

**Appendix 2 - 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	63 days	☹️	<p>Average for 2021/22: 49.8 days (7.1 weeks)</p> <p>We have seen an increase in time from taken from advert to issuing contract for 2022/23. This does include a post where there was a large delay during onboarding and resulted in us withdrawing the offer of employment due the candidate needing to leave the country for an extended period of time.</p> <p>Also, during this year the Government has required a return to in person right to work checks rather than via Teams, which has also added a slight delay on some onboardings due to availability particularly those living at distance from the office. We have adapted our process to allow for conditional contracts to be issued subject to first-day verification of documents.</p> <p>These 2 scenarios make up the 4 longest time to hire candidates, and without their inclusion the figure is 52.1 days (7.4 weeks)</p> <p>Finally, in some areas we have experienced some delay in managers shortlisting following the close of</p>

					their adverts. To combat this we have created a flag in the system for the HR team where a manager has not shortlisted a week after the close of their advert so we can contact them to remind them.
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	7.7 candidates per advert  73% vacancies placed on first advert	☹️	<p><b>April 2021 – March 2022</b> 88 employment vacancies 526 applications Average 7.7 applications per post</p> <p><b>2022/23</b> 202 RTFs authorised 45 new posts 58 current / previous post holder leaving 55 contract extensions / increase in hours 42 temporary cover</p> <p>78 employment vacancies 12 advertised internally only 66 advertised externally</p> <p>Of 78 employment vacancies</p> <ul style="list-style-type: none"> <li>• 43 filled on first advert</li> <li>• 11 filled on subsequent advert</li> <li>• 5 not filled at end of year</li> <li>• 19 no longer required</li> </ul> <p>Excluding those posts which were reported as no longer required - 73% of required vacancies placed after first advert, 92% of required vacancies placed after second advert.</p>

					<p>Placed on first advert remains around the same from 2021/22 (previously 74%) but subsequent advert has improved as it was previously 83%. This figure also includes a number of hard to fill posts within our Planning and Legal departments.</p> <p>508 applications have been received across 66 vacancies (excluding agency and internal only advertisements) – which is an average of 7.7 applications per post.</p> <p>Of all 624 applications (including internal and agency: Gender -</p> <ul style="list-style-type: none"><li>• 348 female</li><li>• 226 male</li><li>• 6 prefer not to say</li><li>• 44 not specified</li></ul> <p>Disability -</p> <ul style="list-style-type: none"><li>• 588 None reported</li><li>• 36 disability declared</li></ul> <p>Widespread difficulties continue in the employment market for many professions and councils, which is resulting in a very competitive market. We particularly experience difficulties in successfully filling professional roles and where we are in competition with the private sector.</p>
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Absence rate	Days lost per full time equivalent (fte)	Identify cost of absence and manage overall levels	<p>9.83 days lost per fte employee 2022/23</p> <p>11.52 days lost per employee 2021/22</p>	☹️	<p>Whilst the absence rate remains higher than our internal target of 8 days, 9.83 days is a positive direction of travel and is a significant improvement on last year's rate of 11.52 days lost per employee.</p> <p>The HR &amp; OD team have been managing sickness absence processes following the updated Supporting Attendance Policy and training on the new policy has been given to all Managers to embed these changes. With the addition of sickness reporting through the digital MyHR system this enables managers to have more immediate clearer vision of sickness absence within their teams.</p> <p>Please find a breakdown below of our quarterly short term and long term absence figures for 2021/22 and 2022/23;</p>
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Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence	N/A		<p>Top 3 reasons for 2022/23;</p> <ol style="list-style-type: none"> <li>1 - <b>Infections</b> (flu/cold/cough/throat infections)</li> <li>2 - <b>Covid</b></li> <li>3 - <b>Stomach, liver, digestion</b> (diarrhoea and vomiting)</li> </ol> <p>The top reasons for absence in the UK overall as confirmed by ONS is <b>minor illnesses</b> (coughs, colds, flu, sickness and diarrhoea), <b>other</b> (including accidents, infectious diseases, diabetes etc) and <b>musculoskeletal</b>, with <b>respiratory conditions</b> overtaking mental health conditions to become the fourth most common reason for sickness absence in 2022/23.</p> <p>The rise in days lost to colds, coughs and flu is likely due to a lower immunity to infection following multiple lockdowns and the introduction of face-to-face working through hybrid working arrangements from 2021 into 2022, alongside the impact of new</p>

