

Addendum

Employment Committee

Dear Councillor,

Employment Committee - Wednesday, 31 March 2021, 7.00 pm

I enclose, for consideration at the meeting of the Employment Committee to be held on Wednesday, 31 March 2021 at 7.00 pm, the following report which was marked 'to follow'.

Mari Roberts-Wood
Interim Head of Paid Service

4. Key Workforce Data for 2020/21 (Part-Year) (Pages 3 - 12)

A summary report of the key workforce data to date for the financial year 2020/21.

Report and annex attached.

For enquiries regarding this addendum;

Contact: 01737 276182

Email: democratic@reigate-banstead.gov.uk

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Agenda Item 4



Signed off by	Mari Roberts-Wood, Director of People & Interim Head of Paid Service
Author	Kate Brown, Head of Organisational Development
Telephone	Tel: 01737 276092
Email	Kate.Brown@reigate-banstead.gov.uk
To	Employment Committee
Date	Wednesday, 31 March 2021
Executive Member	Portfolio Holder for Corporate Policy & Resources

Key Decision Required	N
Wards Affected	N/A

Subject	Key Workforce Data for 2020/21
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Recommendations
<p>(i) The Employment Committee is asked to note the content of the Workforce Data summary Annex, comprising of key equalities workforce information as well as some organisational health measures including sickness absence and employee turnover data</p>
Executive Summary
<p>This report and annex material provides the Employment Committee with an overview of the Council's workforce for the 2020/21 year (predominantly part year figures, ending quarter three 31st December 2020).</p> <p>The high-level summary of the workforce data including sickness absence, employee turnover and equalities data, is to give an indication of the organisation's health and workforce demographic.</p>

Agenda Item 4

1. It was agreed at the Employment Committee of 29 July 2019, that Employee Demographic and Organisation Workforce Measures data be reported annually, at the first Employment Committee meeting of the municipal year, with the exception of sickness and turnover data which was to be provided twice a year to the Committee. This data helps give an indication of the organisation's health.
2. Due to Covid-19 and resources being focused on supporting our organisation respond to the pandemic, we have not been in a position to report the workforce data until now. It is intended to provide a 'full year' (i.e. 1st April 2020 – 31st March 2021) Workforce data update to the Employment Committee at the first meeting in the next municipal year.

Key Information

3. The Council needs to understand, plan and develop its workforce requirements for the future in order to provide excellent services to the community it serves and to support the Council's vision, aims and values.
4. Key workforce information helps to inform and shape this, also taking into account organisational health indicators such as turnover and sickness absence rates.
5. Ways in which the workforce has adapted to the Covid-19 crisis, the restrictions and challenges on a personal level, and the increased requirements to support our workforce and communities, have provided an opportunity of reflection on potential new ways of working in the future.

Consultation

6. The Employment Committee were provided with an end of year (2019/20) Workforce Summary report at the meeting of 15 July 2020. Annex 1 of this report is the updated part year report for 2020/21.

Financial Implications

7. The 2020/21 approved budget for salary costs is £28.569 million. Actual costs against this budget are reported on a quarterly basis to Overview & Scrutiny Committee and Executive.

Background Powers

1. Annex 1 - Workforce Summary – 2020/21 data (part year)

Workforce Data Summary

RBBC's workforce is key to the success of our organisation and service delivery, and therefore consideration of our employee demographics is essential to future workforce planning and organisational strategy.

