

# Workforce Profile 2022

SALLY KIPPING: HR MANAGER



Waverley  
BOROUGH COUNCIL

## Overview:

As at the 31 March 2022, there were 414 employees working for Waverley Borough Council. These are split by service as follows:

Service	Employees as at 31 March 2022	% of Waverley employees
Business Transformation	66	16%
Commercial Services	59	14%
Environmental & Regulatory Services	45	11%
Finance & Property	37	9%
Housing Operations	59	14%
Housing Delivery & Communities	39	9%
Planning & Economic Development	53	13%
Policy and Governance	50	12%
CE, Directors, Audit	6*	1.4%

\*Please note that this includes the roles of Chief Executive, Electoral Registration and Returning Officer, 2 Strategic Directors, Internal Audit Manager and the Fraud Investigation Officer

This profile examines how these staff are grouped by age, gender, those who identify as having a disability, race and religion.

The report is focussed on how the move to hybrid working has impacted on officers, and reviews what has been done to strengthen performance and move towards a longer-term hybrid working culture. It has sections on:

- Impact on staff: changes to managing Covid-19, mental health and wellbeing
- Flexible working arrangements
- Turnover reviewing against local and national trends
- Sickness absence trends, patterns and underlying causes
- Leadership, performance and culture in a hybrid environment.

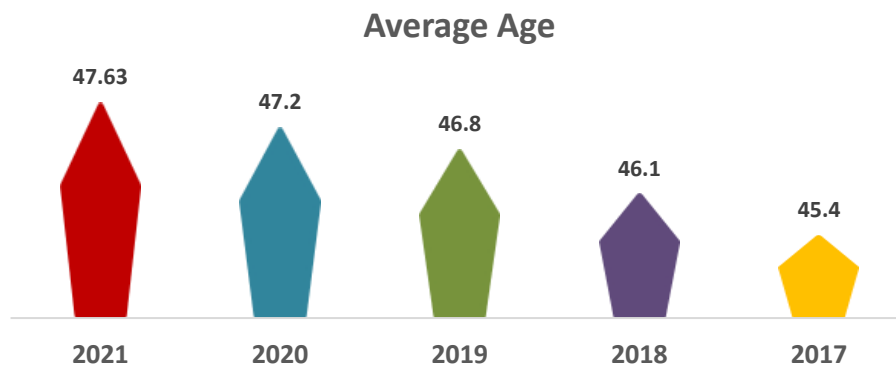
Finally, it reports on work that is ongoing within the Human Resources team to combat the issues identified due to this analysis.

## Profile by age, gender, disability, race and religion:

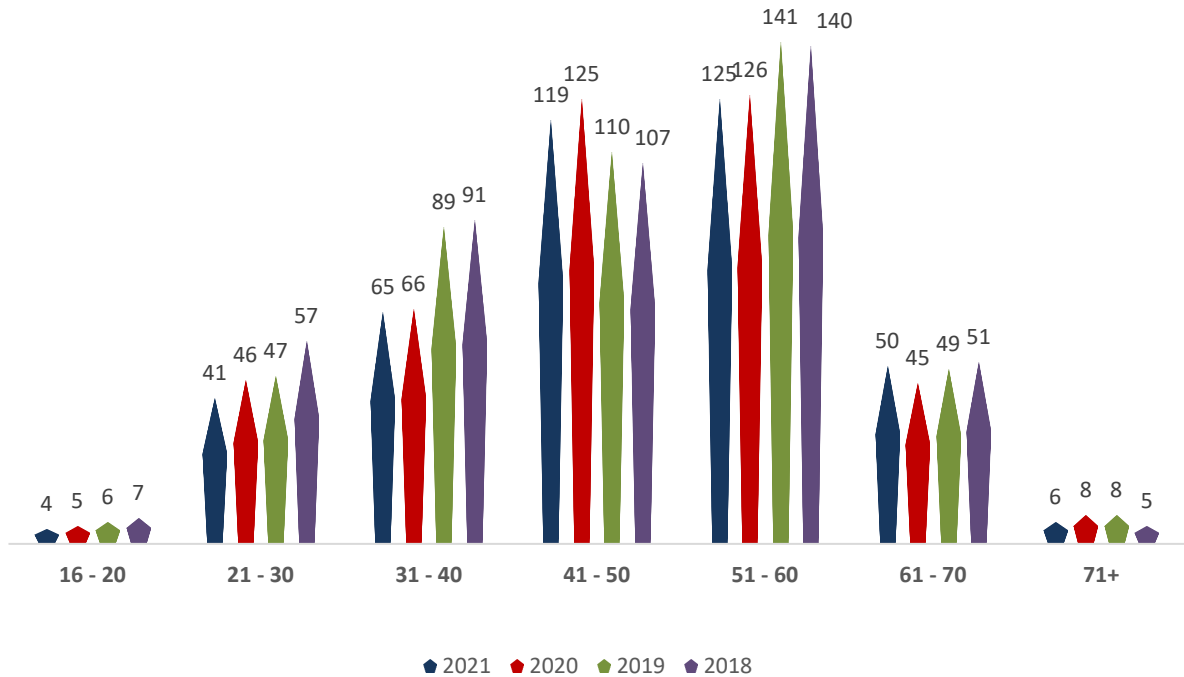
### AGE

The average age of staff has been on constant and slow rise over the past couple of years. There is an overall increase of 5% from 2017 to 2021.

The staff age distribution has been mostly constant, however there has been a noticeable increase in the count of staff in the age bracket 41-50 years and decrease in age bracket 51-60 since 2020. A high percentage of staff are at the age between 40 – 60 years. This does represent an area of future concern for the Council as a group of officers will reach retirement at around the same time and the Council does not seem to be attracting younger people into working. For that reason, the HR team are looking to re-energise attendance at local career fairs and refreshing work experience opportunities.



