

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.

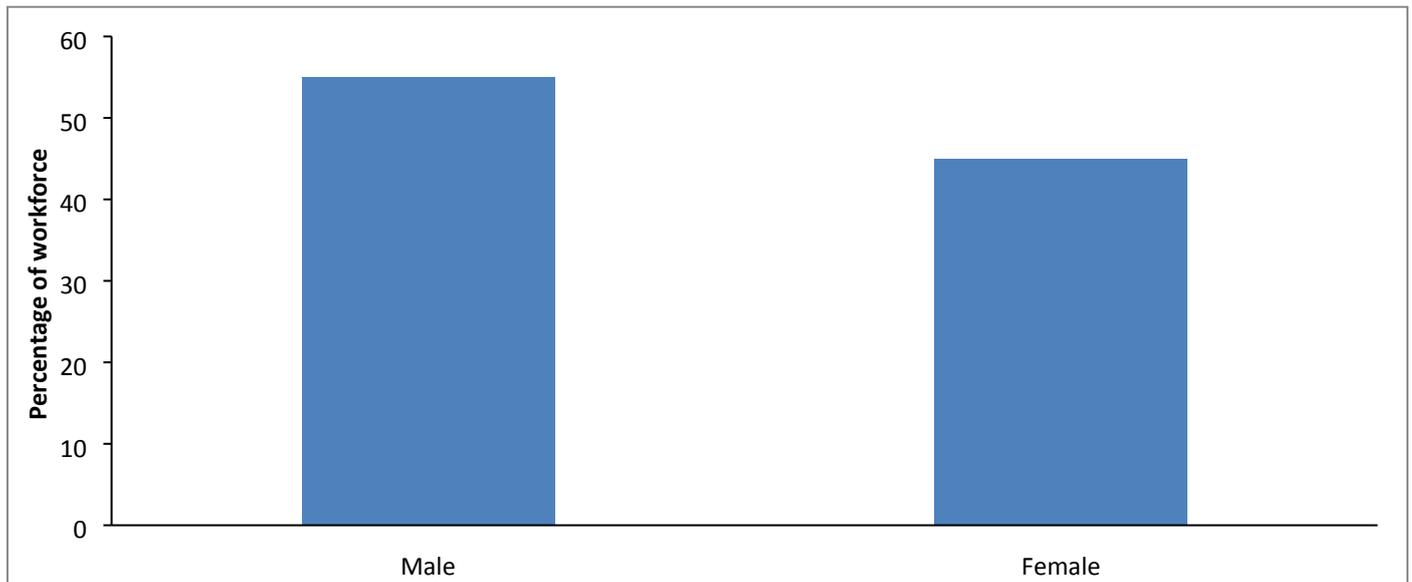
We use various methods to resource the work of the Council – permanent and fixed term employees (with full time and part time hours worked), workers (including casual workers), agency staff, contractors and ad hoc consultants. For the latter three groups of worker, we do not hold direct/personal data about these types of worker, as they are not directly employed by the Council. The information contained within this report therefore relates to directly employed staff.

As at 31st May 2019, the Council employee headcount total was 464.