					<p>'super colds' nationwide. As part of our in-house wellbeing offering we cover the cost of a flu jab annually (if not eligible via the NHS), alongside cleaning supplies at every workstation and flexible working, to minimise transfer of germs between officers.</p> <p>The recent Healthy workplace enhanced 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 staff interviews and a review of a portfolio of wellbeing evidence that there is a commitment to embedding a healthy culture across all departments of the Council.</p> <p>The fact that reasons for absence which are likely to result in longer term absences (musculoskeletal, mental ill health etc) are given less frequently is positive.</p>
Voluntary turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer, manage retention rates	15.4%	☹️	<p>For 2021-22 the voluntary turnover rate for the council was 14.5%.</p> <p>Whilst we have seen an increase in the voluntary turnover rate this year to 15.4%, and the target has been missed by 2%, this is in line with a significant rise in voluntary resignations seen across industries between 2020-22.</p> <p>It is important to note that the highest turnover rates relate to Q1 and Q2 (12.2% collectively) and then there was a significant drop in turnover from Q3 (2.3%), and another significant drop in Q4 (0.9%). Some of this reduction is likely to be due to the positive impact of the Retention and Recruitment</p>

					programme including the new pay structures which were implemented in Q3 and the council is now in a much stronger position to anticipate lower voluntary turnover in 23-24.
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	1.8%	😊	<p>This is for 12 month period April 2022 to March 2023. This figure is reduced from last year (2.7%) with 4 leavers during the year with less than 1 years' service. These were resignations with one being due to relocation.</p> <p>This indicates that the council is describing jobs well through our advertising and onboarding processes and also inducting people effectively.</p>
Apprentice retention	% of apprentices securing a permanent role at the council	To indicate success of apprenticeship scheme in meeting future workforce needs	100%	😊	<p>Since 2019, 100% of apprentices have secured roles within the council. We are currently recruiting a new cohort of apprentices for Summer 2023, roles include;</p> <ul style="list-style-type: none"> <li>○ <b>Level 3 Information Communications Technology (IT)</b></li> <li>○ <b>Level 3 Business Administration (Community Services)</b></li> <li>○ <b>Level 3 Business Administration (Rotational apprentice – to be shared across multiple service areas)</b></li> <li>○ <b>Level 4 Revenues and Welfare Benefits Practitioner (Revs and Bens)</b></li> </ul>
Employee Opinion Survey – Advocacy	% of staff speaking positively of the	Overall measure of employee	78% (98% including		During this year we have successfully delivered the Employee Opinion Survey after a break during the



Question: Council as an employer	Council as an employer	engagement, manage retention rates.	neutral responses	😊	COVID crisis where we instead concentrated on much shorter Pulse checks.
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’	72% (96% including neutral responses)		Around 60% of our staff responded, which is a reasonable response, whilst accepting that there remains a significant minority who did not respond, the feedback was extremely encouraging across the board with almost all questions yielding more positive responses in comparison to the last survey results in 2019.
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	25% of respondents		<p>We saw a significant majority of respondents actively prepared to speak positively about the council as an employer and as a supplier of services, and only 2% and 4% who would be critical about us as an employer and provider of services respectively.</p> <p>25% of permanently employed respondents (34 respondents) indicated that they would be likely to look for a job outside the council in the next two years, but 22 of these respondents also said that they are looking to develop their career within the council, which suggests that were the right opportunities to be available those people would be keen to stay. This underlines the importance of a greater emphasis on workforce planning and structured development going forward.</p> <p>Comments from those who were not looking to develop their career within the council (10 respondents) also tended to answer that they did not feel appreciated and recognised in their role,</p>

					felt their ideas for improvements were not encouraged. This underlines the importance of the work of the Organisational Culture group which has been looking at these areas.
Gender Pay Gap	% gap in mean and median earnings of male and female employees	To track success in addressing/reducing the gender pay gap.	13.2% mean 3.97% Median	😊	The council has continued to see a positive closing in the mean pay gap to 13.2% compared with 16% and in the median pay gap to 3.97% compared to 5% as at 31st March 2021 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 in 2021 of 15.4%.
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	😊	<p>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.</p> <p>Our HR Self Service system, MyHR has now been launched and it is anticipated that one of the future developments in the coming year will allow staff to view and update their own equalities data to ensure it stays accurate.</p> <p>In terms of key statistics, the council reports 7.5% of staff who have identified themselves as being not in the majority category of White British against a comparator of 6.9% across Gloucestershire as a whole.</p>

					Our gender split is 70/30 in favour of women, except in the top pay quartile where the balance is more even at 56/44 in favour of women.
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%	😊	<p>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 and including agile working governance and assurance as part of the onboarding process.</p> <p>The Agile Working Policy sets out the framework for agile and flexible working going forward.</p>
Workforce costs	Actual and % total workforce costs compared to budget	Ensure control of expenditure on workforce	-0.8% variance	😊	<p>For Financial year 22-23 Budget - £11,568,000 Actual - £11,658,000</p> <p>The workforce budget was slightly overspent for this year largely as a result of some key vacancies for which agency backfill was needed.</p>
External pay and benefits checks	Key roles where council pay and benefits package	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

	varies from competitors				<p>alternative attraction methods. Where necessary we have applied market supplements to pay.</p> <p>A key piece of work which has been completed this year is the Retention and Recruitment programme which involved the review of both internal and external data for all grades in the council. Changes were made to the pay structure for grades G-K from Q3 and turnover has significantly dropped in Q3 and Q4.</p> <p>Building on the work already in place on our Total Rewards programme we have now launched an electric and hybrid car salary sacrifice scheme. A scheme to purchase annual leave is planned for 23-24.</p>
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