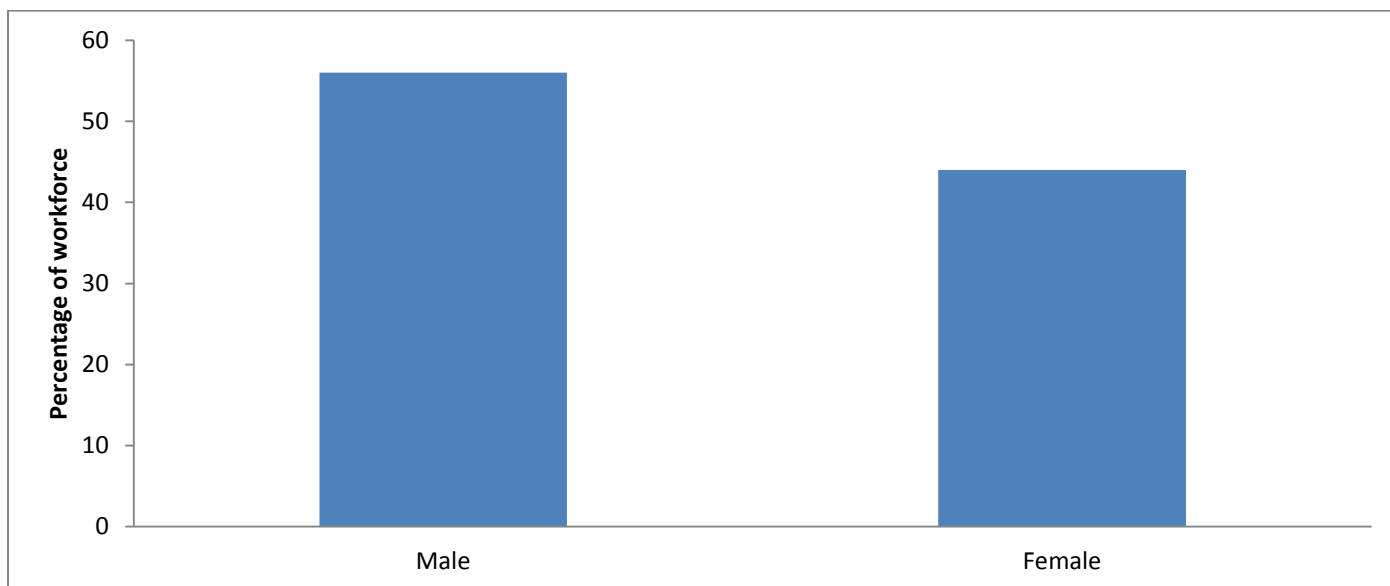
In addition to employee demographics, we also capture and analyse data to help us measure the success of our people management strategies, policies and procedures.

The very recent 2021 Census Data will be analysed and released to us in due course, which will help us update our borough resident comparator data as appropriate.

Employee demographics

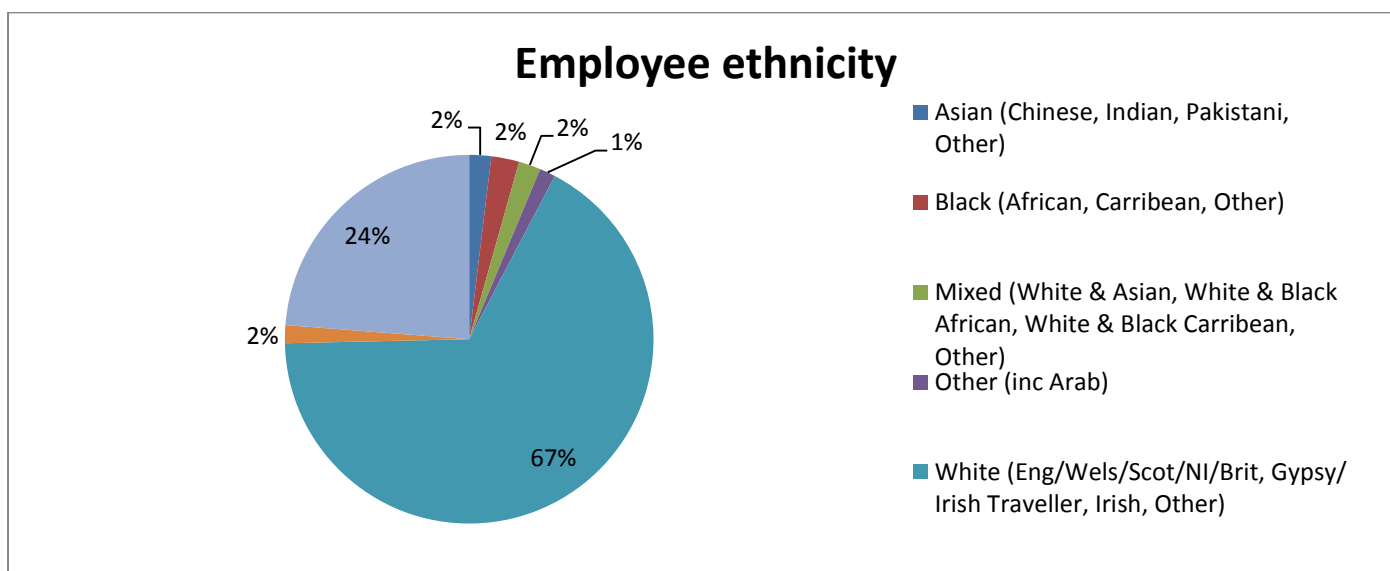
The information below reflects the make up of our organisation workforce, under some of the protected characteristics as defined by the Equality Act 2010. This information is correct as at 18 March 2021.