Employee demographics

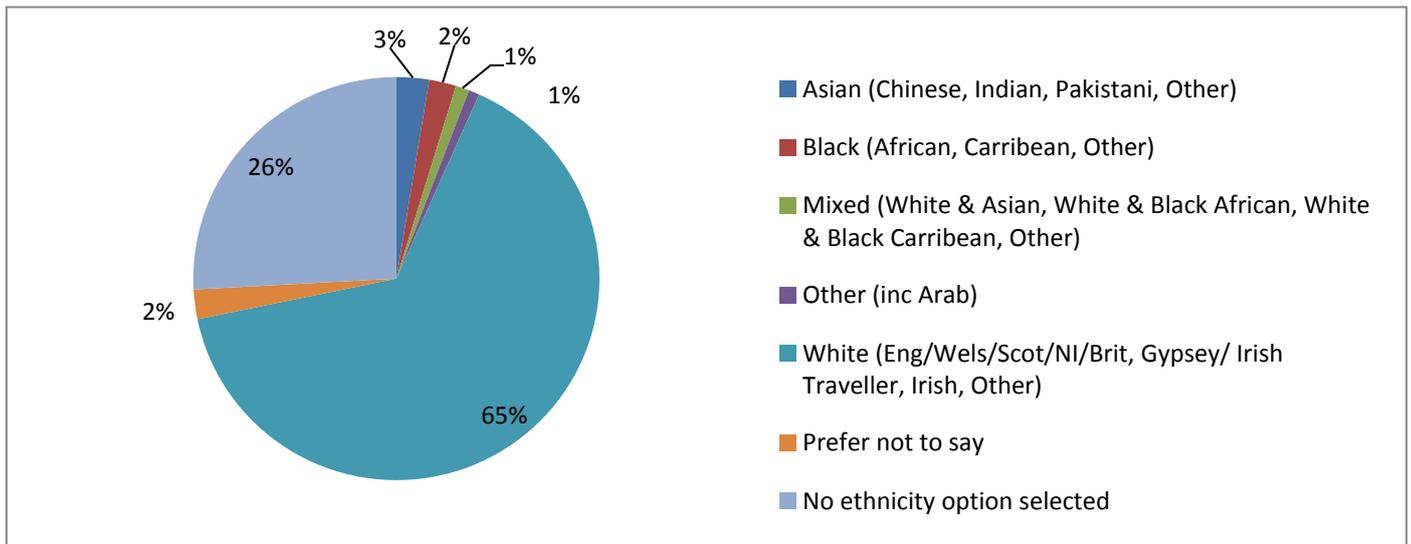
The information below reflects the make up of our organisation workforce, under some of the protected characteristics as defined by the Equality Act 2010. This information is correct as at 31 May 2019.

Employee gender



The gender distribution of our workforce is 55% male, 45% female.

