

## Annex 1 - 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 them as they are not directly employed by the Council. The information contained within this report therefore relates to directly employed staff.

As discussed at a previous Employment Committee meeting, 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.

At the Employment Committee meeting on 29<sup>th</sup> July 2019, it was agreed that employee demographic and organisation workforce Measures data would be reported to the Committee annually, at the first Employment Committee meeting of the municipal year, with the exception of sickness absence and turnover data. These two measures would be reported to the Committee twice a year - at the start of the municipal year and again after six months. The information below is the six month update on sickness absence and turnover data.

### 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.

#### Employee sickness absence

The most recently available sickness absence data information shown below in 2019-20 Q2, is the cumulative total figure spanning 1 October 2018 to 30 September 2019. Human Resources are working on producing the latest figures for Q3 (the period ending 31<sup>st</sup> December). It is anticipated that this information will be ready to share with the Committee by way of a verbal updated when we meet on 21<sup>st</sup> January 2020.

Previous years information (broken down by the quarter in which they were reported), is provided for reference.

<b>Average number of sick days per employee</b>				
Calculated: the total number of days absence for the Council, divided by the average Full-Time-Equivalent employed within the same 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)
2019-20	Q1 (01.07.18 - 30.06.19)	4.73	4.34	9.06
	Q2 (01.10.18 - 30.09.19)	4.95	4.78	9.72
	Q3 (01.01.19 – 31.12.19)	Not yet available		

	Q4 (01.04.19 – 31.03.20)	Not yet available		
2018-19	Q1 (01.07.17 - 30.06.18)	4.46	4.33	8.78
	Q2 (01.10.17 - 30.09.18)	4.16	4.13	8.29
	Q3 (01.01.18 - 31.12.18)	4.27	4.12	8.34
	Q4 (01.04.18 - 31.03.19)	4.81	4.05	8.87
2017-18	Q1 (01.07.16 - 30.06.17)	4.89	5.17	10.06
	Q2 (01.10.16 - 30.09.17)	4.82	4.86	9.68
	Q3 (01.01.17 - 31.12.17)	4.81	4.77	9.58
	Q4 (01.04.17 - 31.03.18)	4.79	5.28	10.08
2016-17	Q1 (01.07.15 - 30.06.16)	5.23	6.33	11.56
	Q2 (01.10.15 - 30.09.16)	5.01	6.52	11.53
	Q3 (01.01.16 - 31.12.16)	4.89	6.58	11.47
	Q4 (01.04.16 - 31.03.17)	4.54	5.74	10.28

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.

Whilst the average number of days lost to sickness absence has increased slightly in Q1 and Q2 compared to the previous year, they remain significantly less than 2016.

The Chartered Institute of Personnel & Development's 'Health and Wellbeing at work report' April 2019 remains the most up to date report available to compare our averages against other public sector and private sector organisations.

At an average of 9.72 working days lost for the preceding 12 months (Q2 figures), our sickness absence average is slightly higher than the reported public sector average of 8.4 days, and to other Boroughs and Districts in Surrey who's figures range from 1.7 days to 12.6 days per employee.

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. Data is being examined to determine that we are recording, measuring and calculating our sickness absence data in the same way.

An average of 1.72 days of the 9.72 days lost per employee, have been attributed to stress, anxiety or depression (non-work and work related reasons combined). In Q2, there were 11 cases of long term sickness absence for these reasons, compared with 42 short term absence cases.

In addition to offering employees access to the Employee Assistance Programme (a free and confidential service provided by the Council, which grants online and face to face Counselling and support), we equip managers and employees with the skills to manage and reduce the negative effects of these conditions, though personal resilience training and mental health first aid.

As work progresses to implement the Council's Great People Plan (reference the separate Organisational Development update report being presented to the Employment Committee) and we improve engagement methods with our employees, we should be in a better position to initiate and interrogate specific survey(s)

around health and wellbeing. This will help us find out what the issues are for our employees and then provide interventions to support our staff further, with the aim to keep people at work – happy, healthy and productive.

The next highest reasons for days lost of the 9.2 average are related to diarrhoea/vomiting – an average of 1.2 days lost per employee, cold/flu absence – an average of 1.1 days lost per employee and headache/migraine – an average of 0.2 days lost.

Operationally, HR 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.

### **Employee turnover (attrition)**

RBBC's voluntary (resignation) employee turnover rate has remained steady at around 12% of the workforce for the past few years, and Q2 rolling year indicates 11%.

It is felt that RBBC has 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 turnover of other Boroughs and Districts in Surrey, range from 5% to 18.5%, with an average of 14.5%

The 2019 XpertHR 'Labour Turnover Rates Survey' gave the 2018 average turnover rate for the Public Sector of 15.4%. The Private Sector was shown to be 22.2%, although a direct comparison cannot be drawn between the figures from this report (which incorporate non voluntary employee turnover) and RBBC's.

HR are working with our Projects and Performance colleagues on how best to compare our data with other public sector organisations in more detail, with the intention of being able to compare the difference and reasons of our voluntary, non-voluntary and combined resignation rates. Again, we need to ensure we are calculating our turnover rates using the same voluntary/non-voluntary definitions and are therefore are comparing the right data.