



Agenda

Employment Committee (Reconvened)

Tuesday, 19 July 2022 at 7.30 pm

New Council Chamber, Town Hall, Reigate



This meeting will take place in the Town Hall, Castlefield Road, Reigate. Members of the public, Officers and Visiting Members may attend remotely or in person.

All attendees at the meeting have personal responsibility for adhering to any Covid control measures. Attendees are welcome to wear face coverings if they wish.



Members of the public may observe the proceedings live on the Council's [website](#).

Members:

V. H. Lewanski
J. S. Bray
P. Chandler

T. Schofield
M. Tary

Substitutes:

Conservatives: M. A. Brunt, A. King and J. P. King

Residents Group: R. Harper and N. D. Harrison

Green Party: S. McKenna

For enquiries regarding this agenda;

Contact: 01737 276182

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Reigate & Banstead
BOROUGH COUNCIL
Banstead | Horley | Redhill | Reigate

Mari Roberts-Wood
Head of Paid Service

1. Election of Chair for 2022/23

To appoint a Chair for the Municipal Year 2022/23.

2. Election of Vice-Chair for 2022/23

To appoint a Vice-Chair for the Municipal Year 2022/23.

3. Apologies for Absence

To receive any apologies for absence.

4. Declarations of Interest

To receive any declarations of interest.

5. Minutes of the Last Meeting

(Pages 5 - 8)

To approve the minutes of the meeting of the Committee held on 25 January 2022.

6. Employment Committee - Terms of Reference

(Pages 9 - 22)

To note the terms of reference of the Committee and the procedure rule relating to officer employment.

7. Employment Committee Member Training

For the Committee to consider its training needs and how these will be fulfilled.

8. Workforce Data Summary and Organisational Development Update

(Pages 23 - 36)

To receive and consider the workforce and organisational development update.

9. Future Work Programme

(Pages 37 - 38)

For the Committee to consider its draft 2022/23 Work Programme.

10. EXEMPT: Pay Award 2022/23

To receive a verbal update on the pay award for 2022/23 from the Head of Paid Service.

11. EXEMPT: Senior Management scoping/benchmarking and recommendations to Council (including 151 Officer appointment)

(Pages 39 - 82)

To consider the title and remuneration of the Head of Paid Service and as well the appointment of a permanent Section 151 officer.

12. Any Other Urgent Business

To consider any item(s) which, in the opinion of the Chair, should be considered as a matter of urgency – Local Government Act 1972, Section 100B(4)(b).

Note: Urgent business must be submitted in writing but may be supplemented by an oral report.



Our meetings

As we would all appreciate, our meetings will be conducted in a spirit of mutual respect and trust, working together for the benefit of our Community and the Council, and in accordance with our Member Code of Conduct. Courtesy will be shown to all those taking part.



Streaming of meetings

Meetings are broadcast live on the internet and are available to view online for six months. A recording is retained for six years after the meeting. In attending any meeting, you are recognising that you may be filmed and consent to the live stream being broadcast online, and available for others to view.



Accessibility

The Council's agenda and minutes are provided in English. However, the Council also embraces its duty to anticipate the need to provide documents in different formats, such as audio, large print or in other languages. The Council will provide such formats where a need is identified prior to publication or on request.



Notice is given of the intention to hold any part of this meeting in private for consideration of any reports containing "exempt" information, which will be marked accordingly.

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BOROUGH OF REIGATE AND BANSTEAD

EMPLOYMENT COMMITTEE

Minutes of a meeting of the Employment Committee held virtually on 25 January 2022 at 7.30 pm.

Present: Councillors V. H. Lewanski (Chair), M. A. Brunt (Vice-Chair), T. Schofield, N. D. Harrison and P. Chandler.

31. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were none.

32. DECLARATIONS OF INTEREST

There were none.

33. MINUTES OF THE LAST MEETING

RESOLVED that the minutes and exempt minutes of the previous meeting held on 8 December 2021 be confirmed and signed as a correct record, subject to the removal of the words 'undertaken reviewed assets' in paragraph 3 of minute 28.

34. PAY POLICY STATEMENT 2022/23

The Employment Committee considered the first draft of the Pay Policy Statement at its meeting on 8 December 2021. The Committee raised a number of questions and requested several amendments. The revised version was circulated to the Committee in the agenda pack, and updated again in the addendum.

The Head of Organisational Development and Human Resources explained that the revised version:

- Included clarity around the distinction between the appointment process and designation process of statutory officers.
- Included details of full-time equivalent post in the salary budget table to provide context of year-on-year increases in salaries.
- Resolved the rounding issue identified at the last Committee to ensure gender division totalled 100%.
- Provided additional information in relation to exceptional increases to provide clarity over which duties were subject to a 10% increase and to provide a link to the roles as outlined in the Council's constitution.
- Contained a formatting error on page 3 whereby a bullet point had converted to a heading. This would be rectified prior to Council.

In response to the Committee's request for additional information an email had been circulated to members which contained:

- an aide memoir to the Committee in relation to contractual increments
- information to help members understand the proportion of salary budget increase dedicated to either growth in salaries or growth in head count.

Officers also confirmed that the 10% additional payment for statutory roles was included in the calculation of average salaries and the ratio of the average wider

Agenda Item 5

Employment Committee
25 January 2022

Minutes

senior management and average pay of other employees. This ratio was confirmed as being 3:1.

During the discussion, the following comments and observations were made:

- That the additional 10% payment for statutory roles should be reviewed during the external job evaluation and pay benchmarking exercise. It was confirmed that those are current contractual arrangements, and the Council would need to go through usual procedures to consult on any changes.
- That in relation to payment of fees for elections, this was separate from the additional 10% payment for statutory roles due to the structure of election funding.
- That an additional explanation should be included under the salary budget table to provide information as to the reason why there was an unusual increase in 2020/21.
- That work required for real living wage accreditation would be scoped. The challenges around requirements for contractors to pay the real living wage were noted.