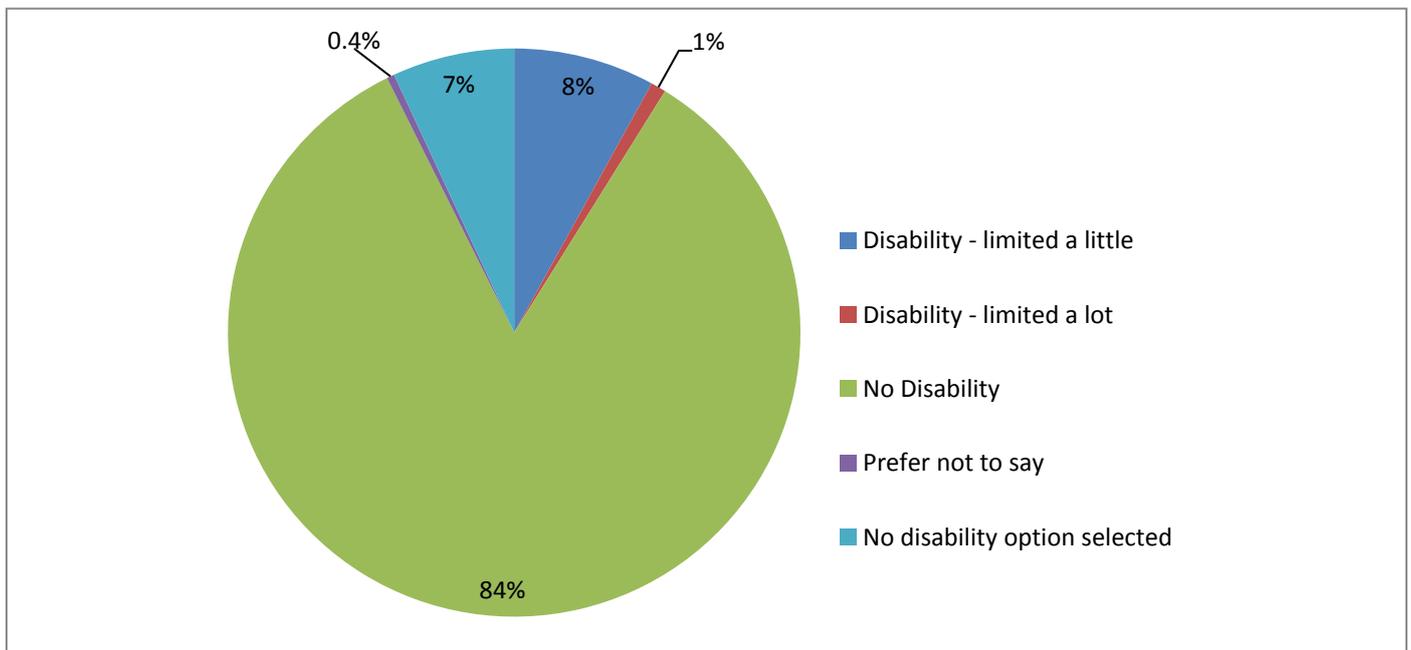
Employee ethnicity



The ethnicity of our workforce is more diverse than the RBBC resident population. After 'White', the second largest ethnic group in the borough is 'Asian' (5.1% of the population), which is also our workforce's second largest ethnic group at 3% of the workforce. The above highlights that there is approximately a quarter of the workforce who have not declared their ethnicity. The data has been routinely captured at the recruitment stage/new starters since at least 2012. It is likely therefore that where we are missing this data, it is for longer serving members of staff. Employees will be encouraged to confidentially provide this to Human Resources, along with other missing equalities data, so that greater analysis of our workforce makeup can be performed in the future.

Employee's with a disability

(as per definition under the Equality Act 2010)