Employee gender



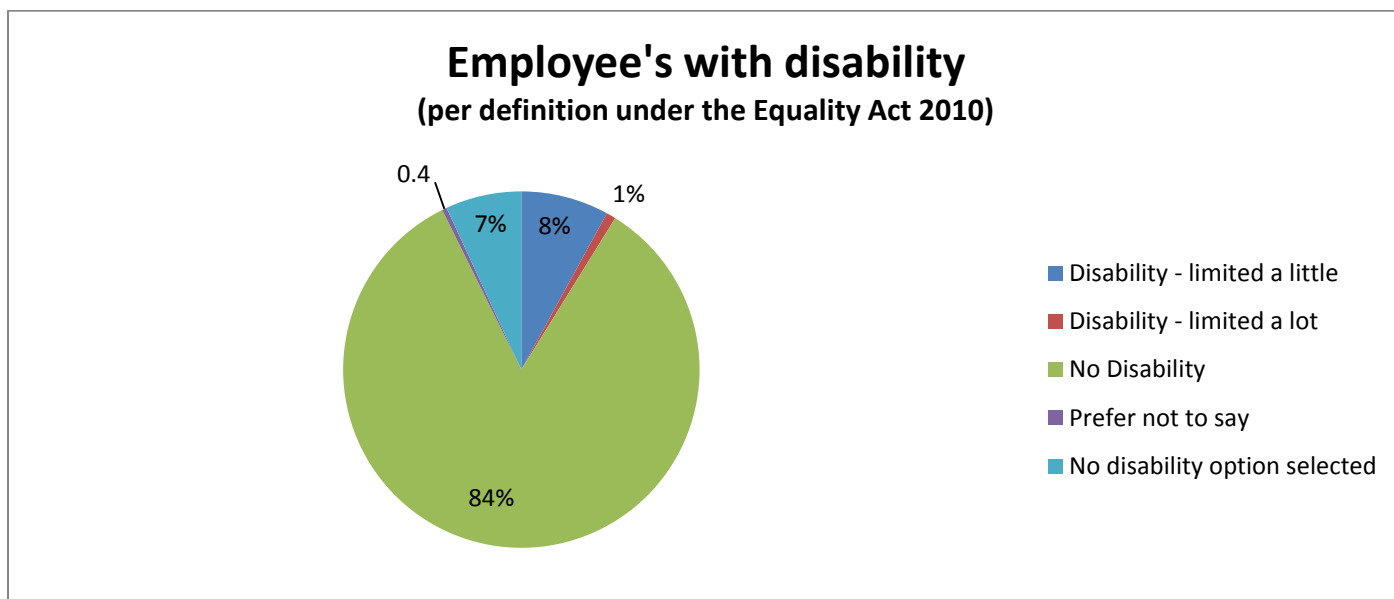
The gender distribution of our workforce is 56% male, 44% female. This data was previously presented to the Employment Committee as at 31st May 2019, when our gender split was 55% male, 45% female.