Subject to minor amendments resulting from the Committee's observations, Members were satisfied that the Pay Policy Statement 2022/23 should be presented to Council on 10 February 2022 for adoption.

35. ANY OTHER URGENT BUSINESS

An urgent item was circulated in writing to the Committee prior to the meeting concerning the Pay Award 2022/23. The Chairman considered it necessary for the Committee to receive this item due to the urgent nature of the pay award negotiations.

RESOLVED that members of the press and public be excluded from the meeting for this item of business under Section 100A(4) of the Local Government Act 1972 on the grounds that:

- 1) It involved the likely disclosure of exempt information as defined in paragraph 4 of Part 1 of Schedule 12A of the Act; and
- 2) the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

The Committee received a verbal update on the 2022/23 Pay Award process.

The Meeting closed at 8.28 pm



Signed off by	Head of Legal and Governance
Author	Alex Vine, Democratic and Electoral Services Manager
Telephone	01737 276067
Email	alex.vine@reigate-banstead.gov.uk
To	Employment Committee
Date	Monday, 11 July 2021
Executive Member	Portfolio Holder for Corporate Policy and Resources

Key Decision Required	N
Wards Affected	(All Wards);

Subject	Employment Committee - Terms of Reference
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Recommendations
The Committee is asked to note the Responsibility for Functions for the Employment Committee, set out in Part 3a of the Constitution (annex 1), and Procedure Rule 9 – Officer Employment, set out in Part 4 of the Constitution (annex 2).
Reasons for Recommendations
This report sets out the terms of reference and the procedure rule relating to officer employment.
The Committee has authority to note the above recommendations.

Key Information
Background
<ol style="list-style-type: none"> 1. The Responsibility for Functions and Procedure Rule 9 – Officer Employment were revised in 2019 following recommendations to Council from the Governance Task Group. 2. In revising these, the Governance Task Group noted the importance of the Council understanding, planning and developing its workforce requirements for the future, so

Agenda Item 6

as to provide excellent services to the community it serves and to support the Council's visions, aims and values.

3. Furthermore, the Employment Committee should have regard to the following:
 - The need to ensure the Council has access to the right skill sets in order to deliver its ambitious future objectives.
 - The importance of attracting a diverse future workforce to ensure an ongoing supply of suitable applicants across a broad range of occupations, tackling skills shortage areas and attracting the right people with the right skills and competencies at the right time.
 - Ensuring skills and capacity are in place to support change, focusing on future skill requirements to support service improvements, management and staff development and creating a more adaptable and flexible workforce.
 - Ensuring pay and reward policies are equitable, flexible and affordable, support the Council's performance management systems and are responsive to market pressures.
 - The need to enhance and clarify governance arrangements associated with Member involvement in senior officer recruitment, including functions relating to disciplinary / dismissal.
 - The importance of Member Learning and Development, especially in relation to the roles and responsibilities of the Employment Committee and Member involvement in recruitment.

Legal Implications

4. There are no direct legal implications associated with this report.

Financial Implications

5. There are no direct financial implications associated with this report.

Equalities Implications

6. The Employment Committee needs to have regard to the Council's duties under the Equality Act 2010. This requires the Council to have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not;
 - Foster good relations between people who share protected characteristics and those who do not.
7. The recommendation set out in this report relate to the terms of reference for the Employment Committee and carry no direct implications for the Council's general equality duty. However, the Committee should ensure that it addresses these duties by considering them within its work programme (enclosed in the agenda pack) as well as individual pieces of work.

Agenda Item 6

Communication Implications
8. There are no direct communication implications associated with this report.
Risk Management Considerations
9. There are no direct risk management considerations associated with this report.
Background Powers
None.

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Committee	Membership	Function	Delegation of Functions
Employment	5 Members of the Authority (politically balanced – to include at least one Member of the Executive)	<ol style="list-style-type: none"> 1. Appointment/Dismissal & Disciplinary Action and appeals in accordance with Procedure Rule 9 – Officer Employment 2. Employee matters requiring approval by Members of falling outside the personnel policies and procedures 3. Oversight and engagement (with relevant Officers) in respect of the development of the Council's Organisational Development Strategy – which includes the talent/attraction/development/retention strategy for staff and the Council's Management Structure 4. Establishing a critical friend role in relation to ensuring the Council's Organisational Development Strategy is on track and is fit for purpose. This should include consultation around the annual Service and Financial Planning process and Pay Policy Statement. <p>Note: The application of 2, 3, and 4 (above) should be detailed in an annual work programme to be agreed at the start of each Municipal Year by the Employment Committee.</p>	Officer Delegation – See Schedule

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Procedure Rule 9 – Officer Employment

9.1 General

9.1.1 Each member of the Management Team is responsible to the Council for the management, training, welfare, health and safety and discipline of the employees under their direction.

9.1.2 He/she shall act in accordance with the Council's HR Policies and Procedures

9.1.3 He/she shall liaise closely with the Head of Service with responsibility for HR over the interpretation and application of these matters.

9.1.4 The Head of Service with responsibility for HR shall be responsible for monitoring that the Council's HR Policies and Procedures are being implemented and Officers are acting within their terms.

9.1.5 The Head of Service with responsibility for HR shall also keep the Council informed of all significant developments in the HR field.

9.1.6 Each member of the Management Team shall ensure that the Head of Service with responsibility for HR is supplied with all the information necessary for corporate monitoring systems on human resource management and payroll.

9.1.7 Terms and conditions of employment are set out in individual contracts of employment and the Council's HR Policies and Procedures.

9.2 Recruitment and appointment

Declarations

9.2.1 The Council will draw up a statement requiring any candidate for appointment as an Officer to state in writing, whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew, or niece of an existing Councillor or Officer of the Council' or of the partner of such persons.

9.2.2 No candidate so related to a Councillor or an Officer will be appointed without the authority of the Head of Paid Service or an Officer nominated by him/her.