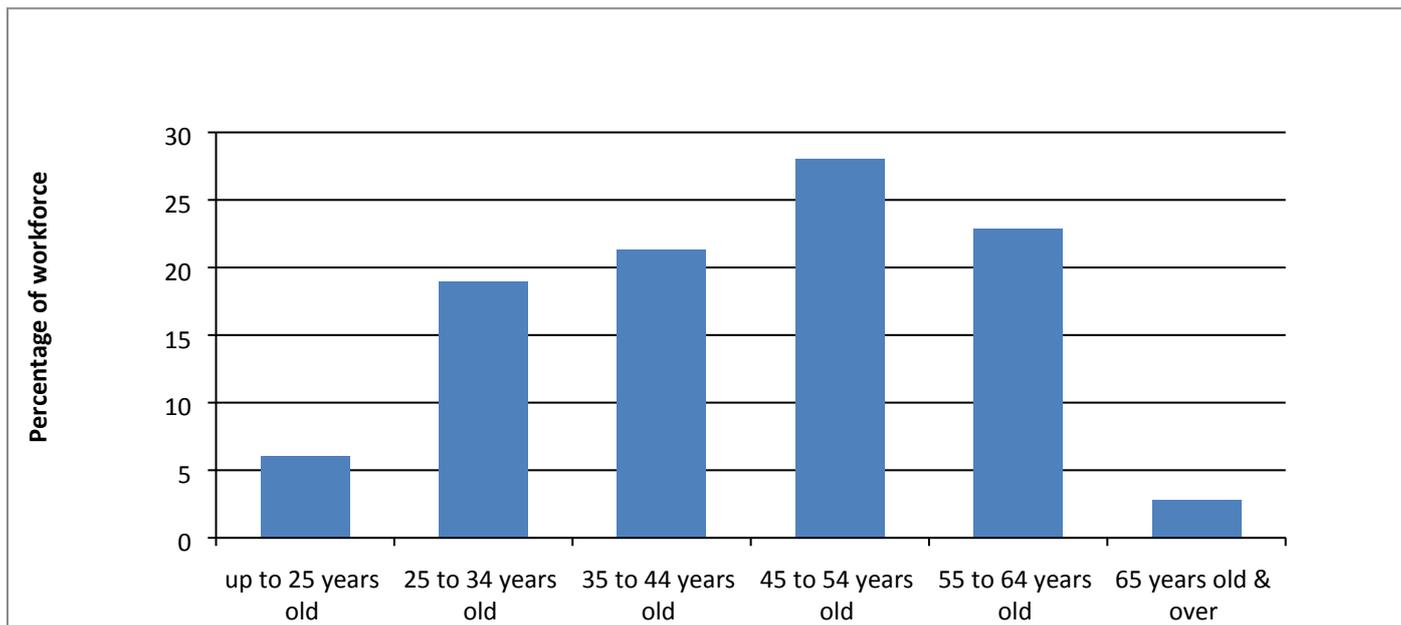


Where an employee deems they have a condition which affects their ability to perform 'normal day to day activities' for a period of 12 months or more, this is classed as a disability under the Equality Act. For the purposes of our workforce data, we ask employees to self declare this, and specify if 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 and where appropriate, we will also seek external occupational health advice on how we can support our disabled employees in their roles.

