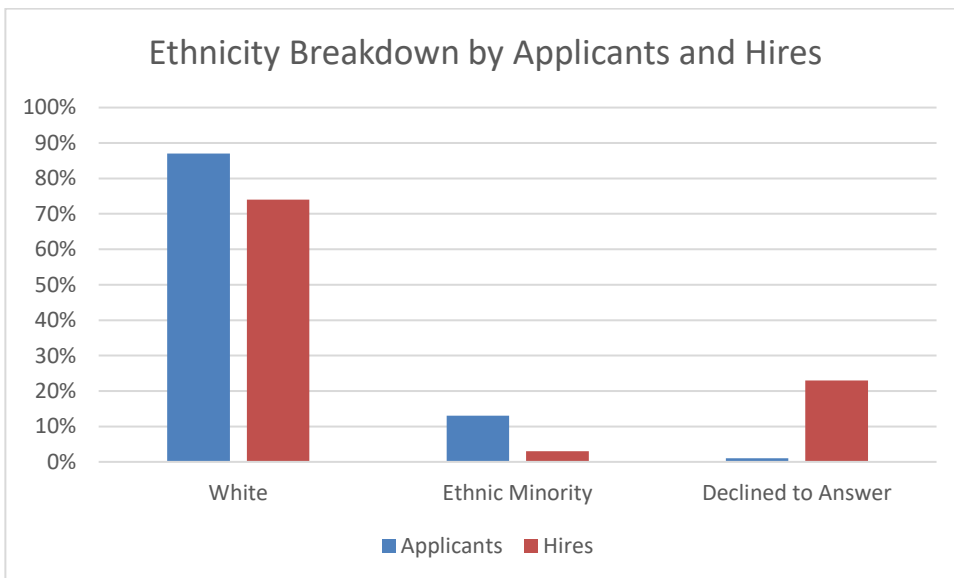
Diversity of Applicants and Hires

The table below identifies the number of Recruitment Campaigns in 2022-23 in comparison to the previous two years.

	2020/2021	2021/2022	2022/2023
Number of Recruitment Campaigns	122	248 (including 28 currently live or waiting outcome from interview)	177
Percentage of posts filled first time	94%	92%	81.5% (6 were still out for 2 nd advert in April 2023)
Number of Applications	Not Available	1573 (6.34 per campaign)	1162 (6.56 per campaign)

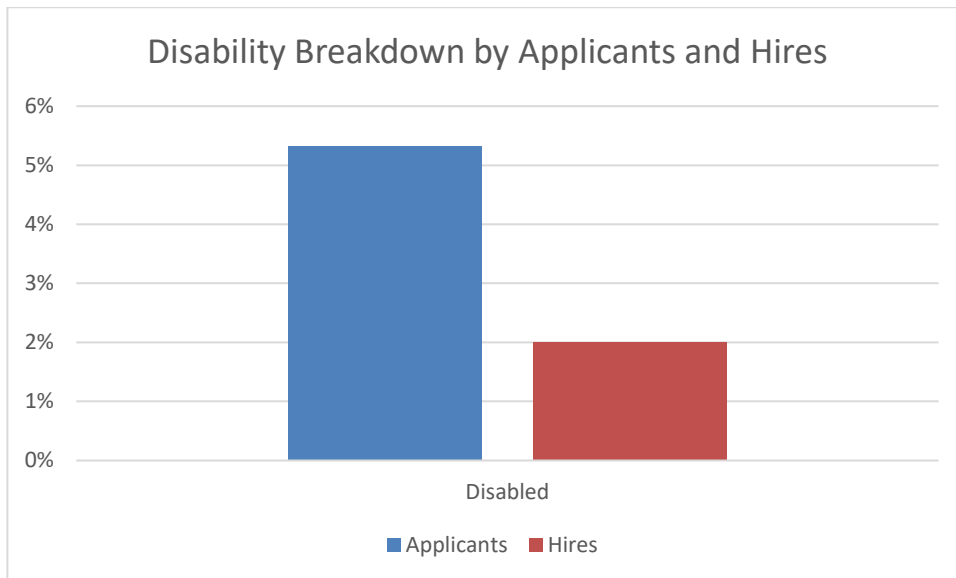
There were 1162 applicants in the last financial year and 149 new hires. 61% of new hires were external candidates. 53% of new hires were male and 47% were female. The reduced number of recruitment campaigns and number of internal hires is reflected in the Councils reduced external turnover rate which is detailed later in this report.

