

Workforce Data Summary – 2020-2021

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.

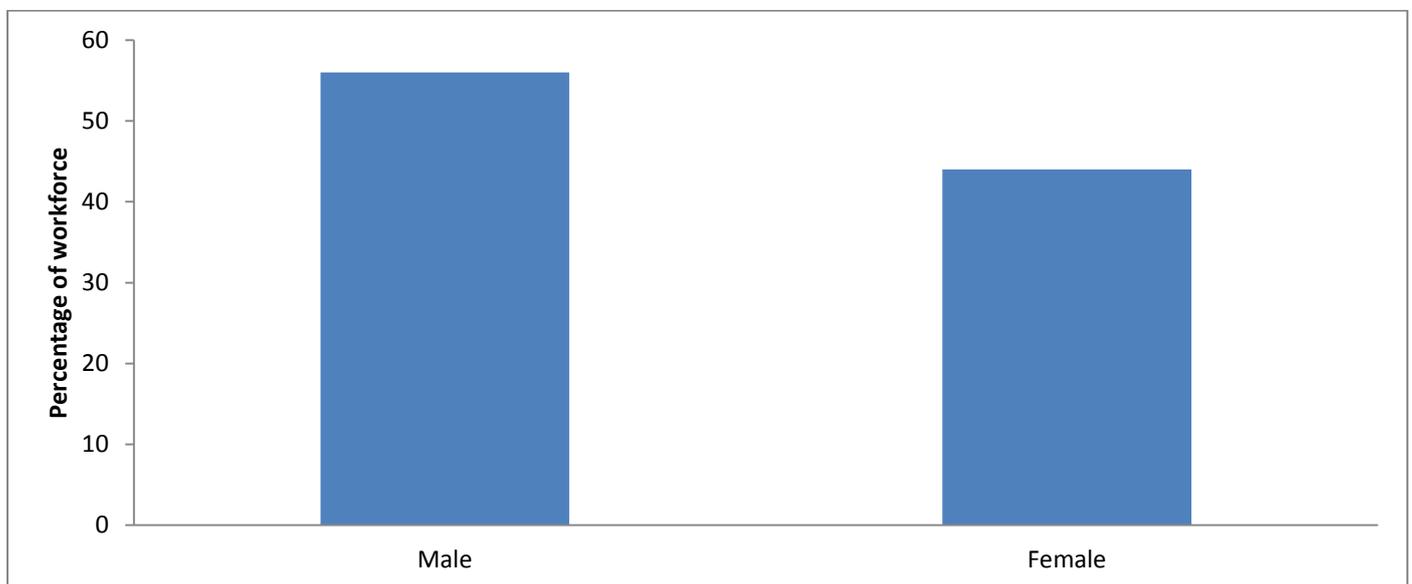
In addition to employee demographics, we also capture and analyse data to help us measure the success of our people management strategies, policies and procedures.

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

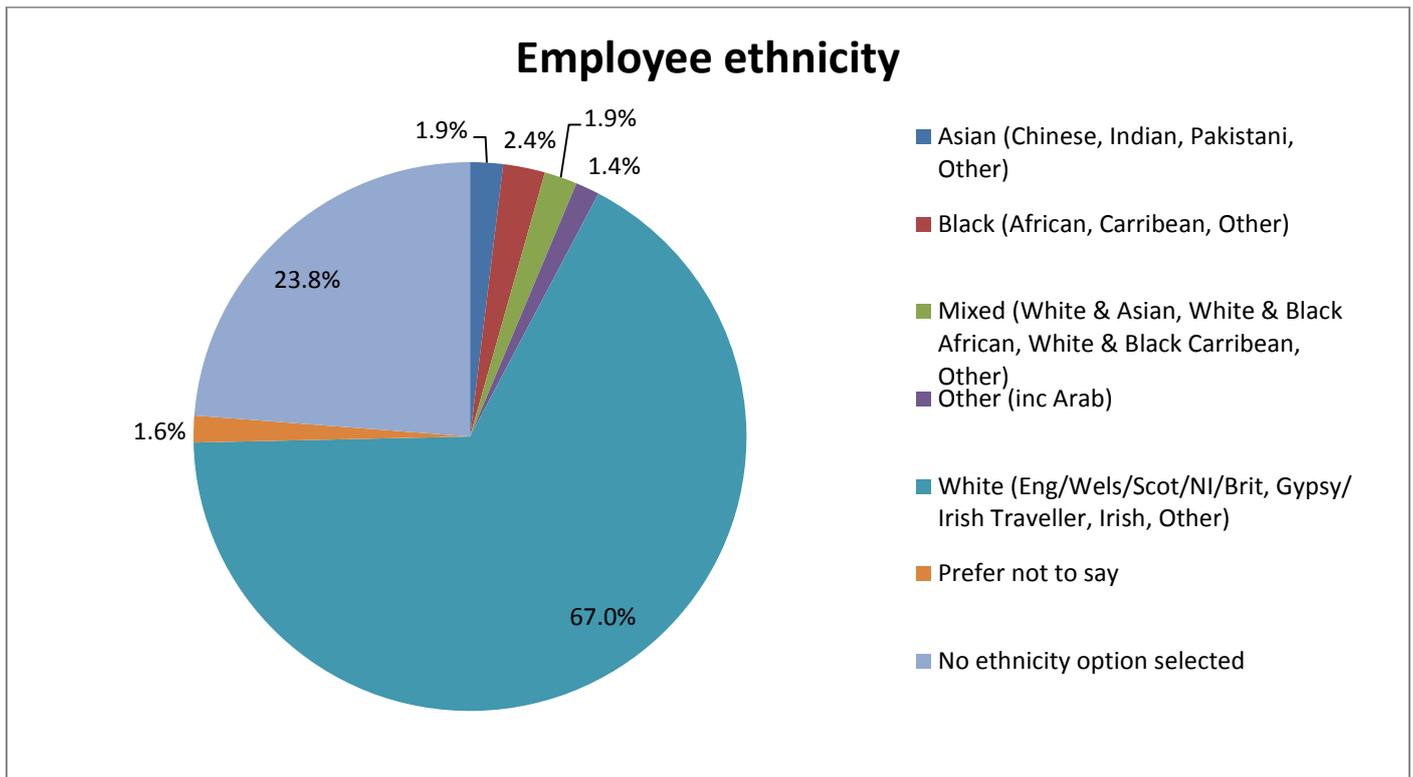
The information below reflects the make up of our organisation workforce, under some of the protected characteristics as defined by the Equality Act 2010. This information is correct as at March 2021.