Seeking support for Appointment

9.2.3 The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council.

9.2.4 The content of Procedure Rule 9.2.3 will be included in any recruitment information

9.2.5 No Councillor will seek support for any person for any appointment with the Council.

9.3 Recruitment of Head of Paid Service and Statutory Chief Officers

Where the Council proposes to appoint the Head of Paid Service or a Statutory Chief Officer the Council will:

- 9.3.1 Make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- 9.3.2 Make arrangements for a copy of the statement of qualifications or duties to be sought in the person to be appointed to be sent to any person on request.

9.4 Appointment of Head of Paid Service, Chief Finance (S151) Officer and Monitoring Officer (Statutory Chief Officer)

- 9.4.1 The full Council will approve the appointment of the Head of Paid Service, Chief Finance Officer and Monitoring Officer in accordance with Annex 1 to Procedure Rule 9.
- 9.4.2 The full Council may only make or approve these appointments where no well-founded objection has been made in accordance with Procedure Rule 9.8

9.5 Other appointments

- 9.5.1 Appointment of Officers other than those listed in Procedure Rule 9.4 (and assistances to political groups) will be undertaken in accordance with Annex 1 to Procedure Rule 9.

9.6 Disciplinary action/dismissal against Statutory Chief Officers

- 9.6.1 No disciplinary action (except suspension for the purpose of investigating the alleged misconduct occasion the action) may be taken by, or on behalf of, the Council against the Head of Paid Service, Monitoring Officer or Chief Finance Officer other than in accordance with the Local Authorities (Standing Orders) (England) Regulations 2015
- 9.6.2 Any suspension of Officers for the purpose of investigating an alleged misconduct occasion the action must be on full pay and terminated no later than the expiry of two months beginning on the day on which the suspension takes effect.
- 9.6.3 In the case of a proposed disciplinary action against a statutory officer the council is required to invite independent persons who have been appointed for the purposes of the members' conduct regime under section 28(7) of the Localism Act 2011 to form an independent panel.
- 9.6.4 An independent panel will be formed if two or more independent persons accept the invitations, and councils should issue invitations in accordance with the following priority order:
 - An independent person who has been appointed by the council and who is a local government elector,
 - Any other independent person who has been appointed by the council, and
 - An independent person who has been appointed to another council or councils.
- 9.6.5 Any decision in relation to disciplinary action against a statutory officer will be taken transparently by full council, who must consider any advice, views or recommendations from

the independent panel, the conclusions of any investigation into the proposed dismissal, and any representations from the officer concerned.

9.7 Disciplinary action/dismissal against other Officers

9.7.1 Dismissal or disciplinary action against any Officer other than those listed in Procedure Rule 9.4 (and assistants to political groups) will be undertaken in accordance with Annex 1 to Procedure Rule 9

9.8 Notification of proposed appointment of Head of Paid Service, Chief Finance (S151) Officer and Monitoring Officer (Statutory Chief Officers)

9.8.1 The Proper Officer will notify every Member of the Executive of:

- i. The name of the person concerned;
- ii. Any other particulars relevant to the appointment; and
- iii. The date by which objections must be made.

9.8.2 An Executive Member wishing to make an objection must notify the Leader in sufficient time to enable the Leader to lodge an objection in accordance with Procedure Rule 9.8.3 below.

9.8.3 Objections must be material and well founded and must be made by the Leader on behalf of the Executive to the Proper Officer in writing within 5 working days unless specifically extended.

9.9 Conduct of employees

9.9.1 Employees should adopt high standards of personal conduct at work and should do nothing which would bring the Council into criticism or disrepute

9.9.2 They must follow the Council's codes of conduct and regulations stated in the Constitution and elsewhere

9.9.3 Only the Communications Unit, the Head of Paid Service, and Management Team, in consultation with the Communications Unit, may talk to the press, or otherwise make public statements on behalf of their Services unless otherwise designated under the Council's Emergency Plan.

9.10 Conditions of employment

9.10.1 All employees of the Council must be engaged on Contracts of Employment agreed by the Head of Service with responsibility for HR and in accordance with the Council's approved Terms and Conditions of Employment

9.10.2 The Council will follow Advisory, Conciliation, and Arbitration Service (ACAS) guidance for any changes to terms and conditions of employment.

9.11 HR Plans

9.11.1 The Head of Service considering variations to the approved Human Resource Plans or structure of their operating unit(s) shall, at the earliest opportunity, discuss the proposals with the Head of Service with responsibility for HR, who will advise on the procedure to be followed.

9.11.2 The Head of Service with responsibility for HR shall be notified immediately of all changes to staffing in order that the necessary processes and documentation may be undertaken.

9.12 Training and development

9.12.1 The Head of Service shall be responsible for the training and development of employees under his/her direction in order to meet the needs of the Council and those of the employee, within the resources made available for the purpose. He/she shall liaise closely with HR in the execution of this responsibility.

9.12.2 The Head of Paid Service shall be responsible for monitoring the business benefit provided through the training and learning opportunities afforded for all employees and that employees have the skill necessary to deliver the Council's services.

9.13 Discipline, performance and grievances

9.13.1 Disciplinary action will be taken in line with Annex 1 to Procedure Rule 9

9.13.2 Performance related matters will be dealt with in accordance with HR Policies and Procedures.

9.13.3 Grievance matters will be dealt with in accordance with the Council's grievance and appeal procedures.

9.13.4 The Head of Service with responsibility for HR shall be informed of all grievances formally raised by employees and of all cases where any Officer is planning to take disciplinary or capability action.

9.13.5 The Head of Paid Service, Monitoring Officer and Chief Finance Officer in addition to the Head of Service with responsibility for HR will be informed where disciplinary action is planned in cases of misappropriation by an employee of funds and/or property belonging to the Council or any other form of gross misconduct.

9.14 Health and Safety Policy

9.14.1 All employees are required to follow the principles of Health and Safety as set out in the Council's Policies and Procedures which forms part of the Council's Condition of Employment

9.14.2 Members of the Management Team are responsible for the maintenance of the policy within their service areas and shall liaise closely with the Head of Service with responsibility for Health & Safety.