The below graphs identify the diversity of new hires in comparison to applicants. In the most recent financial year the Councils applicants were 13% from ethnic minorities. This is increased from 8% in the previous financial year.



The Council is attracting applications from all age ranges which is reflected in the diversity of our roles and the full range of services that the Council delivers.

The Council continues to support all applicants and new recruits who are managing long term health conditions with reasonable adjustments. The number of disabled applicants in the past year has increased from 4% to over 5%.



Agency Spend Information

In exceptional circumstances Service Managers approve the use of agency workers, or for recruitment agencies to carry out searches for us.

Following a formal tender exercise renewed every 4 years, the Council has its own framework agreement with 15 agencies, and a procedure for how we work with these agencies including rates of pay and induction processes to ensure fair and safe employment. These agencies must be approached first, but if unsuccessful Managers may use any other suitable agency.

For the year to 31/03/22 agency spend was:

Under the framework: £313926.91

Outside the framework: £200752.95

For the year to 31/03/23, agency spend was as follows:

Agency use under the framework: £ 343,070.93

Agency framework usage	
Service	Spend
Communications	£3056.84
Electoral Services	£9,640.23
Secretarial Services	£3,867.49
Housing Maintenance Support Hub	£2,331.70
Housing Maintenance Electrical	£24,369.98
Housing Property Services	£12,499.66
Public Convenience Cleaning	£1,582.91
Refuse Collection	£217,793.88
Streetscene	£26,342.88
Cemeteries/Grounds Maintenance	£26,974.53
Development Management	£8,063.95
Planning Admin	£6,546.88

Agency use outside of the framework: £314,323.73

Non-Agency framework usage	
Service	Spend
Homes for Ukraine	£48,465.00
Housing Improvements	£38,869.04
Housing Maintenance Support Hub	£4,265.85
ICT	£155,849.06
Policy & Plans	£4,500.00
Pollution	£38,162.76
Refuse Collection	£24,212.02

The Council continues to monitor agency spend and aims to minimise wherever possible. The front-line Refuse Collection service has continued to use agency staff to fulfil front-line service delivery over the last 12 months and this is always likely to be the case. Agency spend relating to ICT was in response to essential project work to enable us to continue to deliver on the ICT work programme aligned to the Council's Digital Strategy.

We asked managers who procured outside of the framework for their rationale, and all were due to not being able to source the right resource through the Framework suppliers. Some feedback was that the agencies within the framework provided no response at all – our framework agencies have been reminded that if they are contacted and unable to assist they should respond to confirm this.

3. Employee Lifecycle – Engage

New Hires

In 2022 – 2023 there were 149 new hires. This is 57 internal hires and 92 external new starters.

The workforce profile of external new hires is 38% male and 62% female. The average age of an external new hire was 42.

All new external hires complete a 6 month probationary period. The purpose of this is to allow both the new starter and the Council to establish their suitability for the role. 97% of new external hires were successful in completing their probationary period in 2022 - 2023. This is very similar to the success rate in the previous year. If employee performance during probation establishes additional support is needed, the probation period may be extended by 3 months. This happened in 7% of probationary periods in 2022 – 2023.

Induction

All new employees are inducted into the Council through an induction process that is led and facilitated by their new line manager. This will include a role specific induction training plan. A corporate induction with HR forms part of the induction process. This has recently been reviewed and covers information relating to the Councils culture, size, leadership and political structure. It also supports new employees with relevant policies and the HR Management System. All new recruits also complete a suite of e-learning modules. All new line managers have an induction with the HR Advisory team to introduce them to people management at NFDC.