Employee gender



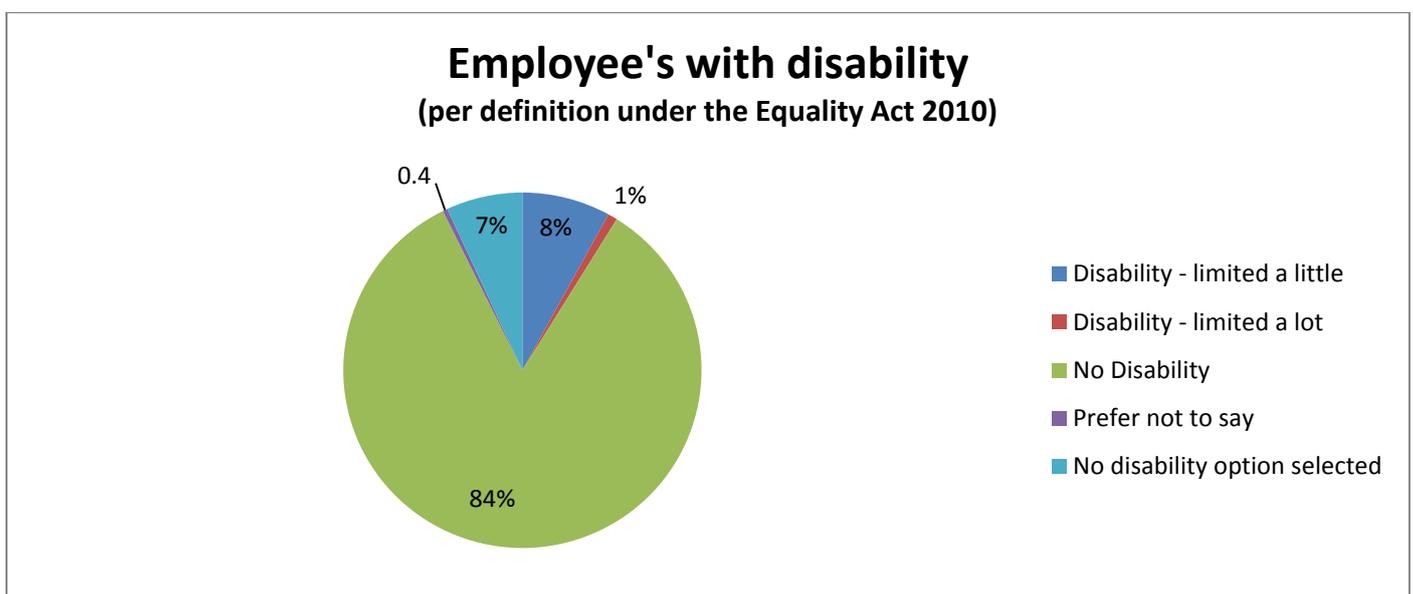
The gender distribution of our workforce is 56% male, 44% female. This data was previously presented to the Employment Committee as at 31st May 2019, when our gender split was 55% male, 45% female.