### Age Distribution Over Last Few Years

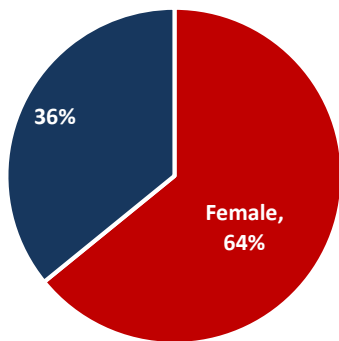


### GENDER

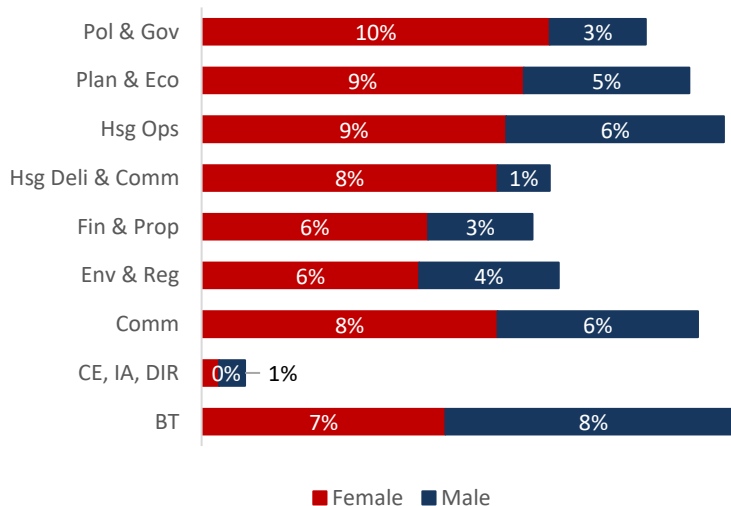
Waverley Borough Council recorded approximately 64% female and 36% male staff as on 1<sup>st</sup> January 2022. The division of gender has been relatively stable over the last few years.

Policy and Governance, Planning and Economic Development and Housing Operations and together employ approximately 27% of the total female workforce. The other services employing high percentage of female staff is Commercial Services and Housing Delivery and communities.

#### Gender Split



#### Gender by Service

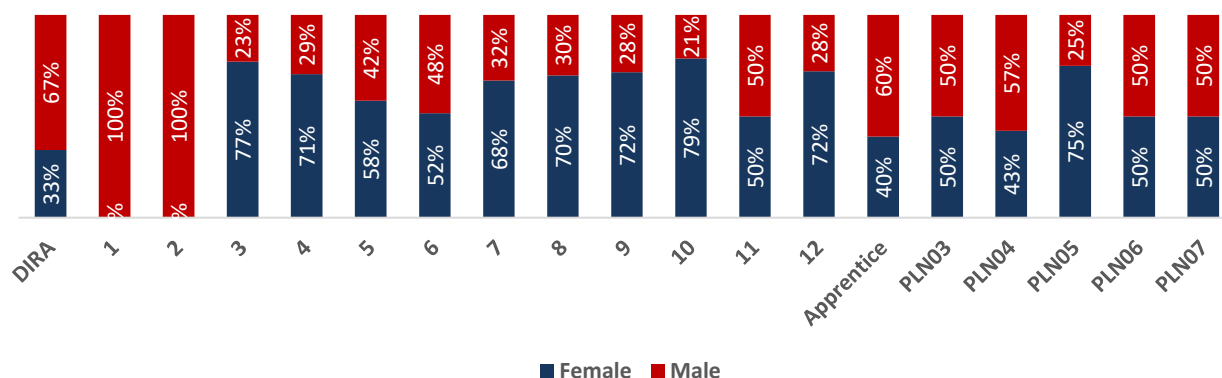


## Gender by Grade

The following chart shows the distribution of gender by grades. It draws attention to the top few Grades 1, 2 and DIRA (Directors) where female representation is low. It should be noted that Grades 3 and 4 (which might be expected to be the ‘feeder’ grades into the Senior Management Team) are predominantly female. To support this group in 2021, the following actions were taken:

- An informal women’s group for managers was formed. This group has met several times, had career development talks from our female director and identified several areas that would particularly support confidence in promotion.
- A mentoring scheme has been set up providing mentoring training and a corporate mentoring approach with a view to encouraging people in the grades immediately below Head of Service to broaden their experience in order to equip them for the move into senior leadership.

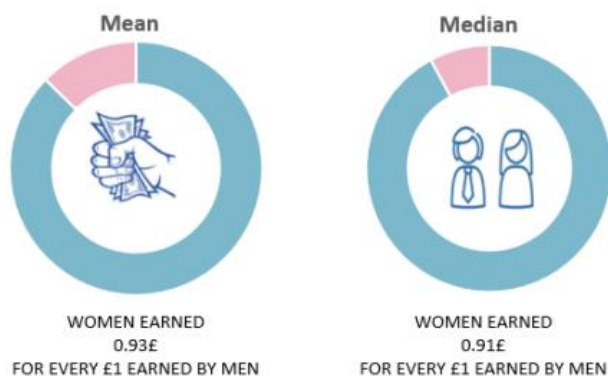
### Gender By Grade



## Gender Pay Gap

As might be expected from the above gender profile, Gender Pay Gap figures recently published using a snapshot of data from 31 March 2021 indicate

- The mean gender pay gap was 6.82%
- The median gender pay gap was 8.56%

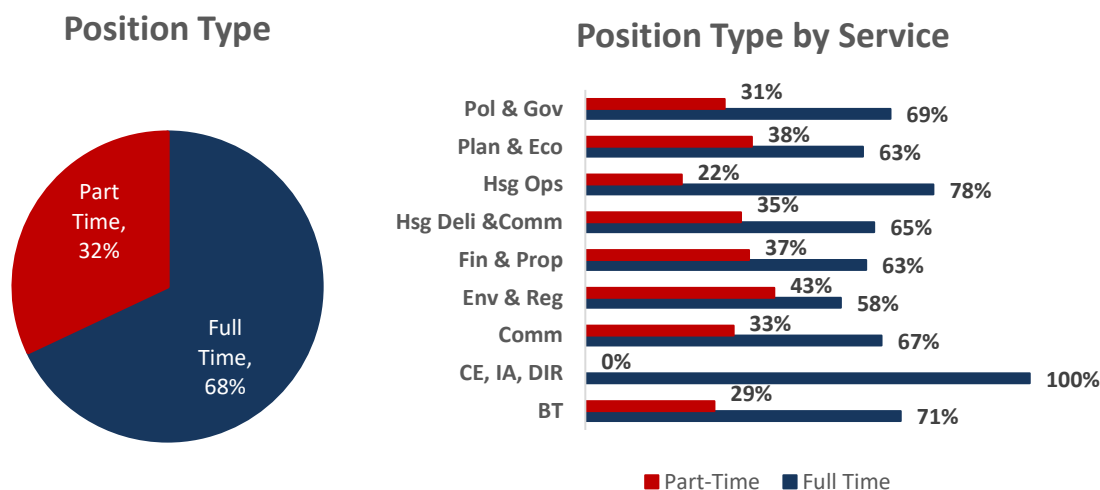


The below table shows the comparison with the last five years' data:

	Mean	Median
2017	16.6%	13.6%
2018	14.5%	11.5%
2019	15.4%	7.8%
2020	14.53%	11.76%
2021	6.82%	8.56%

This has shown a significant improvement in the last year. This is due to an increase in the number of women at grades 3 & 4 and an increase in the number of men at lower grades.