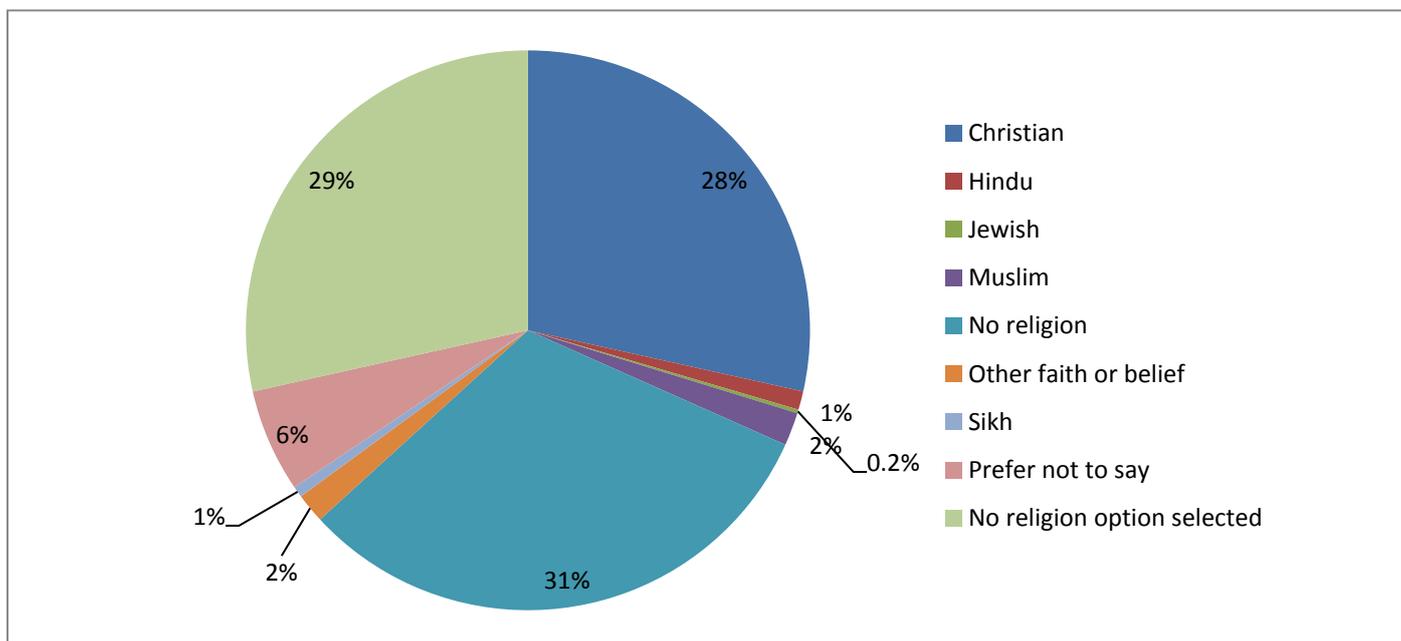
Employee age



The age profile of the workforce is fairly evenly distributed across middle most age brackets. The UK's state pensionable age is broadly speaking 65 but this is increasing to 66 for all men and women by April 2020 (then to 67 by 2029 with a further rise to 68 due between 2037 and 2039). As you would expect to see given the current state pension age, we have very few employees remaining in the workforce who are aged '65 years old and over'. 17% of the borough's residents are 65 years old and over.

This information is reviewed in more detail at a team level with managers on an annual basis, to aid succession and workforce planning.

Employee religion or belief



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 to Human Resources, so that greater analysis of our workforce makeup can be performed in the future.

Frequency of reporting – employee demographics

It is proposed that the Employee Demographic data outlined above is presented to the Employment Committee every year, at the first Employment Committee meeting of the new municipal year.

Organisation workforce measures

On a regular 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 financial year of 1 April 2018 to 31 March 2019.

Employee sickness absence

Average number of sick days per employee (calculated by the number of days absence divided by the average Full-Time-Equivalent for the period)				
Year	Quarter (rolling year)	Short-term sickness days (up to and including 20 days)	Long-term (21 days and over)	Total (Short-term and Long-term)
2016-17	Q1 (1.7.15 - 30.6.16)	5.23	6.33	11.56
	Q2 (1.10.15 - 30.9.16)	5.01	6.52	11.53
	Q3 (1.1.16 - 31.12.16)	4.89	6.58	11.47
	Q4 (1.4.16 - 31.3.17)	4.54	5.74	10.28
2017-18	Q1 (1.7.16 - 30.6.17)	4.89	5.17	10.06
	Q2 (1.10.16 - 30.9.17)	4.82	4.86	9.68
	Q3 (1.1.17 - 31.12.17)	4.81	4.77	9.58
	Q4 (1.4.17 - 31.3.18)	4.79	5.28	10.08
2018-19	Q1 (1.7.17 - 30.6.18)	4.46	4.33	8.78
	Q2 (1.10.17 - 30.9.18)	4.16	4.13	8.29
	Q3 (1.1.18 - 31.12.18)	4.27	4.12	8.34
	Q4 (1.4.18 - 31.3.19)	4.81	4.05	8.87

Following comments made at the Employment Committee meeting on 20th June 2019, the sickness data provided has been presented in a slightly different format and includes a breakdown of short term, long term and then total average days lost due to sickness absence.

The data above is displayed per quarter but is based on a rolling year, working backwards from that quarter – as the dates displayed in the second column above show.

The average number of days lost to sickness absence has reduced by just over 2.69 working days per person, since 2016. The current average for the last financial year (ending 31st March 2019) of 8.87 days sickness absence per year per employee (inclusive of periods of long term sickness lasting 21 working days or more), is broadly comparable to other public sector organisations (8.4 days) according to the Chartered Institute of Personnel & Development's 'Health and Wellbeing at work report' April 2019. The HR team are working with the Projects and Performance team to be able to report in more detail on how we compare with other district and borough councils, particularly our neighbouring authorities.

Current financial year data (Quarter 1 rolling year), is being collated now and will be presented at a later Employment Committee meeting (see below regarding suggested reporting frequency).

It is recommended that sickness data is shared with the Employment Committee twice yearly, in terms of a high level overview of short term, long term and combined sickness days lost. Operationally, HR will of course continue to monitor and support managers in the application of the sickness policy and procedure, as well as flagging any unusual or unexpected trends to the Management Team for relevant action to be taken. The Portfolio Holder for Corporate Direction and Governance and Chair of the Employment Committee will also be consulted in the case of unusual or unexpected sickness issues (raising of exceptional circumstances).