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).

Employee's 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, are 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).

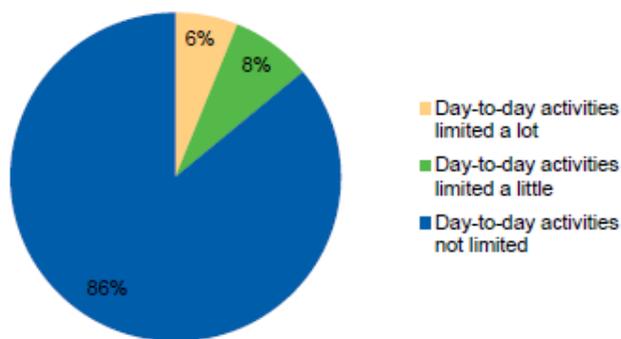
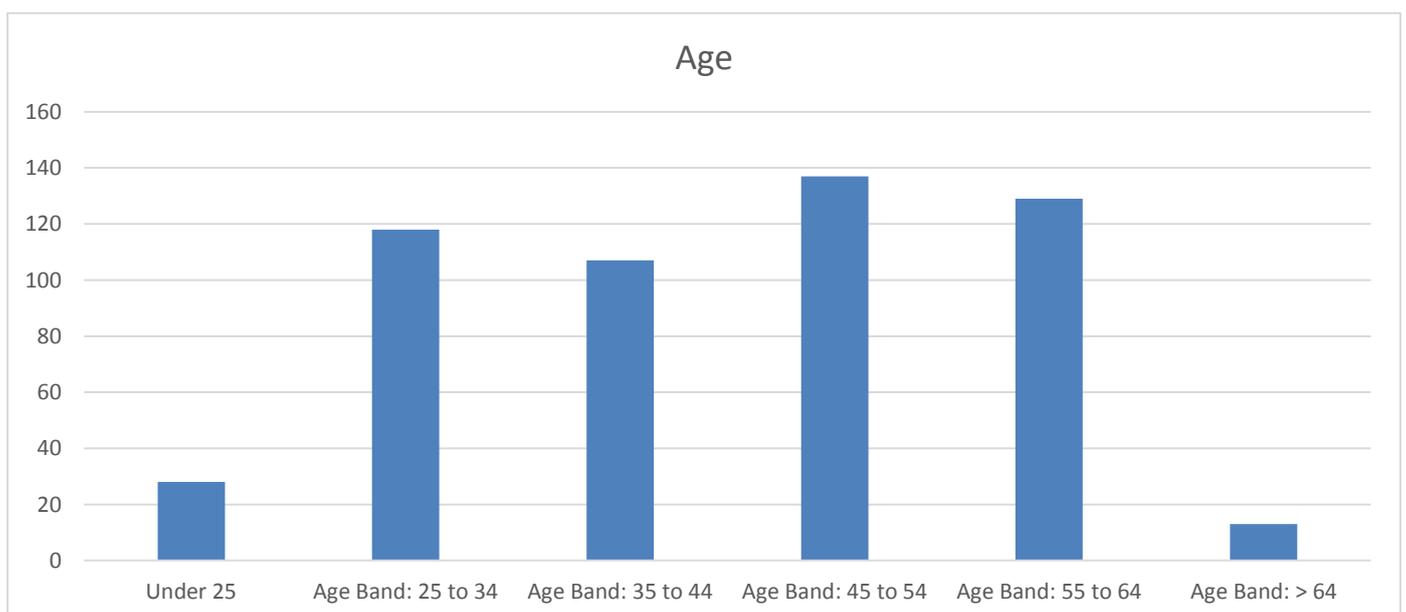


Figure 14: Long term illness / disability in Reigate & Banstead residents (source: Census 2011)

Employee age (total number of employees per age band)