Employee ethnicity



The ethnicity of our workforce is more diverse than the RBBC resident population (using the comparator data currently available to us). After 'White', the second largest ethnic group in the borough is 'Asian' (5.2% of the population), which is now our workforce's third largest ethnic group at 1.9% of the workforce. Our second largest staff ethnic group is now Black (African, Caribbean, Other) at 2.4% of our workforce (compared to 1.6% of our borough population). In the chart above, 24% of our staff group have not declared their ethnicity.

Employees with a disability
(as per definition under the Equality Act 2010)



□

Where an employee deems they have a condition which affects their ability to perform 'normal day to day activities' for a period of 12 months or more, this is classed as a disability under the Equality Act 2010. For the purposes of our workforce data, we ask employees to self-declare this, and specify if they feel their disability limits them 'a little' or limits them 'a lot'.

Not all employees who select either of these two options choose to provide any further declarations about their disability. Where an employee or a manager feel that greater support can be provided to keep them in work, and /or working at the performance level required, we will discuss, assess and put in place reasonable adjustments (physical, policy or procedural) to aid this, potentially with the additional input and advice provided via our occupational health advisors.

Comparing our disability figures with those we have for the Borough from 2011 Census Data, our workforce is broadly comparable and reflective of the resident data we have. See extract below:

The 2011 Census collected information about the general health of the population and prevalence of long term (12 month+) health problems or disabilities (including those associated with old age).

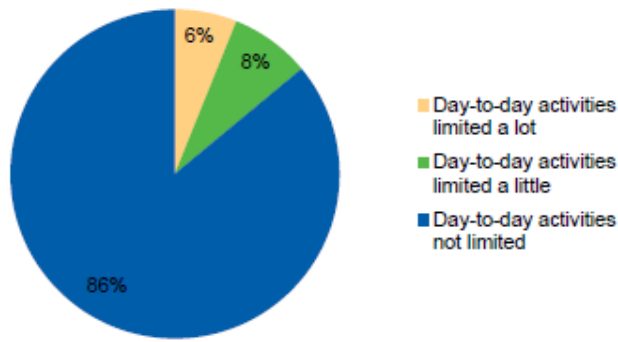
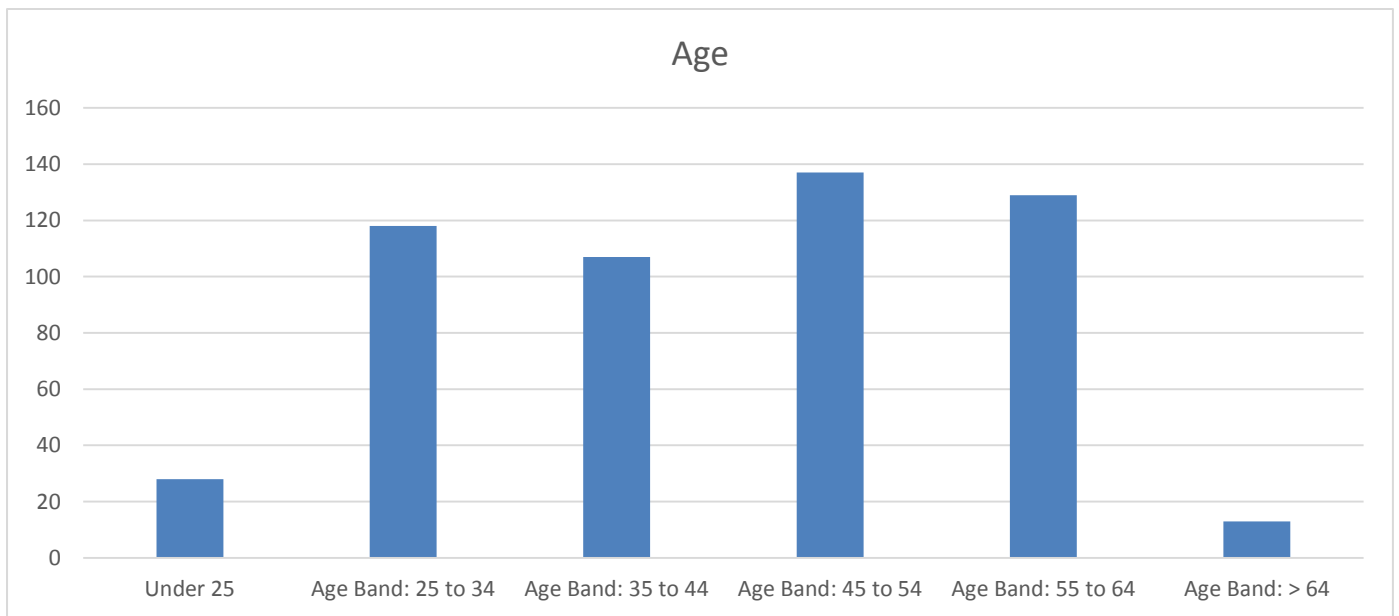