9.15 Equal opportunities and dignity at work

9.15.1 Reigate and Banstead Borough Council is committed to providing a working environment in which any employee, volunteer or client/customer

- i. Is treated with dignity, respect, courtesy, and fairness and is free from harassment, bullying or victimisation
- ii. Does not experience any form of discrimination on any basis including his or her age, disability, gender reassignment & sexual orientation, marriage & civil partnerships, pregnancy & maternity, race, religion & belief, sex or responsibilities for dependants.

9.15.2 The Council is also committed to ensuring that its services are available to all members of the Community

9.15.3 Members of the Management Team are responsible for ensuring that the policy is implemented and that all employees observe their responsibilities towards each other and service delivery.

ANNEX 1 – OFFICER EMPLOYMENT RULES

RESPONSIBILITY FOR FUNCTIONS

OFFICER	RECCRUIMENT	DESIGNATION (where already an employee of the Council)	DISCIPLINARY/DISMISSAL	APPEAL AGAINST DISCIPLINARY/DISMISSAL
Head of Paid Service Chief Finance Officer Chief Executive (if not also Head of Paid Service)	Council (on recommendation of Employment Committee)	Council	Council (who must consider any advice, views or recommendations from an independent panel, the conclusions of any investigation and representations from the officer concerned)	Council
Deputy Chief Executive	Employment Committee (taking into account the advice of the Head of Paid Service)	N/A	Employment Committee	Council
Direct Reports to the Chief Executive	Employment Committee (taking into account the advice of the Head of Paid Service)	N/A	Head of Paid Service or Officer(s) nominated by him/her Employment Committee to be consulted and briefed on the disciplinary/dismissal arrangements (including any compensation agreements)	Head of Paid Service or Officer(s) nominated by him/her (must be different to the person undertaking disciplinary/dismissal process)

Heads of Service	<p>Head of Paid Service or Officer(s) nominated by him/her</p> <p>The lead Member of the Executive to be consulted and briefed in the recruitment of any Head of Service under their Portfolio</p>	N/A	Head of Paid Service or Officer(s) nominated by him/her	Head of Paid Service or Officer(s) nominated by him/her (must be different to the person undertaking disciplinary/dismissal process)
Other Employees	Head of Paid Service or Officer(s) nominated by him/her	N/A	Head of Paid Service or Officer(s) nominated by him/her	Head of Paid Service or Officer(s) nominated by him/her (must be different to the person undertaking disciplinary/dismissal process)

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Agenda Item 8



SIGNED OFF BY	Mari Roberts-Wood, Director & Head of Paid Service
AUTHOR	Kate Brown, Head of Organisational Development & HR
TELEPHONE	Tel: 01737 276092
EMAIL	Kate.Brown@reigate-banstead.gov.uk
TO	Employment Committee
DATE	11 July 2022
EXECUTIVE MEMBER	Portfolio Holder for Corporate Policy and Resources

KEY DECISION REQUIRED	N
WARDS AFFECTED	N/A

SUBJECT	Workforce Data Summary – 2021/22 data
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RECOMMENDATIONS

- (i) **The Employment Committee is asked to note the content of the Workforce Data summary, comprising of key equalities workforce information as well as sickness absence and employee turnover data**

EXECUTIVE SUMMARY

This report and annex material provides the Employment Committee with an overview of the Council's workforce for the 2021/22 year.

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.

Agenda Item 8

BACKGROUND

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.

KEY INFORMATION

2. 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.
3. Key workforce information helps to inform and shape this, also taking into account organisational health indicators such as turnover and sickness absence rates.

CONSULTATION

4. The Employment Committee were provided with a mid-year Workforce Summary report at the meeting of 8 December 2021. Annex 1 of this report is the updated full year report for the financial year 2021/22.

ANNEXES

5. Workforce Data Summary – 2021/22

Workforce Data Summary – 2021/2022

RBBC’s workforce is key to the success of our organisation and service delivery, and therefore consideration of our employee demographics is essential to help with our 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 policies and procedures and strategies.

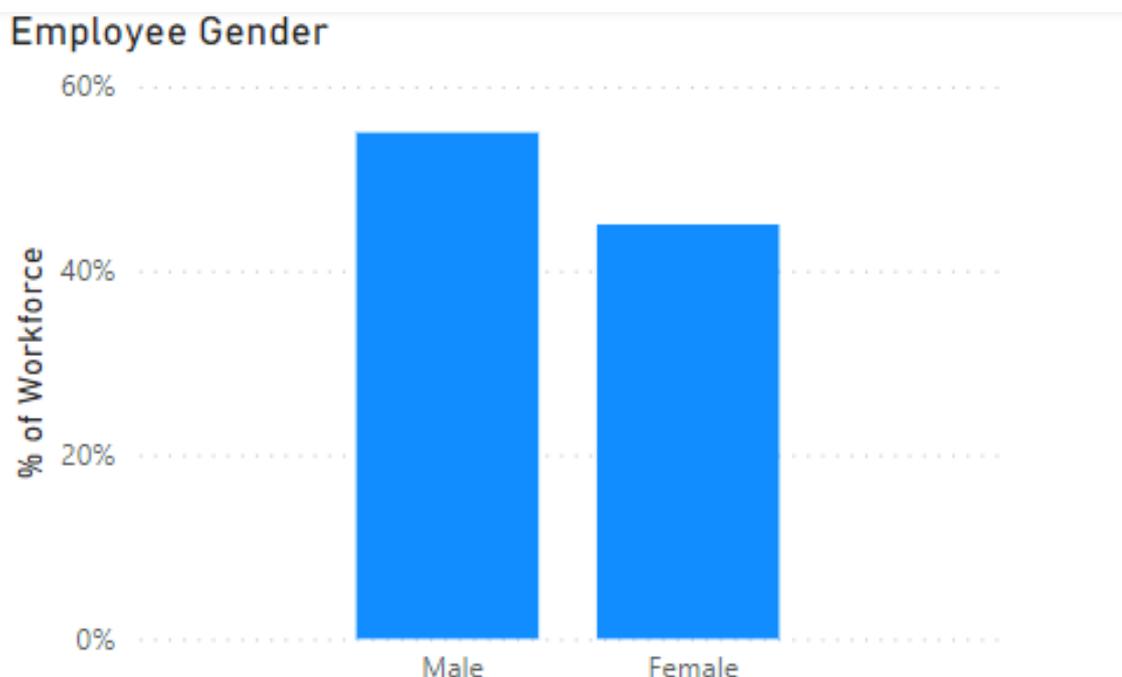
At the time of writing this report (late June 2022), some limited 2021 Census data had just been released and where appropriate, this has been referenced in this report ([Census first results](#)). Analysis of the Census data will be continuing with a more detailed breakdown of our Borough/resident information becoming available and once released, this will help us in terms of an update to our borough resident comparator data as appropriate.