Employee turnover (attrition)

RBBC's voluntary (resignation) employee turnover rate has remained steady at an average of 12% of the workforce for the past few years. It is felt this is a comfortable and healthy turnover rate at a time when unemployment is low, and provides us the opportunity to regularly review our workforce, skills and experience requirements.

The 2018 XpertHR 'Labour Turnover Rates Survey' gave the 2017 average voluntary resignation turnover rate in for the Public Sector of 12.9%. The same for the Private Sector was shown to be 19.7%. The 2019 survey report (showing 2018 figures) unfortunately does not break down the public sector voluntary resignation turnover rate for comparison purposes. The survey does show that for all combined sectors, the voluntary turnover rate is 14.6%.

Again, HR are working with our Projects and Performance colleagues on how best to compare our data with other public sector organisations with the intension of being able to compare our voluntary resignation rate as well as our combined voluntary and non-voluntary resignation rate.

Recruitment advertising

In the 2018-19 financial year, RBBC launched 73 job advertising campaigns to recruit to a combination of newly created and existing roles which had become vacant. The majority of these campaigns were successfully managed in-house, though external support was sought in the case of particularly niche or hard to fill roles.

Although there is an improved job market in the private sector (against whom we compete for many commercially skilled and experienced candidates), we continue to be able to attract good quality candidates in the main.

We continue to explore our recruitment approach and techniques, as well as our on-boarding and induction practices as part of a wider 'Talent Attraction' programme of work, to improve candidate experience and seek more efficient and effective recruitment practices.

The collection, analysis and use of data to inform these changes will be key and will include regular review by HR and managers 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.

Employee relations

In the 2018-19 year, formal professional HR advice and support was provided to managers in 63 separate employee relations cases. This comprised of:

Type of ER case	Number
Disciplinary investigation cases & disciplinary action	9
Performance management	2
Sickness absence management	52

This does not include professional HR advice given to managers on employee relations matters that were resolved informally, nor HR support provided to managers in connection to service performance improvements, restructures, or recognised Trade Union relationship management.

Gender pay gap

Only 14% of organisations required to report Gender Pay Gap (GPG) figures in the UK have a 'negative' GPG (one that is in favour of women) and RBBC is one of those few organisations.

Our 2017 mean GPG was -4.5% which means that our female employees' mean hourly rate was 4.5% higher than that of our male employees. This increased to a gap of -6.9% in 2018.

