

**Committee:** FINANCE AND RESOURCES  
**Date:** 25 MAY 2021

**Report:** HUMAN RESOURCES REPORT

### **Purpose of report**

1. To provide Members with information on the following during the year 1 April 2020 to 31 March 2021:

- recruitment activity and equal opportunities;
- gender pay gap;
- training and development; and
- turnover and retention data.

### **Recommendation**

2. That the report be noted.

### **Strategic Planning Framework**

3. The information and recommendation contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework, and specifically Corporate Action Plan Objective 34, to "Plan and manage all aspects of the Authority's business so as to make the most effective use of our resources".

### **Recruitment Activity**

4. In the year from 1 April 2020 to 31 March 2021, 11 posts were advertised. This is significantly lower than in 2019/20 when 33 posts were advertised.

5. Recruitment costs (see table, below) for 2020/21 were lower than the previous year. This is predominately due to the reduction in vacancies advertised. The annual licence for the Webrecruit Application Tracking System (ATS) is £1,500; one higher level recruitment (Head of HR) and some previously difficult to recruit roles (Senior Planning Officer) incurred additional costs due to wider advertising.

Year	Recruitment Costs
2016/2017	£6,048
2017/2018	£11,610
2018/2019	£3,585
2019/2020	£12,721
2020/2021	£7,775

## **Webrecruit**

6. In 2019/20, Webrecruit became the preferred supplier of recruitment advertising for all National Park Authorities, following a tendering process run through the national 'Working Together' project.

7. Webrecruit provides the authority with the ATS which enables candidates to apply online, managers to access the applications using the ATS platform and invitations to interviews be sent using the software.

8. Webrecruit also provides a recruitment agency service whereby they can suggest advert wording and will place adverts on behalf of the Authority using appropriate and relevant jobsites at a significant reduced cost.

## **Equal Opportunities Monitoring**

9. The monitoring of applications for the purpose of equal opportunities is a practice recommended by the Equality and Human Rights Commission. This is an important tool to enable the Authority to ascertain at an early stage whether or not there appear to be any areas of its work from which particular groups are excluded. This monitoring provides evidence as to whether current recruitment practices are reaching the full spectrum of possible candidates and helps us to avoid possible future problems of allegations of discriminatory practices.

10. Completion of monitoring forms is not compulsory, and non-completion does not invalidate an application. Therefore, not all applicants complete the form fully, or at all. The evaluation of these forms does still, however, provide an insight into the demographic of candidates applying to work for the Authority and the methods they use to find jobs.

11. Using the information shared by candidates the following statistics are available:

### Age

Age Ranges	2019/20	2018/19
Under 18 years	0%	4%
18 – 25 years	21%	17%
26 – 34 years	22%	21%
35 – 44 years	20%	18%
45 – 54 years	25%	29%
55 – 64 years	10%	10%
65 years and above	2%	1%

### Disability

	2019/20	2018/19
Disability declared	6.5%	8%

12. The Authority has a policy, which is consistent with Equality law, that all applicants who declare a disability will be shortlisted *if* they meet the essential criteria for a particular job.

## Gender

	2019/20	2018/19
Female	60%	60%
Male	40%	40%

## Ethnicity

Ethnic Origin	2019/20	2018/19
White	91%	96%
Black	0.5%	1%
Asian	4.5%	2%
Mixed	3%	1%
Prefer not to say	1%	

## Marital Status

	2019/20	2018/19
Single	45%	50%
Married or civil partnership	39%	32%
Other	15%	18%
Prefer not to say	1%	

13. During 2020/21 we introduced the following statement to all vacancy adverts, with the intention of increasing the ethnic diversity of applications:

*Our recruitment process treats all job applications equally, regardless of age, disability, gender identity, ethnicity, religion or belief, sexual orientation or any other equality characteristic. That said, we particularly encourage applications from people from Black, Asian and other minority ethnic (BAME) backgrounds, as this group are currently under-represented throughout the Authority.*

14. We currently don't request or monitor the protected characteristics of religion or belief and sexual orientation. We plan to modify our processes to collect this information in 2021/22.

15. Whilst we've requested and monitored candidate diversity for a significant period, the monitoring and reporting of employee diversity is an area we hope to develop during 2021/22. As with applicants, employees will have the opportunity to opt out of sharing their personal information.

## **Gender Pay Gap**

16. The gender pay gap is a calculation of the difference between average hourly earnings of men and women as a proportion of men's average hourly earnings.