It is worth noting that over the last year, the HR team have been working on reviewing our reporting processes and investing in better reporting mechanisms of our people data. As a result, the presentation of the data has changed slightly in places throughout the report when compared to previous years.

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 June 2022.

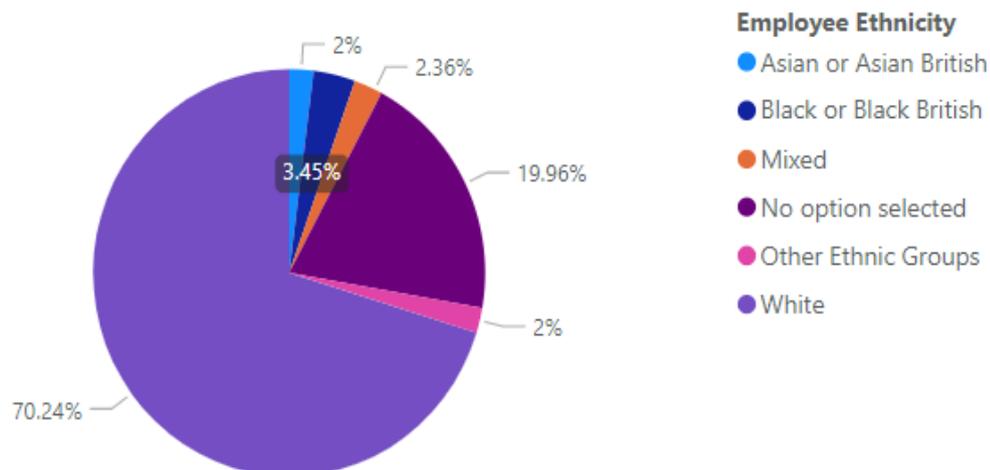
Employee gender



The gender distribution of our workforce is 55% male, 45% female; this is a very slight change from the data as at March 2021 – when we reported 56% male and 44% female.

Employee ethnicity

Employee Ethnicity

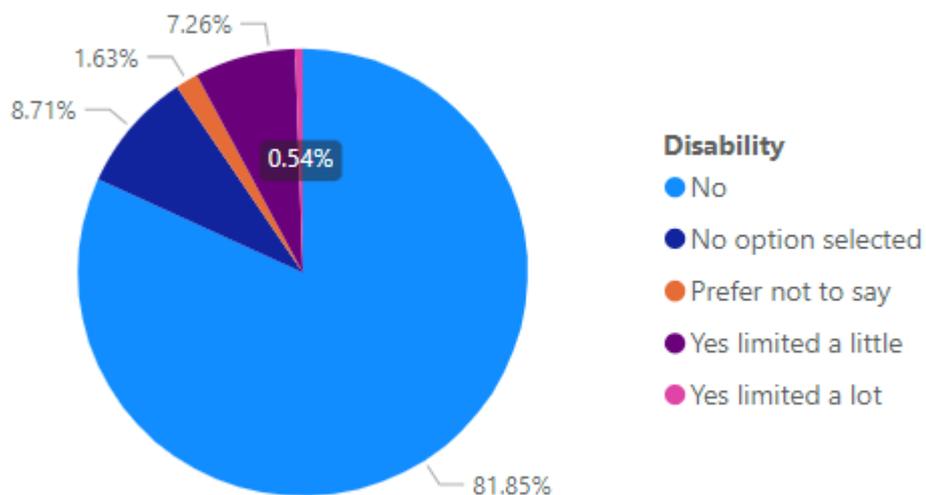


The ethnicity of our workforce is more diverse than the RBBC resident population (using the comparator data currently available to us – not the most recent 2021 Census data yet, as that’s yet to be released). After ‘White’, the second largest ethnic group in the borough is ‘Asian’ (5.2% of the population), which is now our workforce’s joint fourth largest ethnic group at 2% of the workforce. Our second largest staff ethnic group is now ‘Black or Black British’ at 3.45% of our workforce (compared to 1.6% of our borough population). We still have a proportion of our staff (19.96%) where a self-declaration of ethnicity has not been made. Predominantly this will be for staff who have worked at RBBC for many years, prior to the times when this information was captured at the point of recruitment/staring work with RBBC. The HR team continue to develop the HR System and self-service functionality for staff, which will include a focused drive to encourage this section of staff to declare their ethnicity for monitoring purposes.

Employees with a disability

(as per definition under the Equality Act 2010)

Employee's answers to "Do you consider yourself disabled?"



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' (7.26% of our workforce as at March 2022) or limits them 'a lot' (0.54% of our workforce as at March 2022).

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 remains 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).

