

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.

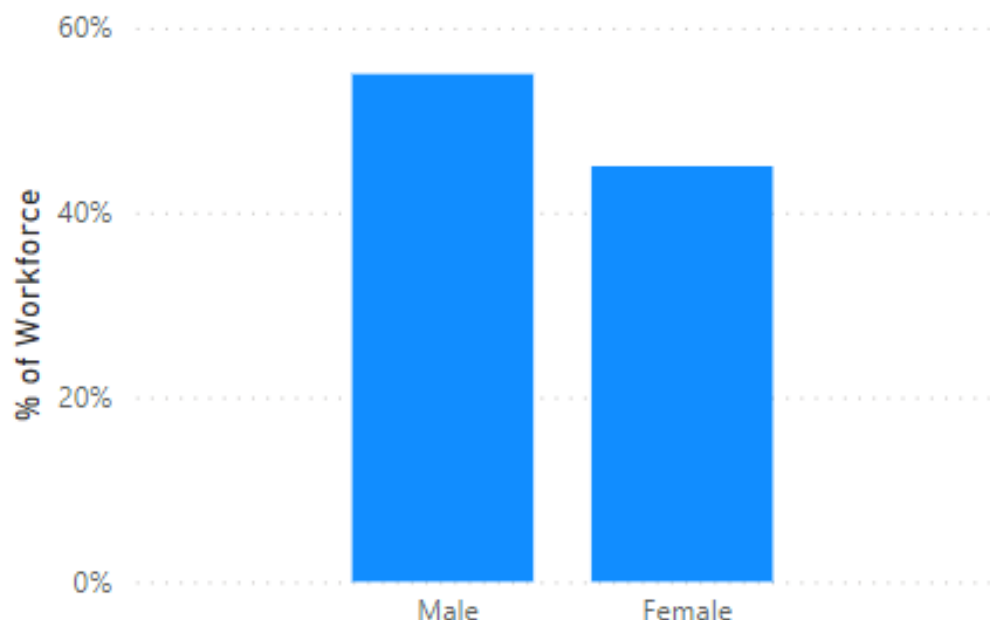
It is worth noting that over the last year, the HR team have been working on reviewing our reporting processes and investing in better reporting mechanisms of our people data. As a result, the presentation of the data has changed slightly in places throughout the report when compared to previous years.