Induction during the pandemic was primarily delivered through Microsoft Teams however we recognise the benefit of face-to-face onboarding and induction to welcome employees and enable them to quickly get to know colleagues and stakeholders. The HR Corporate induction is ordinarily delivered in person and new employees are encouraged to work with their line manager on role specific hybrid working during the initial stages of induction.

As part of an ongoing programme of employee engagement, the Chief Executive and Senior Leadership Team meet new starters on a quarterly basis. The primary purpose of this is to welcome new employees and find out about their initial experiences.

Employee Survey

The Council continues to engage with employees throughout their employment. The 2022 – 2023 Employee Survey provided a 41% response rate and provided encouraging results, particularly in relation to employees understanding what is expected of them, being supported by their team and knowing where to get support in relation to their mental wellbeing.

There were some areas where we want to understand more and develop in relation to clearer support for career development, corporate communication and performance management.

A working group is being convened to include representatives from the employee forum to support senior leadership in considering the survey and arising actions. An overall action plan will cover the issues raised and will assist the Council in forming the basis of the future People Strategy.

3. Employee Lifecycle - Develop

Training and Development 2022 – 2023

We continue to invest formally and informally in our people. The below compares the training spend over the last two years:

Training Spend 2021 - 2023

	2021 – 2022	2022 - 2023
Amount Spent	£138,090	£211,131.87
Spend Per Employee	£178.18	£269.64
% of Pay Bill Spend	0.44%	0.69%

2022 - 2023	Amount Spent	Amount Budgeted
Corporate Budget	£18,409.48	£23,150
Service Area Budget	£192,722.39	£183,230
TOTAL	£211,131.87	£206,380

The overall training spend has increased this year, likely supported by the move away from the pandemic. This supports the hybrid, in person or virtual delivery of training aiming to attract as many course delegates as possible. Further work will be carried out to see how the Council’s training spend compares to other Local Authorities.

The below table gives details of corporate training for the year to 31 March 2023. We are unable to report on service and role specific training as this will have been organised on an individual and service specific basis.

Corporate Training 2022-2023

Course	Internal/External	Number of Sessions	Number of Participants
Brief Bite – Day to Day Performance Management	Internal	2	17
Brief Bite – Menopause	Internal	3	17
Brief Bite – Health and Wellbeing for Managers	Internal	2	11
Brief Bite – Performance Management when things go wrong	Internal	2	19
Brief Bite – Recruitment and Selection	Internal	2	9
Brief Bite – Absence Management	Internal	2	19
Coaching Skills	External	1	9
Data Protection Lead	Internal	2	8
Dealing with Change	External	2	31
Inclusive Language	External	4	43
Neurodiversity	External	2	20
Operational Leadership	External	2	28

The Council has 20 e-learning modules which employees complete depending on their role. Most modules need regular renewal, employees are alerted this through the HR Management System. Authors of elearning modules have access to a report created by ICT to allow them to monitor

completion and renewals across the workforce.

The HR Management System details all training undertaken by employees, records can be viewed by manager and employee as well as HR. Corporate training course dates and details are loaded into the system and employees can book themselves on to a course, with alerts to their manager for approval.

Inclusion and Wellbeing

Inclusion and wellbeing continues to be ongoing themes for our development. Wellbeing support for all employees remains a priority. The below lists various preventative support promoted by the HR Team:

- i. Ongoing promotion of the Employee Assistance Programme offering 24/7 support for all of life's events, including emotional/personal, legal, financial, addiction and career
- ii. A suite of Wellbeing Champions are available and the benefits of using the support promoted to the workforce. Regular group meetings are held to improve skills and a consistent approach.
- iii. HR ran the 'Managing our Mental Health' session
- iv. Championing managers to support employees with Wellbeing Action Plans. These help managers to develop an awareness of working style, stress triggers and responses. The aim is to support employee wellbeing at work.
- v. Ongoing review of up to date and ongoing mental health resources on our pages

All employees complete Equality and Diversity training every two years. There is tailored training for both operational and office-based employees. The Council will be procuring a new Learning Management System in the next 12 months which will support the ongoing development of relevant inclusive training for our workforce.