## POSITION TYPE



Data taken as at **1<sup>st</sup> January 2022** indicate that 32% of Waverley's staff work on a part time basis. The above table shows the distribution of staff within each service employed in full time and part time positions. Housing Operations has 78% of its staff working full time. Environment and Regulatory Services has the highest percentage of staff amongst all other Services working part-time.

Part time working has been severely impacted nationally by the pandemic and the ability of the Council to offer meaningful, interesting and well-paid work to part time workers is a valuable benefit to the wider community.

## **Agile Working**

Waverley offers most of its employees the ability to work in an agile way with a mixture of home and office working dependent on business need. Policies have been updated to reflect the lessons learned because of the Covid-19 pandemic and the enforced move to home working. The following policies and guidelines have now been implemented:

- Agile Working
- Flexible Working
- Home Working guidance
- Safe Site Working
- Safe Office Working
- Performance Management guidelines
- Leadership Competency

These policies and guidance provide managers with the framework to understand how to lead in a hybrid working environment. Training has been provided to all managers to support them in the implementation of the above.

The intention is to remain a hybrid work force based on business and customer need. The aims of remaining a hybrid workforce are to:

- 1) Be attractive and flexible as an employer, improving recruitment and retention.
- 2) Build on the improvements we have seen during the pandemic on staff sickness and inclusion because of flexible and home working options.
- 3) Continue to improve on the digitalisation and accessibility of customer services to improve access to our services.
- 4) Build a culture of high performance and team cohesion in a hybrid working environment.

Managers have been asked to analyse their customer and business needs and training has been provided to support them with this. Managers have also been asked to document their analysis and base conversations with their staff on their analysis.

We know that being able to offer flexible and part time working improves our ability to close our gender pay gap and to be an employer of choice. This is proving particularly important as the job market is very competitive at the moment. Whilst our salary offering cannot compete with private firms, our flexibility and community focus has meant that we have continued to be able to fill most roles over the last 12 months. Technical roles such as those in Planning and Compliance are proving harder to fill

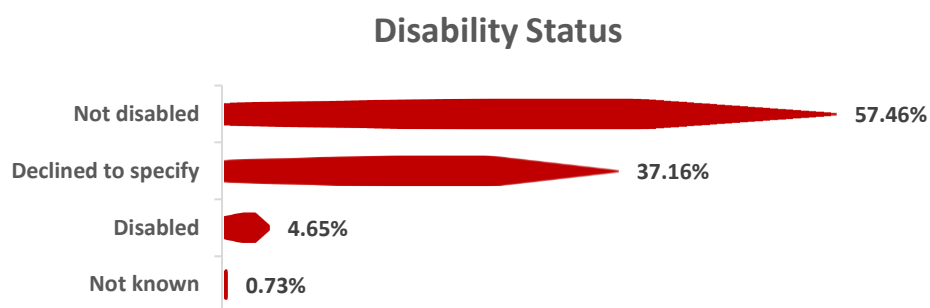
and as a response to that the HR team have developed a recruitment and retention strategy that is now being implemented.

### **Workforce Equality, Diversity and Inclusion Data**

The data on the below areas is not truly representative as many employees who have either selected the option of 'declined to specify' or have chosen not to record some aspects of their personal data.

Several communications have encouraged staff to complete the sensitive information page, including reminders in Cascade. These communications do have an impact on reporting, however there are still data gaps.

#### **Disability (Data as at 1<sup>st</sup> January 2022)**



Waverley Borough Council is a Disability Confident Employer. This means that as an employer the Council we challenge attitudes towards disability by removing barriers to disabled people and those with long term health conditions.

To support this, we use services such as Access to Work and our Occupational Health Service to identify reasonable adjustments that we can make to the workplace to keep those people who identify as having a disability in employment and enable them to reach their potential.

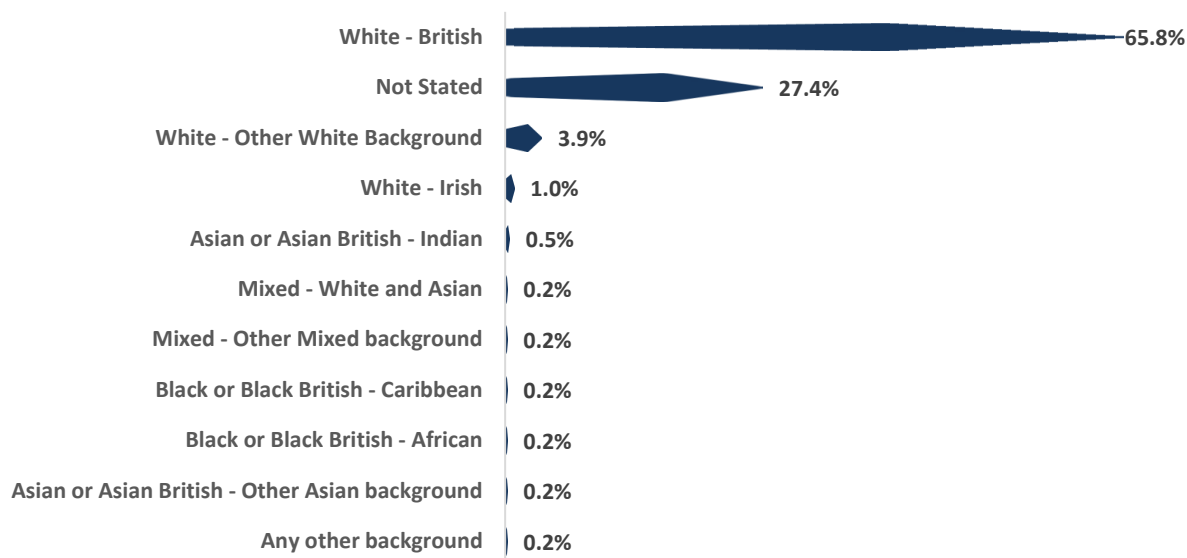
We have renewed our commitment to the scheme in 2021 and intend to remain attractive and accessible as an employer to people who consider themselves to have a disability.

#### **Ethnic Origin (Data as at 1<sup>st</sup> January 2022)**

The data indicates that more than 70% of the staff are White – British, Irish or other White by origin. 27% have not stated their ethnicity. 2% of staff identify as from either Black or Asian ethnicities.