17. The gender pay gap is generally held to have four main contributory factors: occupational segregation, pay discrimination, the fact that women still bear the main responsibility for looking after children, and the undervaluing of women's work.

18. For those working full-time, the gender pay gap is down mainly to industry and personal characteristics; for those working part-time, occupational segregation and the undervaluing of women's work make significant contributions.

19. Paying men and women differently for the same or equivalent work has been unlawful for decades. Although it does still happen, it is not considered a major factor in explaining the gender pay gap, and an employer that has completely eliminated unequal pay may still have a wide gender pay gap.

20. The gap can be measured in various ways, so it's important to understand how, in any specific context, the gap is being measured. A gender pay gap can be expressed as:

- a positive measure, for example, a gap of 13.9% – this indicates the extent to which women earn, on average, less per hour than their male counterparts
- a negative measure, for example, a gap of –9.2% – this indicates the extent to which women earn, on average, more per hour than their male counterparts.

21. There are Regulations in place which apply to all private sector and voluntary sector employers with 250 or more employees, and require them to publish details of the gender pay gap for their organisation. The Authority is not currently required to publish details of its gender pay gap.

22. There are a number of different ways in which the pay gap is measured. For the purposes of this report, the mean gender pay gap has been calculated across all employees, both full-time and part-time.

23. The Authority's mean gender pay gap for full and part-time employees was 12.3% for 2020/21. This is a reduction from 14.5% for 2019/20

24. For comparison, in 2020 the UK's mean gender pay gap for all employees, full- and part-time, was 15.5%, down from 27.5% in 1997.

### **Training and Development**

25. Training and Development continues to be important to the Authority and its staff. Training plans were determined for each directorate following the annual appraisals which were completed by May 2020.

26. It is the responsibility of the manager and staff member to agree their training and development needs for the forthcoming year and to apply to the appropriate Director to agree those requirements via the Directorate Training Plan.

27. The training budget for 2020/2021 was £51.3k, broken down as follows:

- 'Topslice', £32k allocated to pay for corporate training
- Health and Safety, £4k
- £15.3k allocated between the three directorates (proportionate to the number of staff in each directorate) for specific training relating to the work of that directorate and the individual officers.

28. In 2020/21 HR facilitated and co-ordinated corporate training courses including Mental Health Awareness sessions, First Aid training, Mental Health First Aider training, Institute of Occupational Safety and Health (IOSH) Managing Safely training, Emerging Managers training, Equality, Diversity and Inclusion training, De-escalation training, Managing Mental Health training, and Managing at a Distance training

29. The Authority has access to a shared e-learning portal for all UK National Parks (ELMS). All 15 National Park Authorities are now using this system.

### **Staff Turnover**

30. Some degree of employee turnover is inevitable. It is also desirable. The influx of new people can generate new ideas and fresh ways of thinking. Turnover also gives the Authority the room to develop career progression of existing staff, either through promotion or through a sideways move. No organisation wants to stagnate.

31. However, if labour turnover is too high or the most valued employees are leaving, this can damage organisational performance in a number of ways, including the financial cost of replacing leavers and the loss of corporate knowledge and skills.

32. There is no universally recognised point at which labour turnover starts to have a negative impact on an organisation. Although it has been suggested that a turnover level of between 5% and 10% is a healthy and realistic rate for most organisations

33. During the period from 1 April 2020 to 31 March 2021, 14 employees left the Authority for the reasons detailed below:

<b>Reason for Leaving</b>	<b>No. of Employees</b>	<b>% of Leavers</b>
Voluntary resignation	6	43
End of Fixed Term Contract/Apprenticeship	8	57
<b>TOTAL</b>	<b>14</b>	<b>100</b>

34. The turnover rate for 2020/21 was 8%. To put this in context, the UK average employee turnover rate is approximately 15% a year.

### **Employee Retention**

35. The length of service of the 14 people who left the Authority in 2019/2020 is shown below:

<b>Length of Service</b>	<b>Number of leavers</b>
<1 year	1
>1 year but < 2 years	7
>2 years but < 3 years	1
>3 years but < 4 years	
>4 years but < 5 years	
>5 years	5

### **Feedback from Leavers**

36. Exit interviews are only requested when the employee has voluntarily resigned, and are not compulsory.

37. Of the 6 officers who resigned voluntarily, 3 provided feedback. The feedback was in general positive about working for the Authority and its policies and has not resulted in any actions.

**Recommendation**

38. That the report be noted.

**Vikki Thomas**  
**Head of HR**

7 May 2021