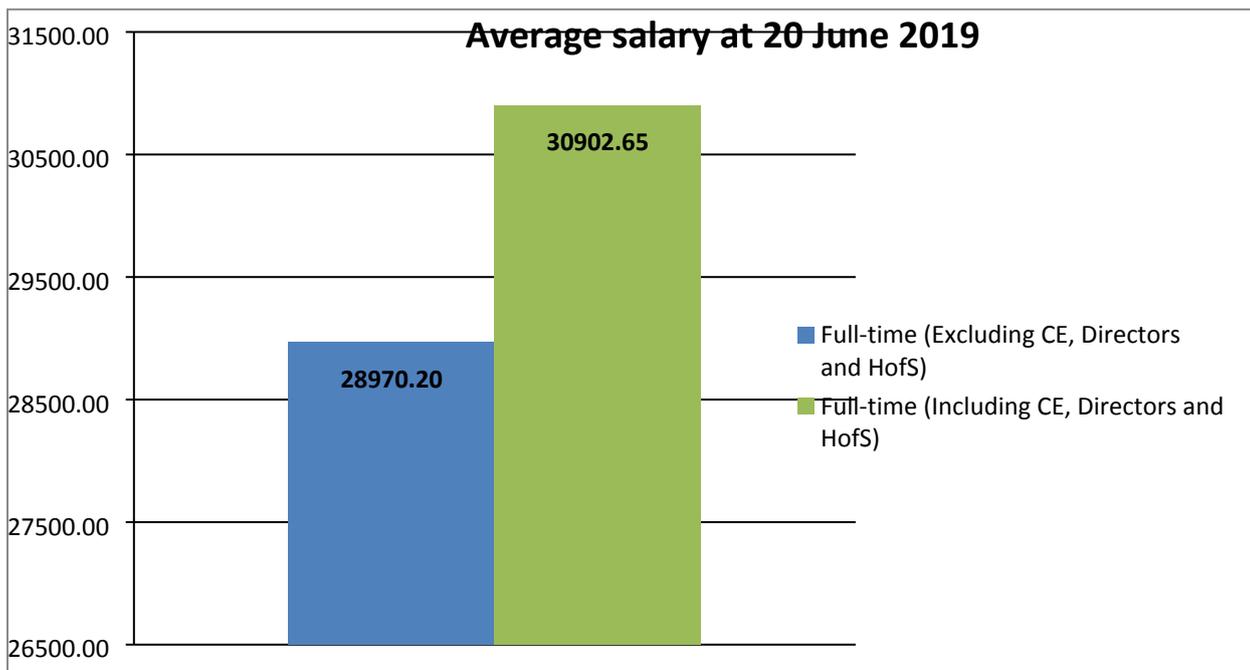
In other words, on average (rounded up to the nearest penny), female employees earned £1.05 for every £1 earned by our male employees in 2017, and £1.07 for every £1 earned by our male employees in 2018.

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.

Gender pay gap is reported annually, based on snapshot data at the previous 31st March date. The HR team is currently working on our pay gap data for 2019/20 reporting and we will report this to the Committee once the analysis is complete.

Further detail on RBBC's GPG statistics can be found on the attached GPG report (also on the Council's website - http://www.reigate-banstead.gov.uk/download/downloads/id/4226/gender_pay_gap_-_31_march_2017.pdf).

Average salary – at June 2019



The Council's average pay is displayed above in two ways –

- 1) All staff (excluding casual workers); and
- 2) All staff (excluding casual workers) and excluding our 'Wider Management Team' (the Chief Executive, Directors and Heads of Service).

This data is based on gross full time salary, excluding on-costs (e.g. employer pension contributions).

The Council has committed, via its Annual Pay Policy for 2019/20 and through pay negotiations with the recognised Trade Unions, to pay the Real Living Wage (RLW) as a minimum to all employees and workers (currently this RLW rate is £9 per hour). Our incremental pay scales minimum point already met the RLW rate meaning the majority of our workforce was being paid above this level. However, our apprentice workers (and casual workers too), are paid an hourly rate of pay and for most this was below the RLW. Their hourly rate was therefore increased to £9 per hour from 1st April 2019. The average salary data above has taken into account the increase in the hourly rate for apprentices.

Although the average salary of employees in the Council are broadly competitive with the national UK salary average of £29,668 (based on 2018 annual ONS data), affordability indexes demonstrate the average salary is still below what is required for a single salary earner to afford a mortgage on a modest property (one bedroom apartment) in the Borough.

Frequency of reporting – organisation workforce measures

It is recommended that for the majority of the data presented above under the organisation workforce measures heading be reported to the Employment Committee annually – at the first meeting of the new municipal year. This is in order to set the context and help the Committee's understanding of the workforce and the "organisation's health".

It is recommended there are two exceptions to the annual reporting – for sickness data reporting and turnover reporting. For the average days lost due to sickness (short term, long term and combined) and turnover in the organisation, it is recommended the Employment Committee receives this data twice a year.

The exact meetings are to be agreed but it is recommended that these sets of data are reported at the first Employment Committee meeting of the year to set context and again after six months.

As previously mentioned, the Portfolio Holder for Corporate Direction and Governance and Chair of the Employment Committee will also be consulted in the case of unusual or unexpected issues (raising of exceptional circumstances) occurring within the organisation, including sickness absence concerns.