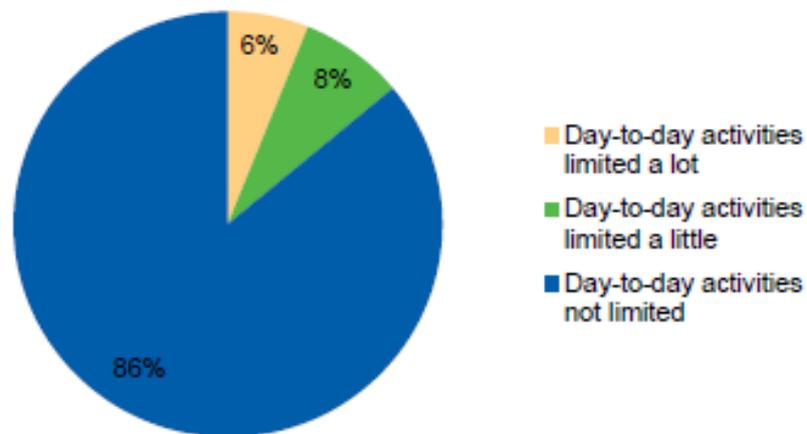
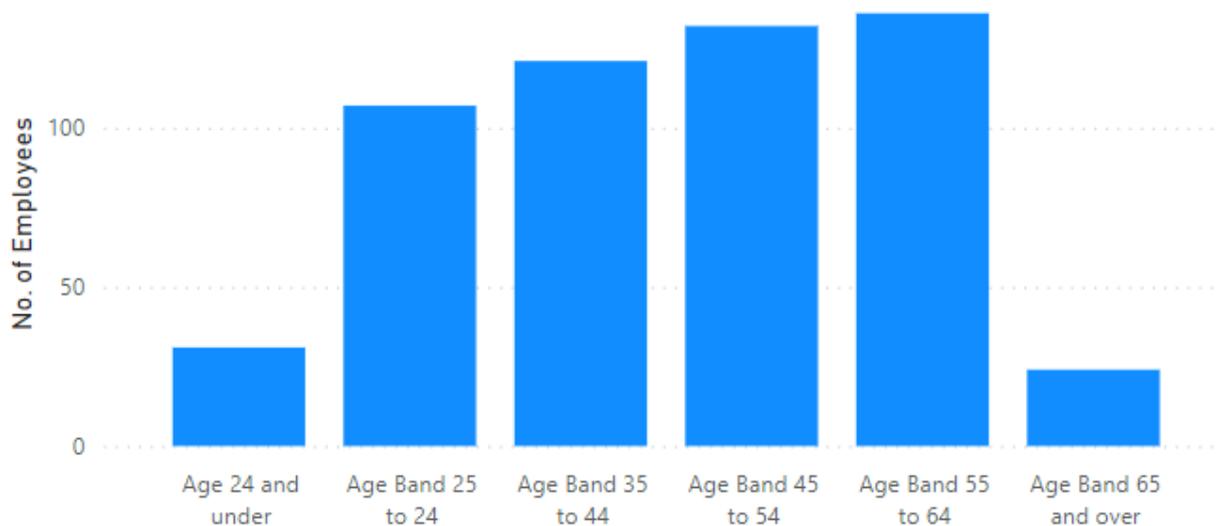


Figure 14: Long term illness / disability in Reigate & Banstead residents (source: Census 2011)

Employee age (total number of employees per age band)

Employee Age



The age profile of the workforce remains fairly evenly distributed across the middle most age brackets. Although there is no longer a statutory retirement age, the figures above show that we have fewer employees remaining in the workforce who are aged '65 years old and over' (0.4% of our workforce).

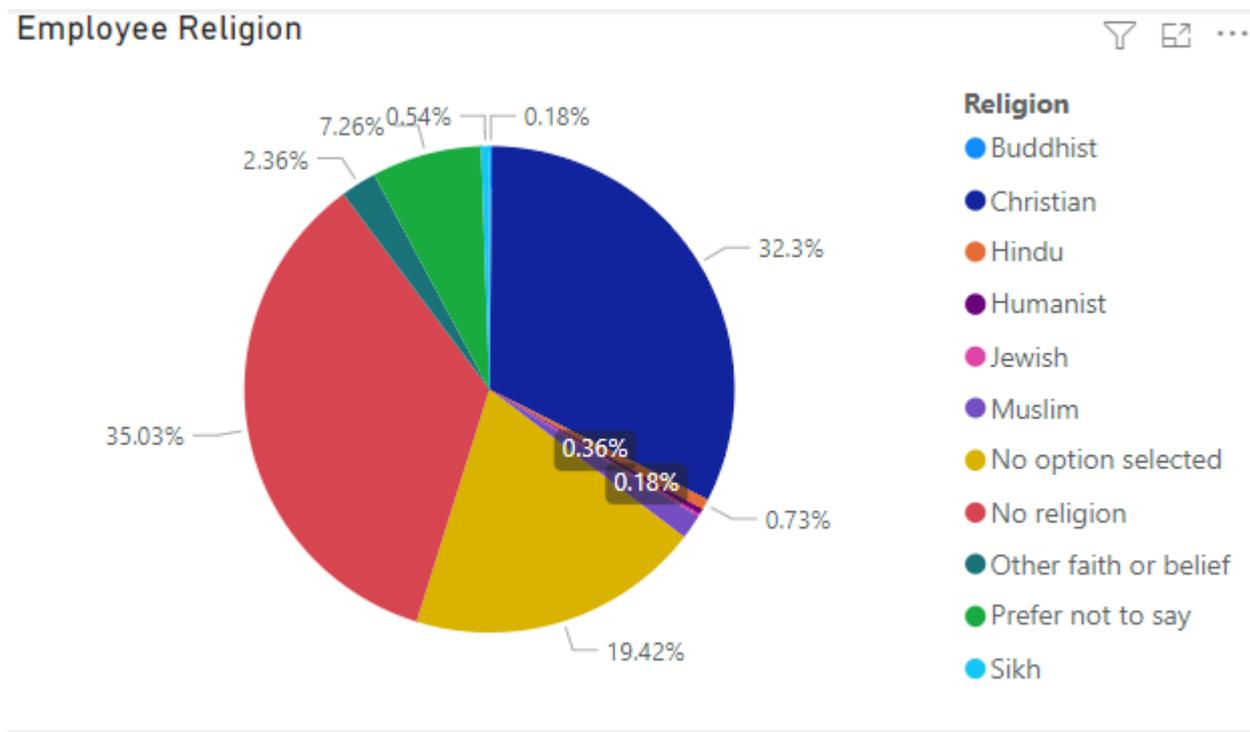
In terms of the Reigate & Banstead Census data that has just been released, it's worth the general note that the Borough's population size has increased by 9.5% from around 137,800 in 2011 to 150,900 in 2021 (this is higher than the overall increase for England 6.6% where the population grew by nearly 3.5 million to 56,489,800).