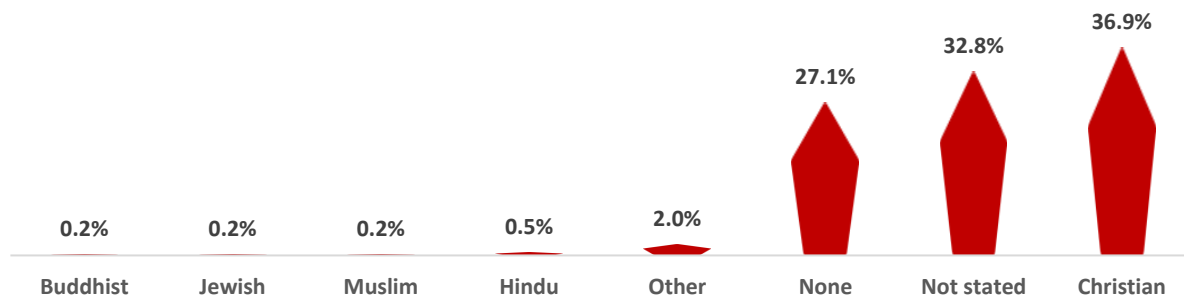
### Staff by Ethnic Origin



### Religion (Data as at 1<sup>st</sup> January 2022)

Almost 33% of our employees have chosen to not declare their religion. Around 37% identify themselves as Christian.

### Staff by Religion



### Corporate Equalities Group

The Council has a Corporate Equalities Group chaired by a Head of Service which regularly meets to discuss equalities issues. The group also review equalities policies and processes including Equality Impact Statements. Some of the initiatives in 2021 are shown below:

- Spreading awareness about diversity and inclusion by articles published in Backstage and cascade about different race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other ideologies. These include - Black History month, LGBT+ history, Holocaust Memorial, Hannukah, Rosh Hashanah, Yom Kippur, Islamophobia,

Alzheimer's day, Autism, Dyslexia, Lupus, Menopause, Diwali, Navratri, Guru Purab's, Christmas, Ostara, International Women's Day and many more. All the articles can be read in the [Equality and Diversity Hub](#).

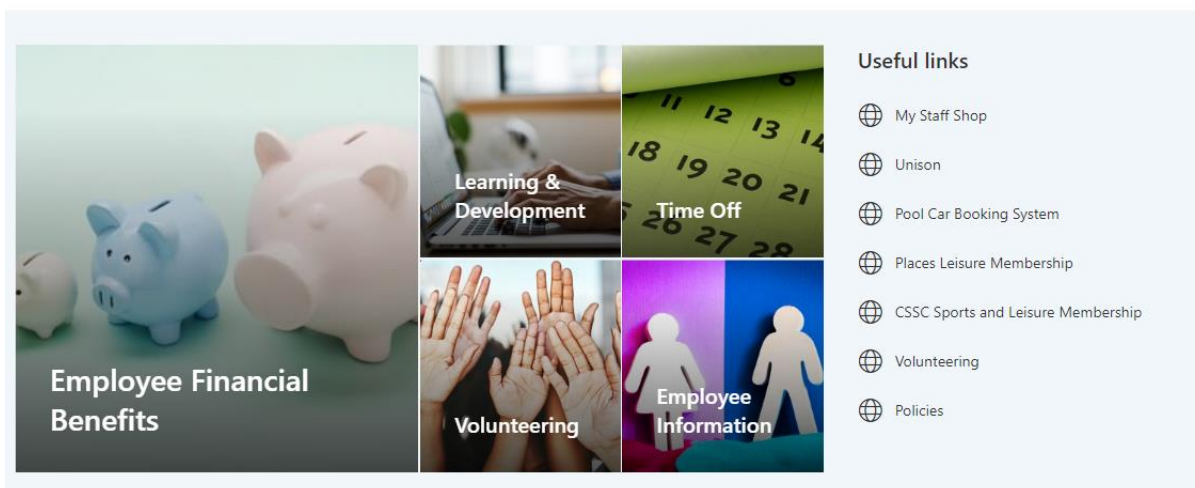
- Equality objectives have been agreed and are in the process of being published and supported by an Equalities Action Plan
- The Active Citizens initiative has been launched. Active Citizens provide proactive support to officers who have experienced inequality and support teams to explore equality issues.
- The Council took part in Godalming Pride event celebrating LGBTQ+ people.

## Staff Benefits

Staff benefits are regularly reviewed and are easily accessible to staff in the Benefits Hub on the staff intranet (called 'Backstage'). A screen shot of the relevant page is shown below:

### Benefits Hub

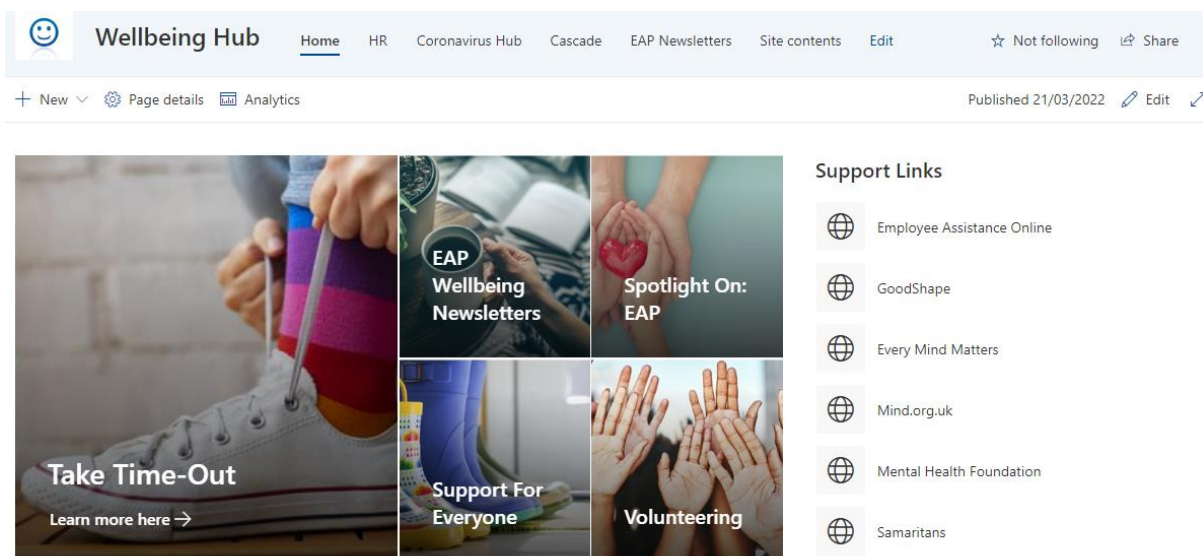
Published 22/03/2022



Benefits are grouped into those that support employees financially, learning and development, volunteering and employee information. There are useful links to 'My Staff Shop' which is a platform that offers discounts and rewards to staff and has been introduced in 2021, Unison who act as 'staff side' for the organisation, pool car booking, Places Leisure membership (which is available to staff at a 50% discount), CSSC Sports Membership, volunteering (staff are able to take 2 days per annum to volunteer in the borough) and our policies.