Figure 14: Long term illness / disability in Reigate & Banstead residents (source: Census 2011)

Employee age (total number of employees per age band)

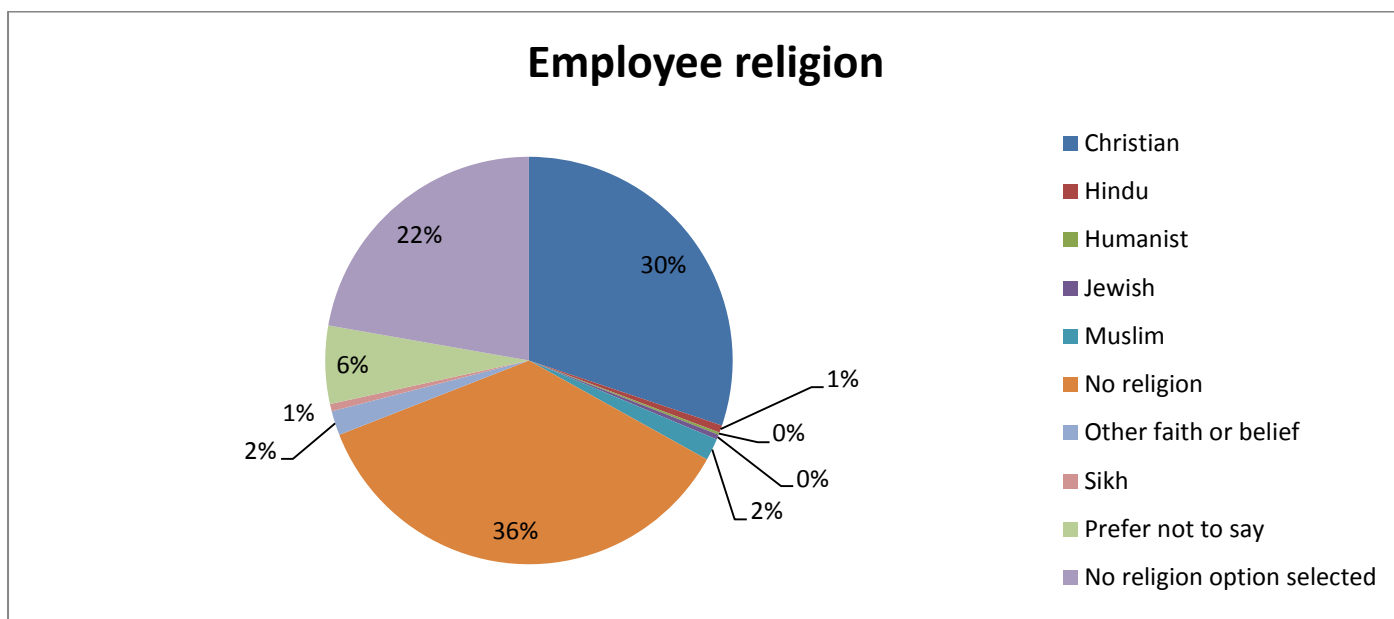


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The age profile of the workforce is fairly evenly distributed across the middle age brackets. Although there is no longer a statutory retirement age, the figures above show that we have very few employees remaining in the workforce who are aged '65 years old and over'. In 2019, 18.2% of the borough's residents were 65 years old and over.