The Census data has shown that the population has continued to age. Across England, more than one in six people (18.4%) were aged 65 years and over on Census Day in 2021. This is a higher percentage than ever before. In terms of how Reigate & Banstead compares, there has been an increase of 17.9% in people aged 65 years and over and an increase of 6.2% in people aged 15 to 64 years.

This latest Census information and our workforce demographics in this area will be reviewed in more detail at a service team levels with HR Business Partners and managers, to aid succession workforce planning as well as policy planning considerations.

Employee religion or belief

□



In terms of staff self-declaration with regards to religion, the most popular choice for our workforce is 'no religion', closely followed by 'Christian'. We still have a proportion of our staff (19.42%) where a self-declaration has not been made. Predominantly this will be for staff who have worked at RBBC for many years, prior to the times when this information was captured at the point of recruitment/staring work with RBBC. The HR team continue to develop the HR System and self-service functionality for staff, which will include a focused drive to encourage this section of staff to declare their religion for monitoring purposes.

Other protected characteristics

Data is collected from our workforce on a further 4 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. HR will consider how employees can 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 the strategic approach towards better addressing diversity, equalities and inclusion issues for staff (as well as for our Borough residents) is being worked through – and will be referenced in the draft Organisational Development & HR Strategy. 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 2018 to 31 March 2022. To assist with context, the headcount of the organisation as at 31st March 2022 was 547 (528.34 FTE).

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	2.86	5.06	7.92
2021-22	Q1	3.21	5.07	8.28
	Q2	3.36	6.23	9.59
	Q3	3.56	6.17	9.73
	Q4	4.13	6.17	10.75

The average number of days lost to sickness absence had reduced last year by just over 2.16 working days per person, since 2017. For the 2021/22 year, the average days lost due to sickness has increased each quarter, back to equivalent levels seen in 2017/18. The current average (Q4 2021/22) of 10.75 days sickness absence per year per employee (inclusive of periods of long term sickness lasting 20 working days or more), is higher than other public sector organisations (8 days lost per employee) according to the Chartered Institute of Personnel & Development's 'Health and Wellbeing at work report' March 2020 (this is the latest comparison data available as the March 2021 and the 2022 report were unable to outline sickness data in detail due to the impact of COVID-19 and the lack of consistency in terms of how and what organisations recorded for COVID-19 specific absences).

It should be noted that the figures for 2020-21 & 2021-2022 quoted in the table above do not include any absence specifically related to COVID-19 reasons. From 1st April 2020 to 31st March 2021, 43 people had a combined total of 291 days off due to COVID-19. From 1st April 2021 to 31st March 2022, 103 employees had a combined total of 671.5 days off due to confirmed COVID-19 absence.

The CIPD Health & Wellbeing Report 2022 reports that COVID-19 continues to have a huge impact on employee health. Only 3% of organisations in their survey haven't suffered any COVID-19 related absence, and just under half (46%) have employees who have experienced – or are experiencing – long COVID. Long COVID is now a major cause of long-term absence. HR will continue to work with managers to support and guide in terms of employee wellbeing when it comes to long COVID, liaising with our occupational health providers for advice as appropriate and advising on the application of our wellbeing approaches and/or sickness policy as appropriate.

The ONS have stated – “The COVID-19 pandemic has affected the sickness absence data in many ways. Government policies around furloughing, homeworking, shielding, and social distancing have had an impact on estimates in 2020 and 2021. This has greater impact on the "Total days lost" and "Days lost per worker" measures, therefore the "Sickness absence rate" is the most appropriate measure to use to ensure comparability over time.” Consideration will therefore be given with regards to sickness measurement at RBBC and whether we consider the addition of the ONS “sickness absence rate” when reporting our sickness data, so we are able to better compare ourselves to other organisations.

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 at pre-pandemic levels and also being able to perform their duties more flexibly). Further analysis and conversations continue 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.

Employee turnover (attrition)

RBBC's voluntary (resignation) employee turnover rate has risen back to 11% for 2021-2022 – back to our more normal average level - having reduced during the height of the pandemic. The increase back up to pre-pandemic levels is not a surprise, given the impact of COVID-19 on the employment market – unprecedented levels of vacancies being recorded and historic low unemployment levels (also referenced under the “Recruitment” section below). Previously we have felt our turnover rates have been healthy when unemployment had been low as it provided us the opportunity to regularly review our workforce, skills and experience requirements. The priority for organisations now, and RBBC is no exception, is now ensuring we are able to attract and retain an engaged and motivated workforce – with record numbers of vacancies, and fewer candidates per position advertised, there is fierce competition to attract and retain the best talent. As an organisation we are not immune to what's been called the '[Great Resignation](#)' phenomenon but we can take steps to mitigate the impact.

A priority issue to be addressed, as part of the emerging Organisational Development & HR Strategy, is how RBBC remains a 'Great Employer', and consideration given to what this means in terms of tactics/what's required given the challenging job market we face and risk around retention given the hugely buoyant job market, the risk facing RBBC in terms of being able to retain the best talent at all levels of the organisation to deliver our services. What we used to compete on (benefits like pension scheme, flexible working, working locally rather than commuting for a role, generous annual leave, etc.) will not necessarily attract talent nor make people stay working for us now – the job market has changed/is evolving and we need to remain competitive and will need to consider making changes to our terms and conditions to remain a competitive employer. This includes approaches to work and consideration given to the long-term approach to hybrid working at RBBC.