Feedback indicates that the benefits most valued by staff relate to flexible working opportunities, Waverley Days (days off between Christmas and the New Year) and other enhanced leave.

There is also a Wellbeing Hub which provides access to health, sickness and wellbeing support:



This provides direct access to our employee assistance programme which offers health, emotional, legal, financial and work support to all staff and Councillors, GoodShape who support sickness absence and useful links to support mental health.

The introduction of the wellbeing hub and a focus during the pandemic on health and wellbeing has seen staff be more aware of the support available to them and this has contributed to an increase in perception of wellbeing support as reported in the engagement survey:

**Waverley takes my wellbeing, health and personal safety seriously**


	Agree	Disagree
2019	63%	8%
2021	79%	18%

**Waverley provides good support for those suffering with mental ill-health**

	Agree	Disagree
2019	40%	10%
2021	61%	11%

## Supporting Career Development

An essential part of benefits and our high-performance culture is the investment in our staff's continuous professional development. To ensure that this is accessible, two new hubs are now available on our organisation's intranet – the Learning and Development Hub and the Performance Management Hub (please see below). Waverley Borough Council manage the Surrey Learn project on behalf of the 11 Surrey Boroughs and Districts and much of our professional development training is delivered via this agreement. Waverley Borough Council manages the Surrey Learn Partnership project on behalf of the eleven Surrey borough and district Councils. This gives access to Learning Pool (the e-learning platform) and Surrey Learn which provides courses on a wider range of skills using mixed learning methods including face to face and digital. There are currently 10 staff undertaking training using the Apprenticeship Levy.




**Useful Links**

- Learning Application Form
- Surrey Learn (Online Courses)
- Guide to Learning & Development at Waverley
- Performance Management Hub
- One to One Template
- HR
- IT Training

### In training, there is no winning or losing. There is only learning.

The Learning and Development Guide explains: E-Learning, Surrey Learn, CPD, Requesting training, Management Development, Nationally Recognised Qualifications, Managers Handbook, Post Entry Training, Expenses.

## Performance Management Hub



## Building a high-performance culture in a hybrid working environment

Key staff metrics that contribute to a high-performance culture in a hybrid working environment are shown below. Each metric has its own separate section:

- 1) Working collaboratively
- 2) Sickness absence rates
- 3) Mental Health
- 4) Engagement
- 5) Performance
- 6) Recruitment and Retention
- 7) Turnover

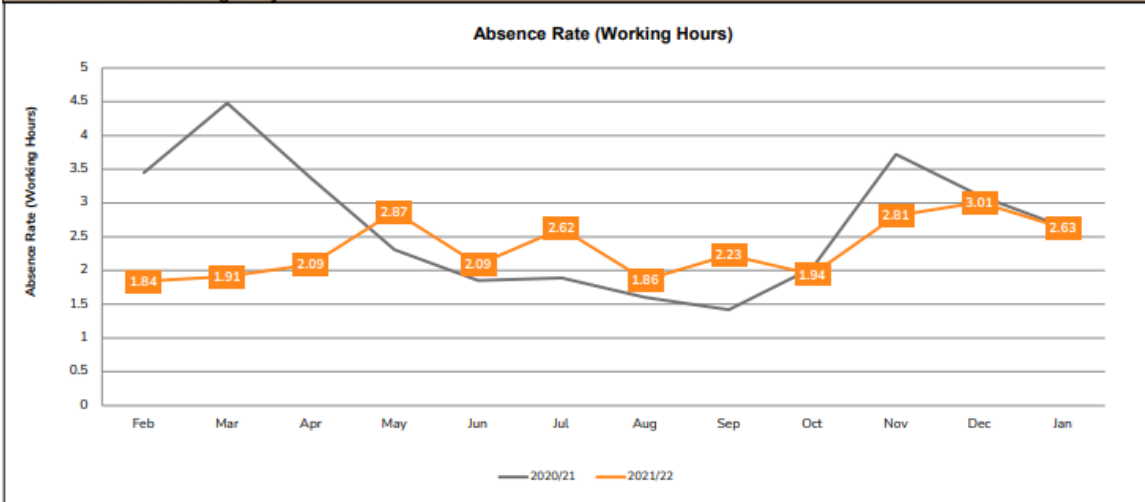
### Absence from work due to sickness

During 2021 the infection rate for Covid-19 for officers remained relatively low (although peaks were observed in December 2021) and due to agile working, most officers could remain working even during periods of isolation. The most frequently reported impact on working was due to the need to combine childcare and work during periods where family members were isolating from school and/or schools were closed or working shorter periods due to staff needing to isolate. This put staff in a very difficult situation needing to juggle work and family priorities. As an employer we strived to be flexible whilst still focussing on the need to deliver services.