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

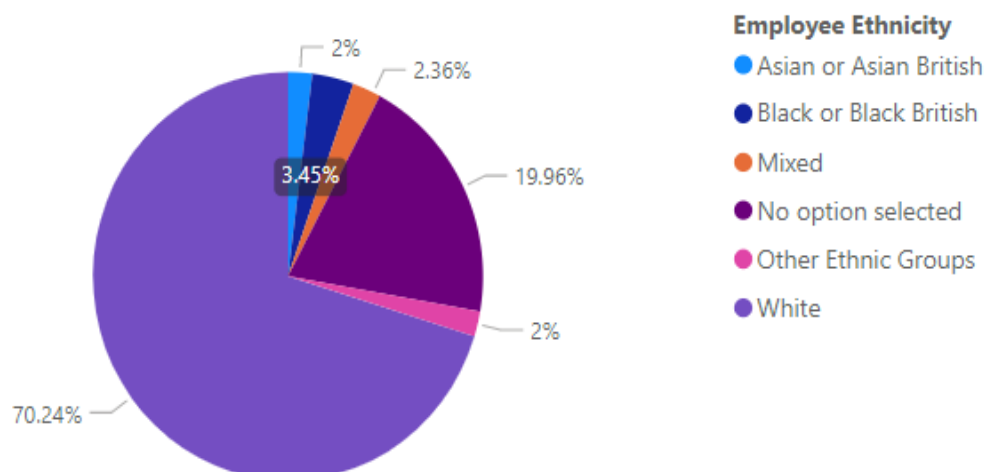
Employee Gender



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

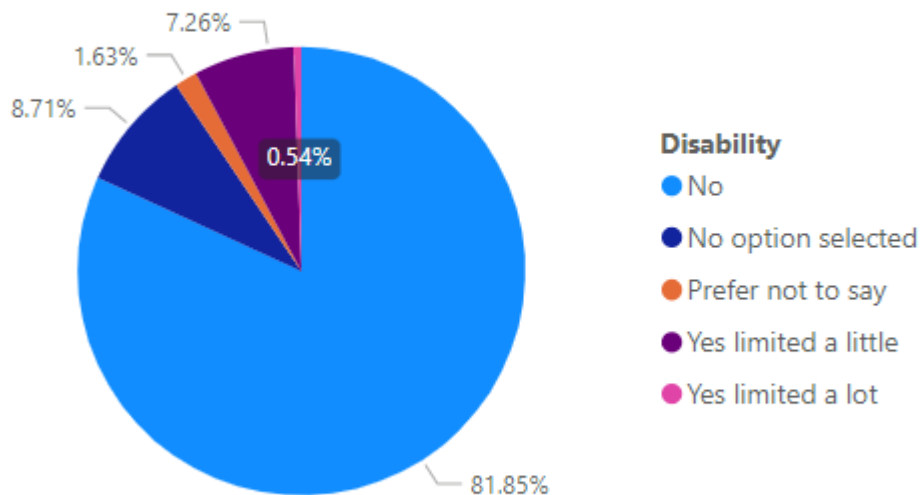


The ethnicity of our workforce is more diverse than the RBBC resident population (using the comparator data currently available to us – not the most recent 2021 Census data yet, as that's yet to be released). After 'White', the second largest ethnic group in the borough is 'Asian' (5.2% of the population), 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).

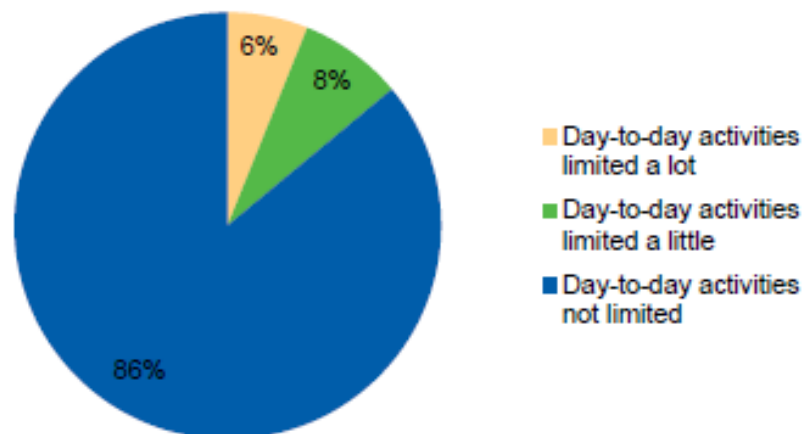
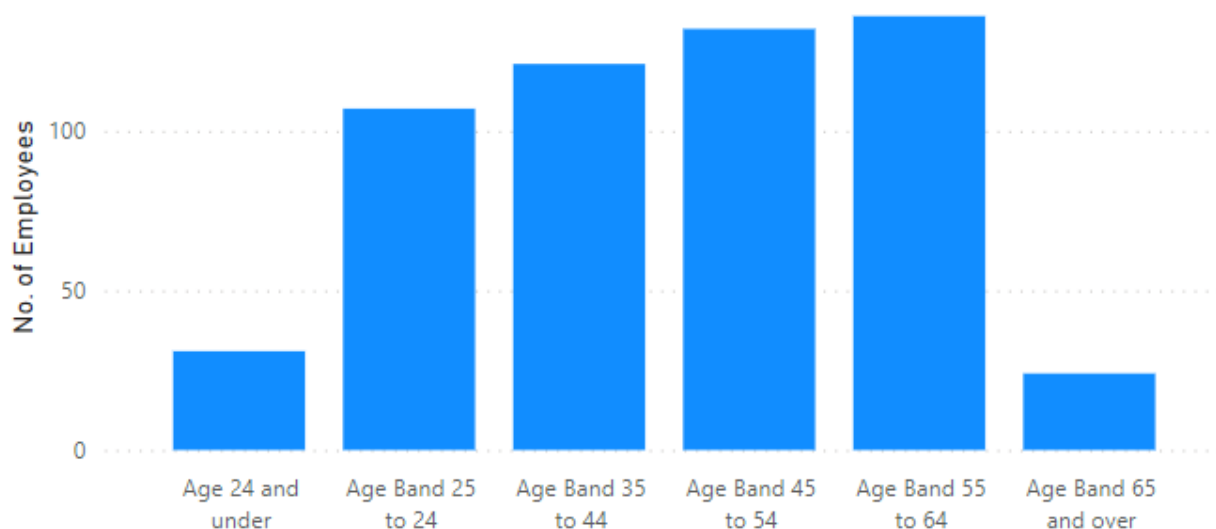


