

Assessment of Council Achievement against the Key Performance Measures set out in Workforce Development Strategy (2019 – 2024)

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
Time to hire	Number of elapsed days from advert to issuing of contract	To maintain effectiveness of recruitment systems	52.5 days (7.5 weeks)		<p>For the period 1st April 2020 – 1st October 2020 this was 62.3 so has reduced in the second half of 2020-21.</p> <p>Further changes to the recruitment and onboarding process with the new system coming in July 21 are expected to bring additional improvements.</p>
Candidate attraction	Average number of candidates applying for each vacancy & posts filled on first advert	To track impact of changes to recruitment and selection branding, systems and processes to widen talent pools	<p>10 candidates per advert</p> <p>81% filled on first advert. 92% filled after second advert.</p>		<p>1st April 2020 – 31st March 2021</p> <p>36 vacancies 29 filled on first advert 4 filled on second advert 2 filled on third advert 1 filled on fourth advert</p> <p>394 applications received across 36 vacancies</p> <p>Average number of candidates – 10 per vacancy</p> <p>Total number of applicants = 26 internal applicants 368 external applicants</p> <p>249 female applicants 145 male applicants</p>

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					These are reasonable fill rates, but the new recruitment system should support a greater distribution and reach for our adverts. Combined with the new microsite, showcasing our council, this should translate into more applicants and more posts filled more quickly for 2021-22.
Absence rate	Days lost per full-time equivalent	Identify cost of absence and manage overall levels	9.7 days lost per employee 2020/21	😊	<p>Compared with last year's rates of 12.4 average days lost per employee (April 2019 to March 2020), this is a significant improvement.</p> <p>However, the HR & OD team will look to continue to address sickness absence and reduce it, including via a review of the Absence Management Policy in 2021-22.</p>
Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence	NA	😐	<p>1 April to 31 March 2021 –</p> <ol style="list-style-type: none"> 1. Stress/Anxiety/Depression 2. Eye, Ear, Nose, Mouth 3. Musculoskeletal <p>April to March 2019/20</p> <ol style="list-style-type: none"> 1. Stress/Anxiety/Depression 2. Infections – Cold/flu 3. Musculoskeletal

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					Whilst stress/anxiety/depression remains the top reason for absence, this is typical of reasons for absence in most organisations, followed by musculoskeletal. Due to the size of our council, one person with a particular issue on long term sickness, can skew this data, as has happened with the eye, ear, nose, mouth reason for absence the year 20/21.
Voluntary turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer, manage retention rates	6.1%	😊	This is for 12 month period April 2020 to March 2021. This compares well against the latest figures from the LGA (2018) where labour turnover rates were 13.4%
Turnover of employees in year 1 of employment	% of leavers with 12 months service or less	To indicate satisfaction with the council as an employer and effectiveness of recruitment and induction processes, manage retention rates	1%	😊	This is for 12 month period April 2020 to March 2021. This is a very low figure which indicates that our recruitment and induction processes are working well.
Apprentice retention	% of apprentices securing a permanent role at the council	To indicate success of apprenticeship scheme in meeting future workforce needs	100%	😊	Since 2019, 100% of apprentices have secured roles within the council and we have recently appointed a further three in Planning/Property, IT and Digital.
Employee Opinion Survey – Advocacy Question: Council as an employer	% of staff speaking positively of the Council as an employer	Overall measure of employee engagement, manage retention rates.	Not measured	😐	The Employee Opinion Survey has been deferred to Autumn 2021 in response to the COVID-19 emergency.

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
Employee Opinion Survey – Advocacy Question: Council as a service provider	% of staff speaking positively of the council as a service provider.	Measure strength of support for Council ‘brand’			Instead, a tailored COVID-19 survey was developed to assess challenges, attitudes and challenges amongst the workforce which had a good response rate. A much shorter Pulse Check survey has been developed to build on this work to regularly ‘take the pulse’ of the workforce as we move through this crisis. The response from these Pulse Checks has been largely positive but also allowed the council to address some issues which had been raised.
Employee Opinion Survey - % of staff looking for another job in 2 years	% of staff looking to leave employment in next 2 years – and reason why	To indicate satisfaction with council as an employer and compare potential turnover with actual. Manage retention rates			
Gender Pay Gap	% gap in mean and median earnings of male and female employees	To track success in addressing/reducing the gender pay gap.	18% mean 7.75% Median	☹️	There was no national requirement to report this year due to current pandemic. However, our local figures indicate a median pay gap of just below 8% which compares well with the national median of 17.8%.
Diversity and Inclusion	% employees (and senior managers) by protected characteristics compared to local workforce census %s	To track effectiveness of diversity and equal opportunity policies and success in widening talent pools for jobs	Not currently reportable	☹️	It is not currently possible to provide accurate figures for diversity as we do not hold complete data. As part of the development of the HR and payroll CHRIS system, this is being addressed and should be complete in Q2 of this year.
Flexible / agile working	% of Council vacancies advertised as open to flexible / agile working	To track success in widening talent pools for jobs and employee retention	100%	😊	In the job details for all posts is the text: 'We welcome applications from candidates with flexible working requirements. We can offer

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					flexible working opportunities including flexible hours, part-time, job share and home working.' The 'Guiding Principles' for our return to the office post-COVID set out the framework which enables far more home working
Workforce costs	Actual and % total workforce costs compared to budget	Ensure control of expenditure on workforce	5.84% variance	😊	For Financial year 20-21 Budget: £10,543,453 Actual: £9,928,124 The workforce budget was under control for this year.
External pay and benefits checks	Key roles where council pay and benefits package varies from competitors	To manage recruitment and retention 'hotspots'	NA	😞	Total Reward Strategy is being developed across the whole council including development of Agile Working policy, salary sacrifice schemes for annual leave, bikes and electric cars. Some of this has been delayed by COVID-19.