It is worth noting that according to XperthR's 'Labour Turnover Rates Survey 2022', at the median, 10.3% of employees resigned from their roles in the calendar year of 2021.

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

Recruitment advertising

In 2021-22 RBBC launched 70 job advertising campaigns to recruit to a combination of new/revised positions created as part of the 2021/22 budget process and existing roles which had become vacant. The majority of these campaigns were successfully managed in-house (through our Recruitment Business Partner role/the HR team working with recruiting managers), though external support was sought in the case of particularly niche or hard to fill roles (for example, within our Finance and Property teams).

There is no doubt that the COVID-19 pandemic has had an enormous impact on the recruitment and employment market. This has not been in the way that analysts had originally predicted, in terms of potential high unemployment and fewer vacancies as a result of the pandemic. The 're-opening' of the economy and working through the Living with Covid approach from the Government has resulted in an extremely buoyant job market where nationally we are experiencing record vacancies and historic low levels of unemployment (as referenced above under 'Employee Turnover').

As referenced above, reviewing our overall talent attraction (and retention) approach is a priority action area emerging from the draft Organisational Development and HR strategy (which will be presented to the Employment Committee later this year for consideration). This will be of particular importance in light of the new ways of working as a result of COVID-19 and revised candidate/employee expectations of employers.

Apprenticeships

Public sector targets were introduced in 2017 and we were required to employ an average of at least 2.3% of our staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. A new one-year target from 1 April 2021 to 31 March 2022 was set for an extra year as the majority of bodies in scope struggled to hit the 2.3% starts aim.

We already have a very positive attitude towards apprenticeships, given one of our Corporate Plan 2020-25 priorities is to 'ensure the Council has the right skills to deliver this plan' and one of the ways we will achieve this is 'to extend our apprenticeships scheme, maximising the value we secure from the Apprenticeship Levy and creating career development opportunities for residents and staff'.

There is a healthy interest in apprenticeships across a range of teams and recruiting new apprentices and upskilling our employees will continue as an important component of our workforce strategies.

Official DfE statistics published earlier this year shows most public sector bodies failed to meet the 2.3% target over the first three years, with an overall average of just 1.7% between April 2017 and April 2020. Against this trend we met our public sector targets during 2017-21.

The public sector apprenticeship target was restated for an extra year in 2021-22 and we achieved 1.9% which was only two apprenticeship starts short of the target. However, for reporting purposes demonstrating our commitment to apprenticeships and therefore our regard to the target was sufficient. There is no longer a target set for public sector employers.

Our apprenticeship opportunities develop the skills we require now and into the future and since 2017:

18 apprenticeships have been completed by apprentices

5 apprenticeships have been completed by employees upskilling

1 apprentice upgraded to a Higher Apprenticeship
21 apprenticeships are currently being completed (7 new apprentices and 14 existing employees upskilling)
10 apprenticeships were not completed

Examples of our apprenticeships include:

Level 2 Customer Service Practitioner
Level 2 Horticulture and Landscape Operative
Level 2 Arborist
Level 2 Community Activator Coach
Level 3 Customer Service Specialist
Level 3 Business Administrator
Level 3 Assistant Accountant
Level 3 Infrastructure Technician
Level 3 Heavy Vehicle Service and Maintenance Technician
Level 4 Children, Young People & Families Practitioner
Level 4 Revenues and Welfare Benefit Practitioner
Level 4 Counter Fraud Investigator
Level 6 Environmental Health Practitioner Degree
Level 6 Chartered Manager Degree
Level 7 Accountancy Taxation Professional
Level 7 Senior Leader Masters (MBA)

It is notable that 24 apprenticeships have started after March 2020 during the pandemic.

Gender pay gap

Any employer with over 250 employees is required to provide an annual snapshot of their Gender Pay Gap data for the previous year, comparing men and women's average pay across the organisation. Essentially, showing the difference between the average hourly rate of pay for a man and that of a woman in an organisation.

This doesn't consider their job roles and is a different concept to equal pay. Equal pay is the difference in pay between men and women who carry out the same or similar jobs.

COVID-19 had an impact on the ability for us to compile and publish our Gender Pay Gap figures – resource had to be diverted to supporting the organisation in our response to COVID-19 for 2020-2021. The statutory requirement for publishing data was amended in light of COVID-19 and the impact on organisations. This therefore meant that we published two years of data (the figures for the picture as at [30th March 2020](#) and [30th March 2021](#)) when we published our data earlier this year.

It should be noted that the latest data published continue to show that RBBC remains one of the few organisations in the UK reporting a 'negative' Gender Pay Gap (one that is in favour of women).

For our last reported figures (based on the workforce as at March 2021) our mean Gender Pay Gap was 13.2% (which was up from -12.8% in 2020) which means that for every £1 earned by our male employees, female employees earned £1.13.

This is calculated by adding up all the hourly rates of male employees, and then dividing it by the number of male employees, and then doing the same for female employees.

Further detail on RBBC's latest GPG statistics can be found in the reports linked above.

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Employment Committee

Draft Work Programme 2022/23

Meeting 1 (11 July 2022)	Meeting 2 (3 November 2022)	Meeting 3 (12 January 2023)	Meeting 4 (28 March 2023)
Election of Chair/Vice-Chair	Pay Award 2022/23 update	Draft Pay Policy statement	Pay Award 2022/23 update
Review Committee Terms of Reference	Future work programme	Workforce Data Summary (six-month update)	Future work programme
Senior Management scoping/benchmarking and recommendations to Council (including 151 Officer appointment)		Pay Award 2022/23	
Pay Award 2022/23 update (verbal – part 2)		Future work programme	
Workforce Data Summary and Organisation Development Update			
Employment Committee Member training			
Future work programme			

Pending items (to be confirmed/scheduled)

- Financial Sustainability Programme (including workforce planning)
- Organisational Development and HR Strategy

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