#### Absence Rate Trend (Medical)

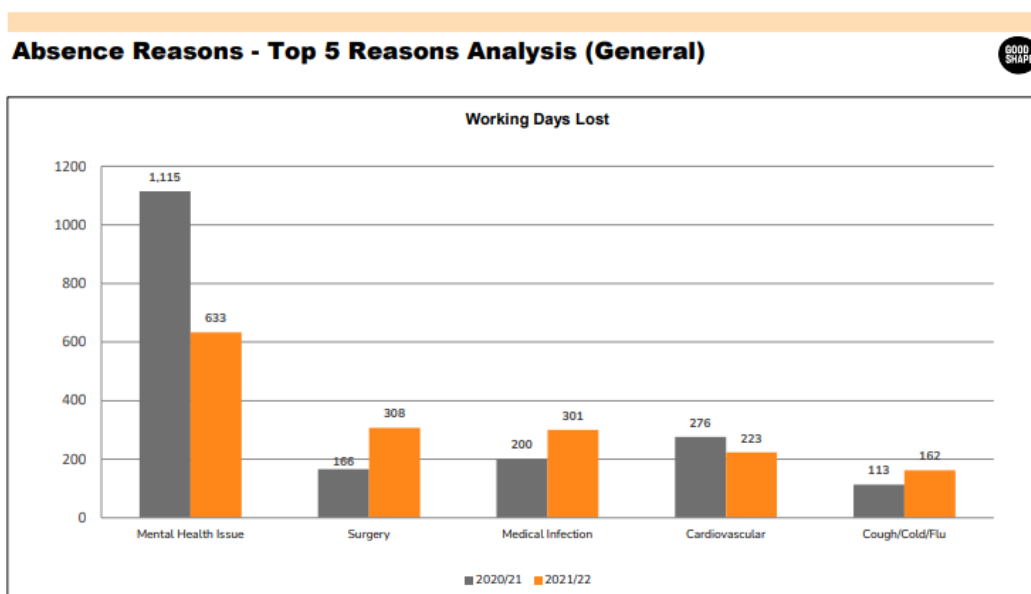


The Rolling Absence Rate in the period is 2.33% which differs by -0.33 versus the previous year of 2.66%  
Absence Rate has changed by -12.51%



Our sickness absence provider, GoodShape, produced the above statistics to show the comparison of sickness absence between 2020 and 2021. When compared with 2019, we can see that sickness absence has improved over the period of the pandemic and remained low during 2021. It is clear that even in a time of high levels of anxiety and competing home/work pressures, home working supports and improves sickness absence.

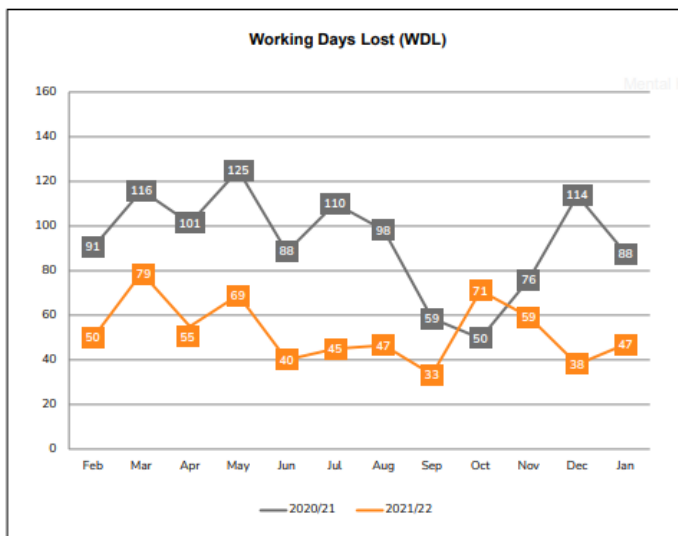
### Top 5 sickness absence reasons in 2021



### Absence from work due to Mental Health

GoodShape also report an improving mental health trend (surprising during a time of increased anxiety):

### Absence Reasons - Mental Health Trend



Month	2020/21	2021/22	Difference %
Feb	90.5	50	-44.75%
Mar	116	79	-31.90%
Apr	101.25	55	-45.68%
May	125	69	-44.80%
Jun	88.47	40	-54.79%
Jul	110.07	45	-59.12%
Aug	98.13	46.5	-52.61%
Sep	58.6	33.43	-42.95%
Oct	49.67	71	42.94%
Nov	76	59.31	-21.96%
Dec	113.73	38	-66.59%
Jan	87.67	47	-46.39%

8

There was improvement from 2019 in 2020, and again in 2021.

A number of variables will have impacted on this improvement; however, it would be reasonable to conclude that home working is one of those reasons.

It should also be noted that there have been a wide range of accessible wellbeing initiatives during 2021 including:

- The 'light breaks' initiative continuing through winter 2021.
- Regular wellbeing communications flagging resources and support including the Wellbeing Hub on Back Stage.
- Increased spend on staff wellbeing (the budget was uplifted from £3800 to £10,000)
- A pilot remote wellbeing app for officers (since removed due to low uptake)
- A wellbeing programme of activities such as 'desk yoga'
- The offer of a free lesson, swim or gym session for officers at one of the Waverley Borough Leisure Centres.
- The 'coffee and a cake on us' initiative to bring people back into the office and to improve team cohesion.

Mental health related sickness contributed to around 29% of the total sickness absences in the year 2021.

Please note: the reasons marked with an asterisk (\*) are reasons which have been grouped together.

The category 'Mental Health'\* includes the following absence reasons: anxiety; stress; depression; bipolar; panic attacks and post-traumatic stress disorder.

## Use of EAP Services

Please see here for the utilisation report from our EAP provider:

UTILIZATION REPORT  
**Waverley Borough Council**  
 January 01, 2021 - December 31, 2021 on New Files

UTILISATION RATE SUMMARY				
Type	Cases	%	Sessions	%
EAP File	28	08.6%	85	09.6%
Organization Consultation	0	00.0%	0	00.0%
SAP	14	04.3%	9	01.0%
Supervisor Referral	1	00.3%	5	00.6%
Organizational Service/CISD	1	00.3%	1	00.1%
Web Hits	280	86.4%	785	88.7%
<b>Total</b>	<b>324</b>	<b>100%</b>	<b>885</b>	<b>100%</b>

Population / Utilisation Rate	Weighted Population Of:	513
Total Current Period Rate		63.16%
Total Annualised Utilisation Rate		63.16%

New/Ongoing Files Summary		Referral/Closed Files Count	
Total New Files	43	Total Files Closed	25
Total Open Files At 01/01/2021	3	Total Referred	0
Total Open Files At 31/12/2021	21		

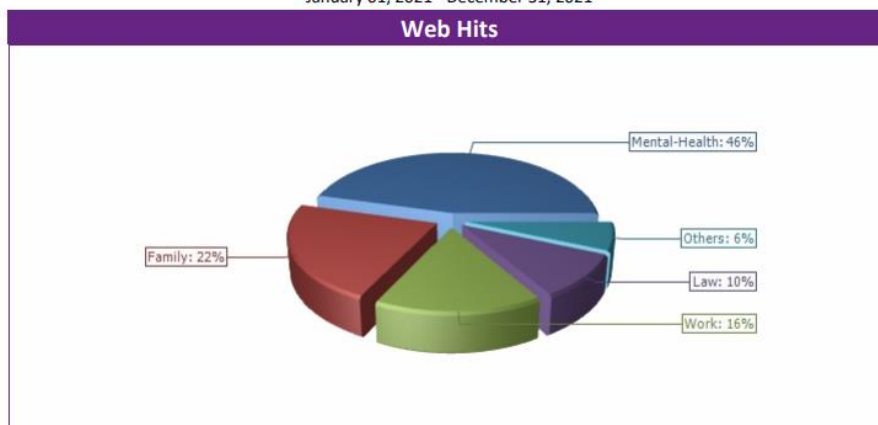
The greatest usage was from the website. Our EAP provider also supply monthly newsletters which provide part of our communications offering on wellbeing.