ONS 2018 population projections suggest that the older population will increase considerably over the next 20+ years. In total, the number of people aged 65 or over could increase from around 26,721 in 2018 to 39,223 in 2042. This information is reviewed in more detail at a team level with HR Business Partners and service managers, to aid succession workforce planning as well as policy planning.

Employee religion or belief



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Other protected characteristics

Data is collected from our workforce on a further four equalities protected characteristics: sexual orientation, gender reassignment, pregnancy and maternity, marriage and civil partnership. It is completely voluntary for employees to provide us with this information, and therefore we do not have a significant amount of data in these categories. Employees will be encouraged to confidentially provide this, as well as continuing to encourage and improve the data collection rates on the other protected characteristics, so that greater analysis of our workforce makeup can be performed in the future.

Focus and specific plans are being considered as to how we better approach diversity, equalities and inclusion issues for staff (as well as for our Borough residents). Staff feedback will be key in order for us to understand priority issues to be addressed as well as consideration being given to how we better ensure we are attracting a diverse range of people to work at the Council.

Organisation workforce measures

On a quarterly basis, we collate data on a number of indicators to help us assess the organisation's health of workforce stability, performance and effectiveness of people management policy & procedures.

The information shown below is a cumulative total figure for the period 1 April 2017 to 31 December 2020.

Employee sickness absence

Average number of sick days per employee				
Year	Quarter	Short-term	Long-term	Total
2017-18	Q1	4.89	5.17	10.06
	Q2	4.82	4.86	9.68
	Q3	4.81	4.77	9.58
	Q4	4.79	5.28	10.08
2018-19	Q1	4.46	4.33	8.78
	Q2	4.16	4.13	8.29
	Q3	4.27	4.12	8.34
	Q4	4.81	4.05	8.87
2019-20	Q1	4.73	4.34	9.06
	Q2	4.95	4.78	9.72
	Q3	5.09	4.66	9.75
	Q4	4.78	4.4	9.18
2020-21	Q1	4.27	4.35	8.61
	Q2	4.01	3.53	8.13
	Q3	3.36	4.03	7.39
	Q4	TBC	TBC	TBC

□

The average number of days lost to sickness absence has reduced by just over 2.67 working days per person, since 2017. The current average of 7.39 days sickness absence per year per employee (inclusive of periods of long term sickness lasting 20 working days or more), is lower than other public sector organisations (8 days lost in 2020 per employee) according to the Chartered Institute of Personnel & Development's 'Health and Wellbeing at work report' released in March 2020.

It should be noted that the sickness figures to date for 2020-21 above do not include any absence specifically related to COVID-19. From 1st April 2020 to 31st December 2020, 26 people have had a combined total of 220 days off due to COVID.

The falling rates of sickness absence per employee can obviously be viewed as a positive finding in terms of us building a healthier workplace and continuing to support employee wellbeing. Given the challenges of COVID-19 over this last year, when reviewing our sickness data we must consider the impact of our different ways of working on sickness absence (for those normally office based, not physically being in the workplace together and also being able to perform their duties more flexibly). Further analysis and conversations are taking place with Management Team level around the wider assessment of employee health, which includes looking at levels of stress and mental health, giving consideration to other interventions we can make to support employees. This analysis is taking place in collaboration with HR and the Data Insight team.

Employee turnover (attrition)

RBBC's voluntary (resignation) employee turnover rate has reduced from a steady average of around 11/12% of the workforce for the past few years, to 6% in 2020 (to end of December). This significant reduction is not a surprise, given the impact of COVID-19 on the employment market. Previously we have considered our turnover rates to be healthy when unemployment was low as it provided us the opportunity to regularly review

our workforce, skills and experience requirements. We will continue to monitor the impacts of COVID-19 on the employment market and in turn, our turnover rates.

The 2020 XpertHR 'Labour Turnover Rates Survey' gives the average turnover rate in for the Public Sector of 9.5% for the period January 2019 to January 2020. The same for the Private Sector was shown to be 19.5%. It is worth noting that this data does reflect the impact of COVID-19 on the employment market.