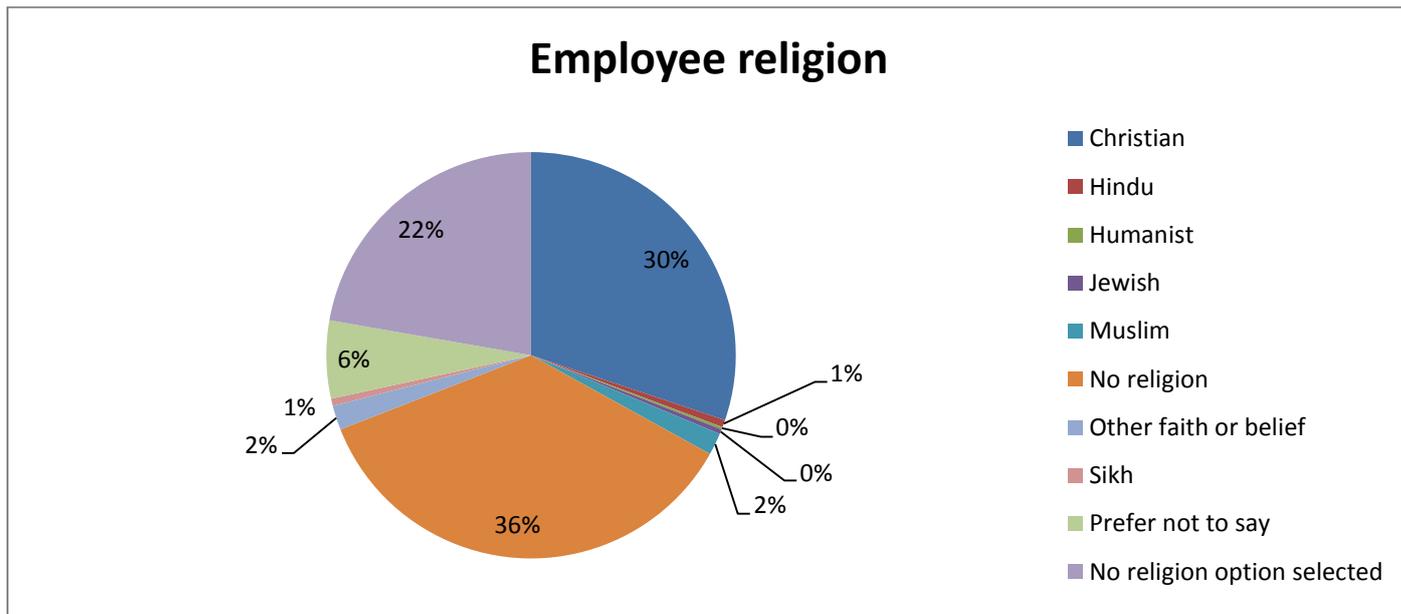


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The age profile of the workforce is fairly evenly distributed across the middle most age brackets. Although there is no longer a statutory retirement age, the figures above show that we have very few employees remaining in the workforce who are aged '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 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 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. 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 2018 to 31 March 2021.

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

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The average number of days lost to sickness absence has reduced by just over 2.16 working days per person, since 2017. The current average of 7.92 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 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 report was unable to outline sickness data in detail due to the impact of COVID and the lack of consistency in terms of how and what organisations recorded for COVID specific absences).

It should be noted that the figures for 2020-21 quoted in the table above do not include any absence specifically related to COVID reasons. From 1st April 2020 to 31st March 2021, 43 people have had a combined total of 291 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 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.

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 7% in 2020-2021. This significant reduction is not a surprise, given the impact of COVID on the employment market. 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. We will continue to monitor the impacts of COVID 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 on the employment market.

Recruitment advertising

In 2020-21 RBBC launched 59 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 niche or hard to fill roles (for example, within our Finance team).

There is no doubt that the COVID 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 launched during COVID – potentially opening up additional talent opportunities for us for those no longer wanting to commute out of the Borough for work, will continue to be an important way to reach talent, particularly when some organisations start to bring people back into the physical workplace when Government guidance changes.

One position we have recently filled within the HR Team is recruiting to the organisation a full time, in house recruiter - our Recruitment Business Partner (RBP). This was an agreed 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 has also got 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 colleagues 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 and revised candidate/employee expectations of employers.

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 metric such as the time to hire, cost to hire, and success of new employee/ performance. With the help of our in-house recruiter, 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 (about 45) as new apprentice starts over the period of 1 April 2017 to 31 March 2021.

The CIPD reported in March 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 a healthy number of 24 employees doing 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)

Since 1 April 2021 four of our Intelligence Officers have started a Level 4 Counter Fraud Investigator apprenticeship and a Finance Technician has started a Level 3 Assistant Accountant apprenticeship.

It is worth noting that 19 apprenticeships have been started during the pandemic.

Young people are proactively using our apprenticeships to boost their career development, for example a Level 3 Environmental Health Business Administration apprentice is now completing 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 being set up including a Democratic Services apprenticeship, an ICT apprenticeship, a PMO Support apprenticeship, a Harlequin Chef apprenticeship, and two Sports and Leisure Development apprenticeships.

The latest public sector apprenticeship target is 2.3% for the period 1 April 2021 to 31 March 2022 and we are confident we will exceed this target.

Gender pay gap

Again, COVID has 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. The statutory requirement for publishing data was amended in light of COVID 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 for the picture as at 30th March 2019 and 30th March 2020).

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

As agreed, I will share the reports with the chair of the Employment Committee prior to publication and will ensure that the Committee is kept informed when the information has been released.