Feedback from the service is generally positive.

Of the website hits, mental health represents 46% of the reason:



UTILIZATION REPORT  
**Waverley Borough Council**  
 January 01, 2021 - December 31, 2021



Web Hits	1/1 - 31/3		1/4 - 30/6		1/7 - 30/9		1/10 - 31/12		1/2021 - 12/2021	
	#	%	#	%	#	%	#	%	#	%
Family	12	4.96%	14	6.36%	92	57.50%	54	33.13%	172	21.91%
Law	2	0.83%	24	10.91%	0	0.00%	52	31.90%	78	9.94%
Managers	0	0.00%	0	0.00%	0	0.00%	4	2.45%	4	0.51%
Mental-Health	178	73.55%	106	48.18%	24	15.00%	51	31.29%	359	45.73%
Money	4	1.65%	4	1.82%	6	3.75%	0	0.00%	14	1.78%
Wellness	0	0.00%	30	13.64%	0	0.00%	2	1.23%	32	4.08%
Work	46	19.01%	42	19.09%	38	23.75%	0	0.00%	126	16.05%
<b>Total</b>	<b>242</b>	<b>100%</b>	<b>220</b>	<b>100%</b>	<b>160</b>	<b>100%</b>	<b>163</b>	<b>100%</b>	<b>785</b>	<b>100%</b>

Total 85 EAP sessions for 28 different cases were delivered in 2021. There were 280 hits on the website which indicate that the website is being widely used by employees.

We are aware from staff feedback that some people feel overwhelmed and isolated working from home, particularly in teams where demands are high. We are running initiatives and training managers to help encourage people back into the office using the framework of the Agile Working Policy. We regard team cohesion as a business need for regular office working. Whilst a partial return to some office working will help with this, we will continue to have this as an area of focus in 2022/2023.

### Engagement

In July 2021, the staff engagement survey was run. Overall, the survey results were broadly positive and showed an engaged workforce, however there were some concerns, particularly around team cohesion, workload, demand on officers and worries about change projects particularly the move to permanent hybrid working and the Guildford collaboration. Please see the below word cloud which represents office feedback when being asked to describe the Council in three words:

## Describe the council in three words



P.S: This word cloud is auto generated and therefore some words may appear to be out of context. The bigger and bolder the word appears, the more often it's mentioned



As a result of the survey, further focus groups took place to identify the most appropriate actions to support officers. This has resulted in a report published to staff which identifies the actions taken corporately and shares peer support ideas. Some Services stood out as needing support and additional work has been done with those areas to help them manage their demand and resources.

### Officer Performance

We know from previous surveys that 81% of staff felt they could do their job to a satisfactory standard at home and 74% of officers felt they were as productive or more productive at home than in the office.

In the engagement survey, 90% of officers had regular 1:1 meetings with their line manager. 85% of officers had the learning and development support to do their role effectively and 69% of officers thought the performance agreement process was worthwhile and valuable.

To improve the performance agreement process in 2022, new guidance has been published, managers will be trained on that guidance and a new system has been introduced to improve management information of performance agreement meetings and to gain more insight into the process with a view to continuously improve it.

During 2021 it is clear however that some office time is needed to improve team cohesion and allow for more informal communications between Services.

To improve team cohesion, 'Waverley Stars' were introduced in January 2022 recognising 'unsung heroes' in the Council. This has been popular and has enabled staff to access using Yammer as a communication method. It has also seen cross Service recognition which is important to break down silo working. We have also encouraged officers back into the office with offers at the new community Cellar Café located at the Burys

To improve the management of performance in a hybrid working environment, a new performance management system is being built by the Business Transformation team and will be introduced in April 2022. To support the new system, updated guidelines have been produced and training offered to all line managers.

The role of leaders is key in a successful and high performing hybrid working environment and to support leadership development, a joint leadership competency has been designed with Guildford colleagues and introduced. This will facilitate leader training and development, selection and leadership performance management. This is due to be fully implemented during 2022.

### **Recruitment and Retention**

Following a crisis in the employment market in 2020, the economy and subsequently the employment market are seeing a large 'bounce' that is expected to last for most of 2022 before settling down in 2023.

This peak of a buoyant employment market is particularly acute in the public sector with the ONS reporting that the public sector is increasing in its size and complexity because of the pandemic seeing an increase in the need for public sector knowledge worker roles particularly in technical specialisms such as Planning, Environmental Health and Climate Change.

The CIPD reports that 46% of roles in the UK Employment Market are hard to fill. Two thirds of employers anticipate having problems filling vacancies over 2022 and the same percentage are increasing job flexibility in order to be perceived as more attractive. It is anticipated that the difficulties in the job market will see a surge in pay, currently anticipated to be at least 3% in most roles.

This means that roles that have always been traditionally quite hard to fill are seeing Councils compete for resources.

Waverley Borough Council has traditionally been successful at filling roles however we are seeing some roles, particularly in technical roles such as Planning and Environmental Services that are particularly hard to fill.

Whilst churn is to some extent useful to the Council to bring in fresh ideas and outside thinking, bearing in mind the costs involved and the poor market conditions, a Recruitment and Retention plan has been introduced. The aims of the plan are to:

1. Keep officers in business-critical roles who are already working at the Council (retention)
2. Ensure that the Council is attractive to those who might be looking to move roles (attraction)
3. Ensure those who are looking to move into the Council are aware of the roles available (attraction)
4. Make the recruitment process into hard to fill roles streamlined and efficient, reducing barriers to recruitment (recruitment)

Focus is on retention, however, regardless of manager and HR actions, there will continue to be churn and therefore each Service (particularly those experiencing high levels of demand) also has a resourcing plan. We will monitor how successful this plan is during 2022.

