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	49.8 days (7.1 weeks)	☺	Average for 2021/22: 49.8 days This includes a transition to Eploy from paper forms, and the time taken to train and support managers through shortlisting and placements in the new system. Average for 2020/21: 52.5 days (7.5 weeks) so we have seen a reduction in time to hire year on year.
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	8.5 candidates per advert post introduction of new system 90% of placed vacancies filled on first advert (July 2021 – March 2022)	😐	**April 2021 – March 2022** 88 employment vacancies 526 applications Average 7.7 applications per post **April 2021 – June 2021 (Paper forms)** 22 employment vacancies • (5 internal only) 99 applications across 22 vacancies 94 applications across 17 vacancies (excluding internal only advertisements) – average 5.5 applications per post

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					July 2021 – March 2022 (Eploy)
					104 RTFs authorised
					    33 new posts
					    29 current / previous post holder leaving
					    21 contract extensions
					    21 temporary cover
					
					62 vacancies
					       11 advertised internally only
					       51 advertised externally
					
					Of 62 vacancies employment vacancies
					• 43 filled on first advert
					• 5 filled on subsequent advert
					• 10 not filled at end of year
					• 4 no longer required
					
					90% of placed vacancies placed on first advert. 74% of required vacancies placed after first advert, 83% of required vacancies placed after second advert. This is a slight decrease on 2021/22, however, includes a number of hard to fill posts – 7 of those not filled were in One Legal and included Lawyer, Senior Lawyer, Head of Law and Professional and Practice Development Manager and non-traditional approaches for filling these posts have been explored.

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					432 applications have been received across 51 vacancies (excluding agency and internal only advertisements) – which is an average of 8.5 applications per post. Of all applications (including internal and agency: 291 female 152 male 4 prefer not to say Eploy has provided a far more robust reporting method so we can accurately capture the number of applications we receive and the associated equalities data. There has been a significant increase in amount of recruitment, as April 2020 – March 2021 we reported 36 vacancies (not including agency), so whilst the average number of applications has reduced from 10 per advert, this is partly attributable to the number of adverts being placed creating a slightly lower average. It can also be seen that the launch of Eploy has increased the number of average applications than that seen at the start of the year.

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					Widespread difficulties exist in the employment market for many professions and councils, which is resulting in a very competitive market, which is further compounded by the pandemic. We particularly experience difficulties in successfully filling professional roles and where we are in competition with the private sector.
Absence rate	Days lost per fte	Identify cost of absence and manage overall levels	11.52 days lost per employee 2021/22	😐	Compared with last year's rates of 9.7 average days lost per employee this has increased (April 2021 to March 2022), but represents a reduction from 12.7 days pre-pandemic. There is not reliable comparable data available from other organisations, but anecdotally this rise reflects what other councils are seeing too. HR & OD team will continue to address sickness absence through the introduction of the new Supporting Attendance Policy at the end of December 2021. Training for managers to help support manage and aim to reduce sickness across the council also took place in June 2022.
Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence	NA	☹	Top 3 reasons 2021-22 – 1 -Stress/Anxiety/Depression 2- Musculoskeletal 3- Covid

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					This equates to top reasons for absence in the UK overall given by ONS in labour surveys including musculoskeletal and mental health conditions and increase in Covid absences in top 4. Stress and anxiety has risen as a reason for absence - this is being addressed with improvements in more comprehensive Counselling services available to staff. The recent Healthy workplace award has confirmed that staff wellbeing is embedded in our strategy and people plan and is clearly set out in our culture and values statements. They confirmed following analysis and interviews that there is a commitment to embedding a healthy culture across all departments of the Council.
Voluntary turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer, manage retention rates	14.5%	☹	This is for 12 month period April 2021 to March 2022. This is much higher than last year average of 6% however around a third of that 14.5% figure relates to colleagues retiring. There isn't yet reliable comparator data available, but anecdotally these higher rates of turnover tie in with what has been reported in the media as 'The Great Resignation' following COVID.

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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	2.7%	😐	This is for 12 month period April 2021 to March 2022. This figure is higher than last year (1%) due to 6 leavers during this period with less than 1 years' service. Analysis confirmed that these resignations were due to a mixture of temporary contracts and personal circumstances and one relocation. Therefore whilst higher than we would have liked, this figure is not unduly concerning.
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 three officers currently on apprenticeship programmes based in Business Transformation, IT and Growth Hub.
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 2022 in response to the COVID-19 emergency. We have instead being undertaking periodic 'Pulse checks' to assess challenges, attitudes and challenges amongst the workforce. 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 – 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'			
Employee Opinion Survey - % of staff	% of staff looking to leave employment in	To indicate satisfaction with council as an			

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looking for another job in 2 years	next 2 years – and reason why	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.	16% mean 5% Median	☺	There has been a positive closing in the mean pay gap to 16% compared with 18% and in the median pay gap to 5% compared to 7.75% as at 31st March 2020 which is largely due to the higher percentage of female employees in the upper middle and upper quartiles. This is a positive result in comparison with the national median of 7.9%.
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	All protected characteristics can now be reported on	☺	Last year we had to report that this was not reportable. Over the past year we have made significant progress in monitoring our diversity and inclusion figures. Up to date equalities data for all current staff (with few exceptions for those on maternity leave etc) has been collected and data for recruitment and new starters has been built into the new Eploy system. This puts our council ahead of many others in terms of data collection and quality. When our new HR Self Service system launches (anticipated in Q2) this will allow staff to view

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					and update their own equalities data to ensure it stays accurate. Key statistics in comparison to data from Gloucestershire Inform for Tewkesbury are: The council employs 5.8% staff who identify as non-white, in comparison to 2.5% who identify as non-white in the general population of Tewkesbury. Around 5% of our staff identified as having a disability. This suggests that our policies are working effectively to attract and retain a diverse workforce.
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 flexible working opportunities including flexible hours, part-time, job share and home working.', in addition flexible working prompts are built into the new Eploy recruitment system, encouraging managers to consider flexible working throughout the recruitment principles

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					and including agile working governance and assurance as part of the onboarding process.

The Agile Working Policy sets out the framework for agile and flexible working going forward. |
| Workforce costs | Actual and % total workforce costs compared to budget | Ensure control of expenditure on workforce | 3.9% variance | ☺ | For Financial year 21-22
Budget - £11,032,559
Actual - £10,602,643

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 | ☺ | The council, like other councils has challenges with some recruitment, particularly in roles in IT, planning and law. Our new recruitment system supports with this, as does the work being done on alternative attraction methods. Where necessary we have applied market supplements to pay.

Significant progress has been made on our Total Rewards programme. In addition there has been significant work completed on 'brand' development for our council and on promoting the benefits of working for the council via our new recruitment microsite. |

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					We now have an Agile Working policy including a hybrid working offer, and have launched a new salary sacrifice cycle to work scheme. We expect to launch an electric and hybrid car salary sacrifice scheme in Q1 of 2022 and then move on to consider the purchase of annual leave.