Apprenticeships

Apprenticeships in the Council continue to be offered, providing skills development and training pathways that benefits department service areas and employee professional development.

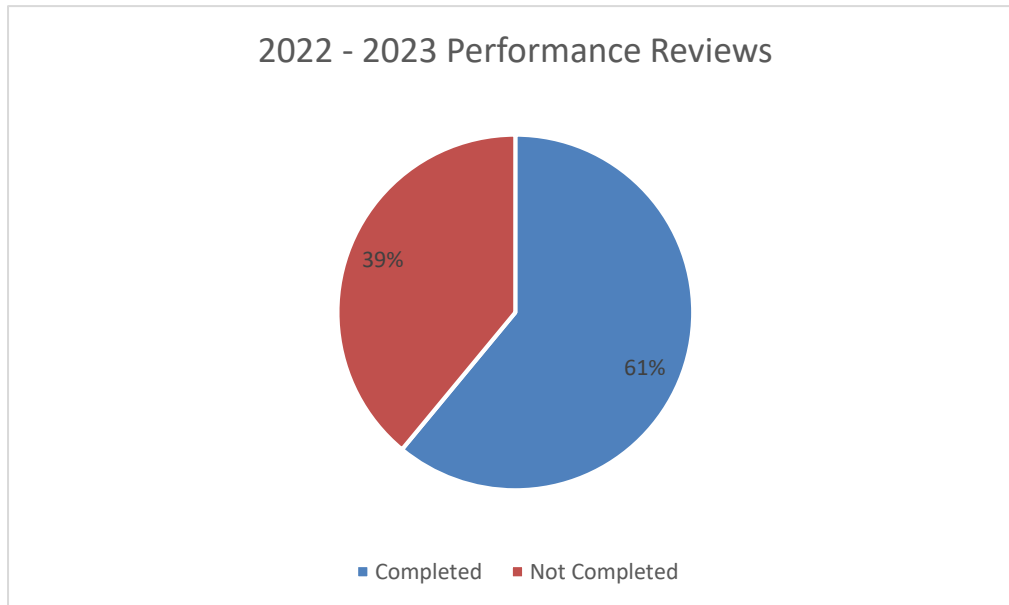
Since the Apprenticeship Levy was introduced in 2017, the Council has enrolled over 55 employees onto 15 different types of apprenticeships that's include programmes for business administration, customer service, mechanic, management, landscaping, accounts, ICT and more.

There was a decline in Apprenticeships whilst the Council responded to the pandemic, however in the last year 8 employees have been enrolled on to programmes and continue to support the work of the Council whilst learning new skills.

Year	Number of Apprenticeships
2017/2018	22
2018/2019	4
2019/2020	15
2020/2021	4
2021/2022	4
2022/2023	8

Performance Reviews

The Council has an annual performance review system aiming to measure employee performance and review training and development opportunities. In the year 2021 – 2022 there was a 45% completion rate. In the most recent 12 months the completion rate has increased to 61%. Employee and management communications have been focused on the benefits of Performance Reviews. In the last 12 months a clearer timescale for completion was implemented, which may account for the improved completion rate.



HR Ratios:

The table below details the number of HR employees per headcount of the Council. This figures does not include those employed in Payroll but does include HR Advisory support to the National Park.

	HR Headcount	Headcount (including NPA)	Median (including NPA)
2021/2022	8 (6.67 FTE)	775 (854)	1:97 (1:107)
2022/2023	8 (6.67 FTE)	783 (857)	1:98 (1:107)

The latest Xpert HR survey from March 2022 for both private and public sectors shows an average number of employees per HR practitioner as 1:74.

Perform and Progress

The HR Advisory Team train and support managers on effective day to day management to prevent employee issues escalating. The primary focus is always initially on early, informal resolution to support employees moving forward. The Performance Review process supports managers to hold meaningful conversations about performance and provide support and development where it is needed.