Figure 14: Long term illness / disability in Reigate & Banstead residents (source: Census 2011)

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).

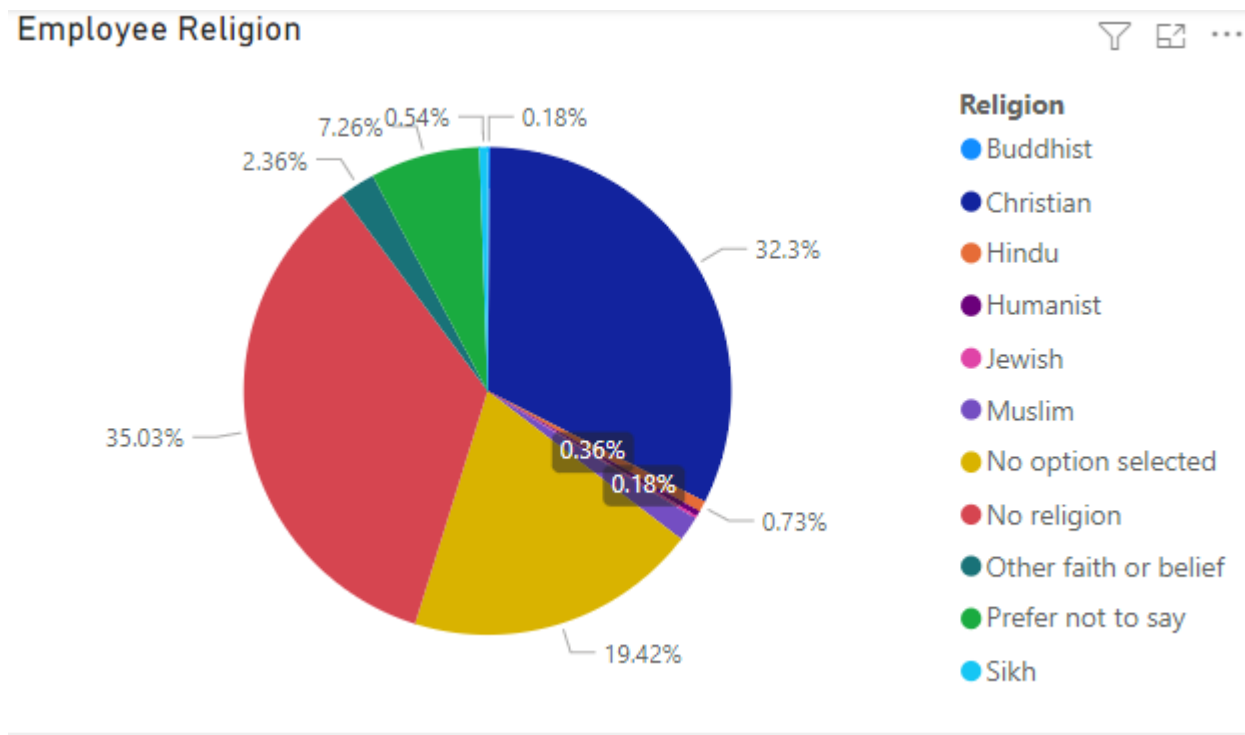
In terms of the Reigate & Banstead Census data that has just been released, it's worth the general note that the Borough's population size has increased by 9.5% from around 137,800 in 2011 to 150,900 in 2021 (this is higher than the overall increase for England 6.6% where the population grew by nearly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

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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.