Recruitment advertising

In 2020-21 (to date) RBBC launched 55 job advertising campaigns to recruit to a combination of new positions created as part of the 2020/21 budget process and existing roles which had become vacant. The majority of these campaigns were successfully managed in-house (through generalist HR support, working with recruiting managers), though external support was sought in the case of particularly hard to fill roles (for example, within our Finance team).

There is no doubt that the COVID-19 pandemic has had an enormous impact on the recruitment and employment market. Unemployment rates have increased nationally, and we are seeing an increase in the volume of applications for the positions we advertise. The 'live local, work local' campaign was launched during the pandemic – potentially opening up additional talent opportunities for us for those no longer wanting to commute out of the Borough for work, when organisations start to bring people back into the physical workplace.

One position we have recently filled within the HR Team is a full time, in house recruiter - our Recruitment Business Partner (RBP). This was an agreed new position as part of the 20/21 budget setting process to ensure we had the right specialist skills in house to work with recruiting managers on effective tailored recruitment campaigns – reducing pressure on recruiting managers, improving the quality of candidates and improving the quality of candidates applying for our positions through targeted recruitment campaigns. The RBP also has the remit to help us improve our talent attraction approaches and techniques, as well as our on-boarding and induction practices, as well as working with our Communications team on strengthening our employer branding. Review of our overall talent attraction approach is particularly important in light of the new ways of working as a result of COVID-19 and increasing candidate/employee expectations of RBBC as an employer.

The collection, analysis and use of data to inform these changes will be key and will include regular review of the success of recruitment campaigns and practices using metrics such as the time to hire, cost to hire, and success of new employee/their performance. With the help of our RBP, this is an area where we will see an improvement of our data analysis and approach.

Apprenticeships

Public sector apprenticeship targets were introduced in 2017 and we are required to employ an average of at least 2.3% of our employees (c45 roles) as new apprentice starts over the period of 1 April 2017 to 31 March 2021.

The Chartered Institute of Personnel & Development reported in early 2021 that nationally the total apprenticeship starts have fallen from 494,900 in 2016/17 to just 322,500 in 2019/20. We have a very positive attitude towards apprenticeships and have been meeting our targets.

During 2020-21 we had 24 employees employed in a range of apprenticeships including:

- Level 2 Arborist
- Level 3 Infrastructure Technician

- Level 3 Customer Service Specialist
- Level 3 Business Administrator
- Level 3 Assistant Accountant
- Level 3 Heavy Vehicle Service & Maintenance Technician
- Level 4 Revenues & Welfare Benefit Practitioner
- Level 4 Children, Young People & Families Practitioner
- Level 6 Environmental Health Practitioner Degree
- Level 6 Chartered Business Management Degree
- Level 7 Accountancy Taxation Professional
- Level 7 Senior Leader Masters (MBA)

It is worth noting that 14 apprenticeships started after March 2020, during the pandemic, and are progressing well so far.

Staff are using our apprenticeships to boost their career development, for example a Level 3 Environmental Health Business Administration apprentice is now doing a Level 6 Environmental Health Practitioner degree apprenticeship, and a Level 3 Business Administration apprentice went on to do a Management apprenticeship and is now in a Senior Business Support role.

More apprenticeships are already in the process of being set up to start in the next couple of months, including a Democratic Services apprenticeship, Finance Technician, Harlequin Chef and four Counter Fraud Investigators.

Gender pay gap

Again, COVID-19 has had an impact on the ability for us to compile and publish our Gender Pay Gap (GPG) figures – resource had to be diverted to supporting the organisation in our response to the pandemic. The statutory requirement for publishing data was amended in light of COVID-19 and the impact on organisations. This therefore means that when we next report our GPG figures (in the coming weeks), we will be publishing two years of data (the figures at 30th March 2019 and 30th March 2020).

It should be noted that the latest data does confirm that RBBC remains one of the few organisations in the UK reporting a 'negative' GPG (in favour of women).

As previously agreed, these reports will be shared with the Chair of the Employment Committee prior to publication and we will ensure that Committee Members are kept informed when the information has been released.

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