There are a small proportion of under performing employees who despite proactive management support are tackled using the Councils Capability or Disciplinary policies.

Performance

Our policies support the informal resolution of issues wherever possible, therefore we do not expect to see high numbers of formal performance management cases.

Resolution Category	Number of Cases	Percentage
Informal Capability	2	29%
Resignation	4	57%
Formally Resolved	1	14%

Misconduct

The Council continues to resolve misconduct cases promptly and aims to resolve informally where possible. The aim is to understand issues and address learning points moving forward to prevent future issues occurring. In 2021-22 there were 26 resolved cases, 10 of these were formal hearings. This year has seen a reduction in 12% of total cases.

Misconduct Matters 2022-2023

Resolution Category	Number of Cases	Percentage
Informal Resolution	15	65%
Stage 1, 2 or 3 Hearings	5	22%
Stage 4 Hearings	3	13%
Number of Dismissals	1	NA
Number of Appeals	0	NA

Resolving Workplace Issues

The Council always aims to resolve issues informally between employees and line managers as promptly as possible. However there are always occasions where this isn't successful or appropriate and therefore an employee may submit a grievance. In 2022 – 23 there were 11 resolved cases, 9 of these were resolved informally. There were 3 formal hearings, which is the same to the previous year.

Grievance Matters 2022-2023

Resolution Category	Number of Cases
Informal Resolution	9
Stage 1 Hearing	2
Number of Stage 1's not upheld	2
Number of Stage 1s progressed to Stage 2	1

The Council has a zero tolerance approach to any bullying and harassment behaviour and promptly responds to any reported incidents.

Attendance Management

A full attendance management report can be viewed here: [Attendance Management](#). This shows in 2022 – 23 the percentage of working time lost because of sickness was 3.92%. this reduced from 4.46% in the previous year.

Flexible Working

In the past year there were 10 requests for working pattern changes, 7 of these were approved.

3. Employee Lifecycle - Reward

Reward

We reward and recognise our people in many ways, both formally and informally. We value our workforce and this is shown in their commitment to their work and communities they serve.

In addition to our salary and expense arrangements, managers are able to reward exceptional performance through increment advancements or bonuses (where appropriate). The table below details additional pay information in comparison to the previous year.

Additional Pay Information 2021-2023

	2021/22	2022/23
Double Increments/Advancements	9 employees (4 females, 5 males)	6 employees (5 females, 1 male)
Increment Withheld	2 employees	0 employees
Increment Progression (in line with T&C's)	169 employees	256 employees
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	595 employees	537 employees
Additional payments (bonus/market supplement/honorarium)	Bonus: 2 Honorarium: 36 Market Supplement: 87	Bonus: 12 Honorarium: 32 Market Supplement: 88

In August the Council extended its use of Market Supplements to include Bands 11 and 12. This was in response to recruitment difficulties at senior levels. In exceptional circumstances, and where approved by relevant parties, the market supplement could be increased up to 15%. This applies to all posts up to and including Band 12.

A review of the pay spine was completed in October, seeking to have a positive impact on recruitment, retention and staff morale. This included the removal of our lowest spine point, moving band one from scp13 to scp14, adding an additional spine point to the top of band 4, and introducing performance points into bands 7 and 8.