## Turnover

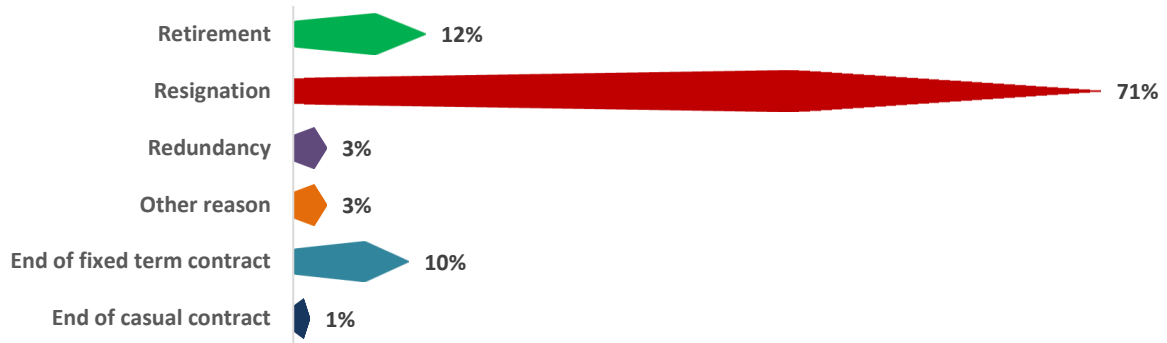
During 2021-2022, turnover has been as follows:

Reporting Period	Total Staff Turnover	Resignation Turnover	Public Sector Average
Apr 19 - Mar 2020	18.72	10.45	15.5
April 20 - Mar 2021	11.95	5.86	15.5
April 21 - Mar 2022	16.1	11.8	15.5

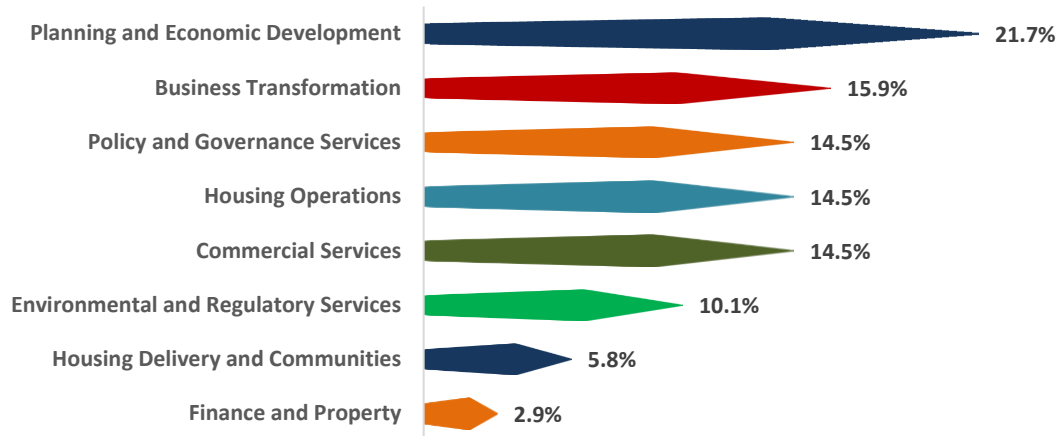
As can be seen, turnover due to resignation (unplanned turnover) is on the rise. There has been much talk of 'The Great Resignation' in the employment market that predicts many people leaving their jobs after the COVID pandemic ends and life returns to "normal." Some market studies suggest that in the last three months, 47% of British workers have either thought about quitting their job, looked for another job, applied for another job and / or spoken to their employer about resigning. Various factors particularly concerns around work life balance and mental health have contributed to this shift. Some search engines also indicate pay, childcare, and discrimination are also driving resignations across different sectors.

Below graphs show the breakup of turnover in rolling 12-month period (April 21 to March 22) by reason, service area, grade and length of service.

### Reasons for leaving

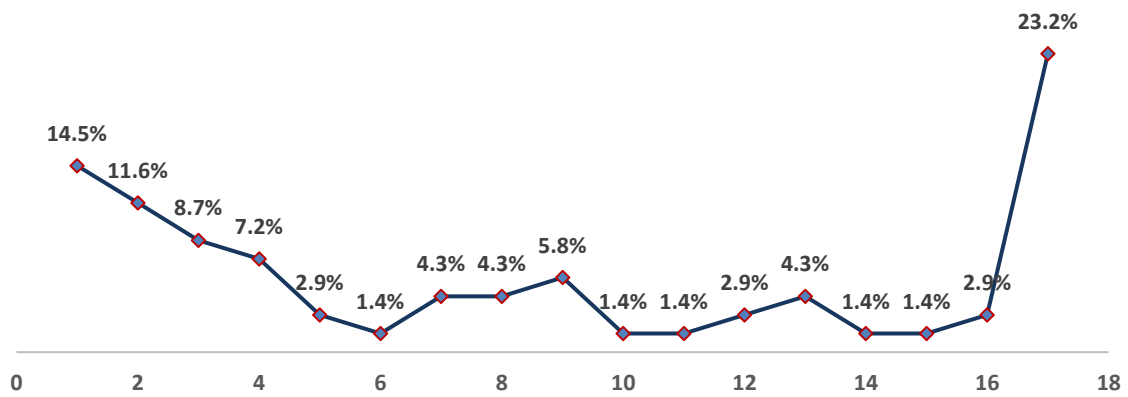


### Turnover by Service



The following chart show the turnover by length of service in years.

### Turnover by Length in Service (in Yrs)



Outcomes of the workforce profile review and key areas of focus for HR 2022:

This workforce profile has demonstrated the key areas of focus in 2022 to continue to build a high-performance collaborative culture in a hybrid working environment. These are:

- 1) Working collaboratively with other local government partners to achieve efficient and effective joint services that are built on the principle of digitalisation first.
- 2) Continuing to invest in wellbeing initiatives, particularly those involving mental health support.
- 3) Building team cohesion through initiatives across Services particularly supporting opportunities for informal communications.
- 4) Improving the experience of and management information in performance management.
- 5) Supporting leaders to demonstrate the behaviours needed in a hybrid working environment.
- 6) Improving turn over particularly in hard to fill roles through the implementation of the Retention and Recruitment Plan.
- 7) The continued work on equalities, ensuring that the Equalities Objectives are implemented, and that Waverley continues to be a fair and inclusive employer providing equal opportunities and an opportunity to be yourself at work for all officers.
- 8) To support organisational and transformational change in order to continue to adapt to the needs of our communities.
- 9) To improve attraction, recruitment and selection of a diverse workforce that can be sustainable for the future.

As part of the performance management process, objectives reflecting these key areas are being set within the HR Team for 2022.

## Conclusion

This report has been prepared to inform Council members and officers. Questions, observations and feedback are welcomed.