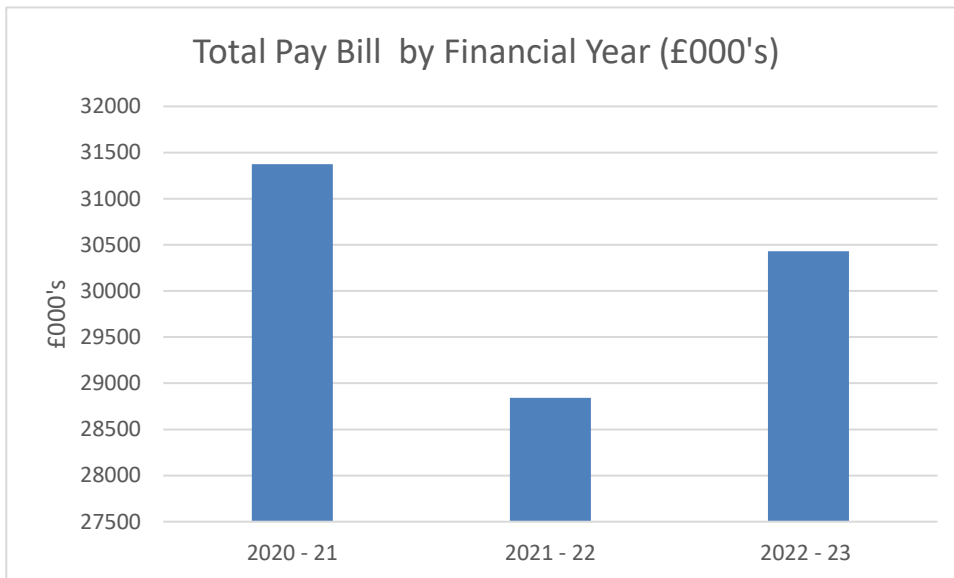
In accordance with the Local Government Association guidance on the Governments requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earning across the organisation as a multiple). Based on pre 22/23 pay award salaries for 1st April 22:

Chief Executive Remuneration	£128,504
Employee Median Average Remuneration	£26,980
Ratio	4.76

For 2022 – 23 all Spinal Column Points have increased by £1925. The lowest point on the Councils Pay Structure is now £10.70 per hour. This is reflected in the annual pay bill as detailed below:

Annual Pay Information:

	2020-21	2021-22	2022-23
Total Pay Bill (£'000's)	31,374	28,842	30,429



2022 – 23	£	TOTAL £	Paybill as %
Total Gross Pay	24,035,276.05		79%
Employers' NI	2,348,055.96		8%
Employers' Super	4,046,339.82	30,429,671.83	13%
General Fund Original Budgeted Expenditure	74,930,260		
HRA Original Budgeted Expenditure	30,425,300	105,355,560.00	28.88%

3. Employee Lifecycle - Retain

Retain

We aim to support employee retention with positive employee engagement, proactive health and wellbeing support and reward, a range of benefits and development opportunities.

Equally the Council has appropriate mechanisms in place to support our people to move on when performance does not meet organisational expectations.

External Turnover Rates 2020 – 2023:

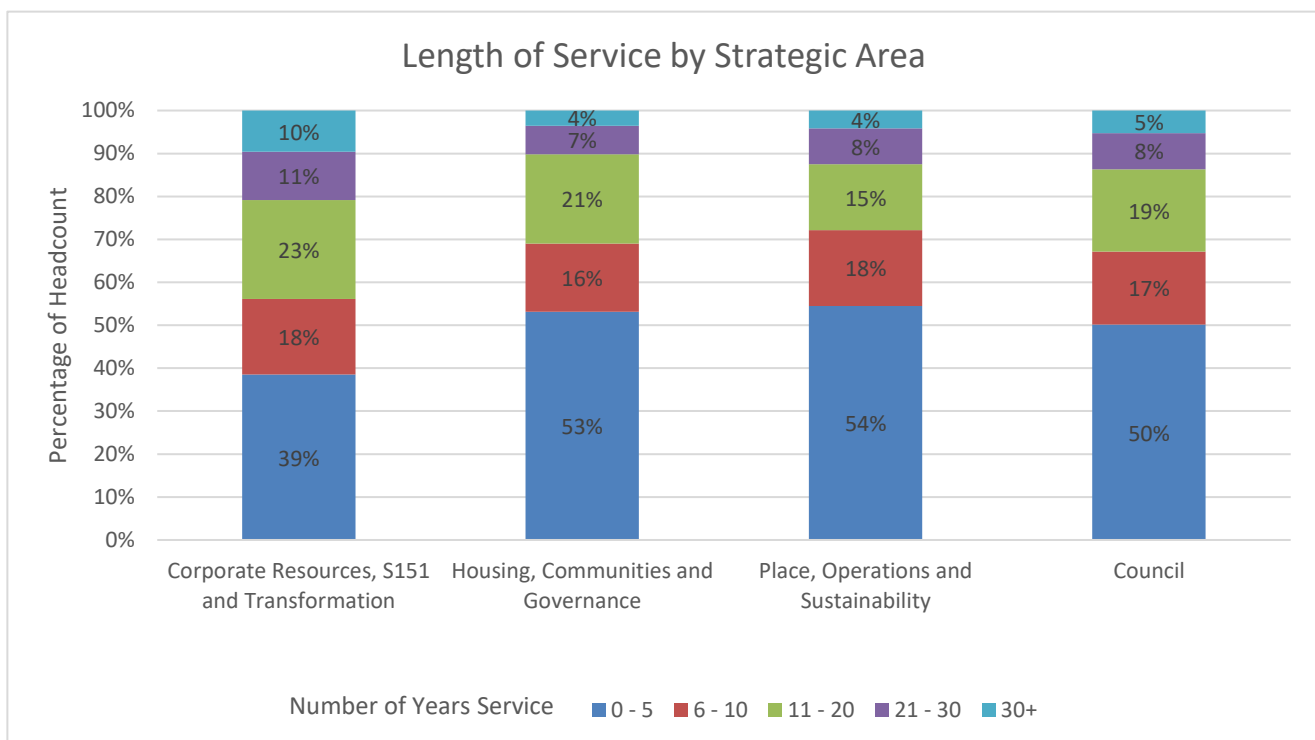
	2020/21	2021/22	2022/23
Voluntary Resignations	9%	17.76%	12.32%
Contract Terminations	3.5%	3.6%	1.16%
Turnover	12.5%	21.36%	13.48%

There have been 57 internal hires in the past 12 months, which may indicate a reduced external turnover. 26% of new starters left within 12 months of starting. 59% of those who left within 12 months were in operational based roles with the remaining 41% being in office based roles.

The Councils leavers questionnaire has been re launched from 1st June. The aim is to increase the response rate through an accessible online form. Questions have been updated and the new format has improved reporting tools

Length of Service

The below graph identifies the Councils workforce length of service profile by strategic area.



4. Conclusions

Conclusions:

Our People

- Our workforce profile has remained primarily the same to the previous year
- It is primarily representative of the New Forest Community according to the 2021 census results ([New Forest population change, Census 2021 – ONS](#))

Attract

- The diversity of the applicants we attracted has increased in the past year
- The average number of applicants per recruitment campaign has remained similar to the previous year

Engage

- All new employees are welcomed to the Council with induction remaining critical to the process

Develop

- We continue to invest in our employees through corporate and role specific training

Reward

- Reward remains critical to our people
- Case work and workplace issues continue to contribute to the workload of the HR Team. The team aims to support managers in finding resolutions to these issues

Retain

- External turnover has reduced in the previous 12 months
- 26% of those leavers left within 12 months of starting their employment

Next Steps

- We continue to explore different ways to analyse the workforce data to understand more about our people
- We are reviewing the results of the employee survey with an employee working group and will use this to develop and improve issues affecting the workforce
- A workforce Equality and Diversity group are reviewing our workforce profile and policies. These conversations will be used to implement improvements moving forward
- We continue to review how to engage with employees and intend to review our categories for recording sensitive employee information using the recent Census 2021 information. Any changes will be consulted on and well communicated with employees.
- We continue to embed health and wellbeing into the organisation and support managers and employees in this. The Councils proactive approach to supporting employees with reasonable adjustments remains a priority.
- The Council aims to remain an employer of choice and will continue reviewing the employee benefits package by December 2023
- The Council is procuring a new Learning Management System to support the ongoing development of workforce training, the creation of career pathways where possible and excellent onboarding for new employees.
- A Leadership Development Programme will be introduced for all senior managers. Managers are crucial to addressing the people challenges that we will face and it is paramount that they possess the skills necessary for them to be supportive and encouraging of the workforce.