

Workforce Profile: April 2023

JON FORMBY : HR MANAGER

The logo for Waverley Borough Council is located in the bottom right corner. It features a large blue circle with a smaller teal circle overlapping its top-left edge. The word "Waverley" is written in a white, cursive script font, and "BOROUGH COUNCIL" is written in a white, sans-serif, all-caps font below it.

Waverley
BOROUGH COUNCIL

Overview

On 31st March 2023, there were 393 employees working for Waverley Borough Council, split by service area as follows:

| Directorate | Service Area | Employees at 31 March 23 | % of Employees |
|---|--------------------------------------|--------------------------|----------------|
| Joint Chief Executive and Strategic Directors | | 4 | 1.0% |
| Community and Wellbeing | Communications and Customer Services | 46 | 11.7% |
| | Community Services | 13 | 3.3% |
| | Environmental Services | 16 | 4.1% |
| | Housing Services | 81 | 20.6% |
| Place | Assets and Property | 22 | 5.6% |
| | Planning Development | 31 | 7.9% |
| | Regeneration and Planning Policy | 24 | 6.1% |
| | Regulatory Services | 31 | 7.9% |
| Transformation and Governance | Commercial Services | 39 | 9.9% |
| | Finance | 37 | 9.4% |
| | Legal and Democratic Services | 27 | 6.9% |
| | Organisational Development | 22 | 5.6% |

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

The report also looks at:

- Sickness absence trends, patterns and underlying causes
- Wellbeing survey results
- Turnover, together with local and national trends
- Recruitment and Retention
- Agile Working

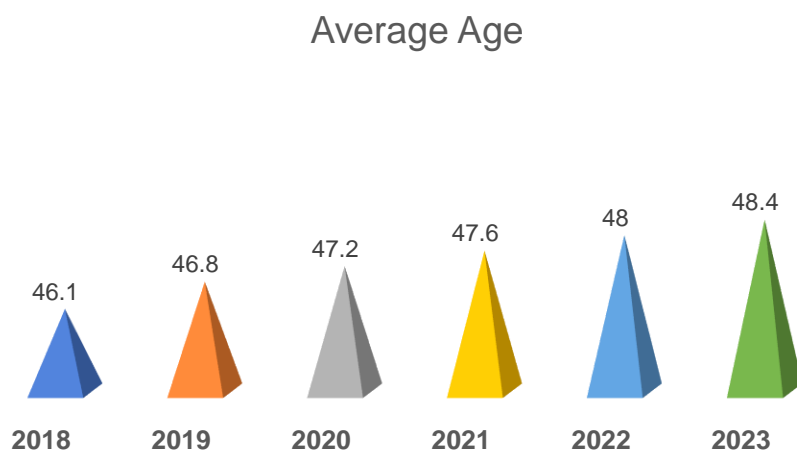
It also reports on work that is ongoing with the Human Resources Department to combat the issues identified in this analysis.

Workforce profile by: age, gender, position type, disability, ethnic origin and religion

It should be noted that approximately one third of Waverley staff have not completed their sensitive information on ITrent, despite several communications and some staff have opted to decline to specify for some aspects. The data available for disability, ethnic origin and religion does not, therefore, represent the complete picture at Waverley.

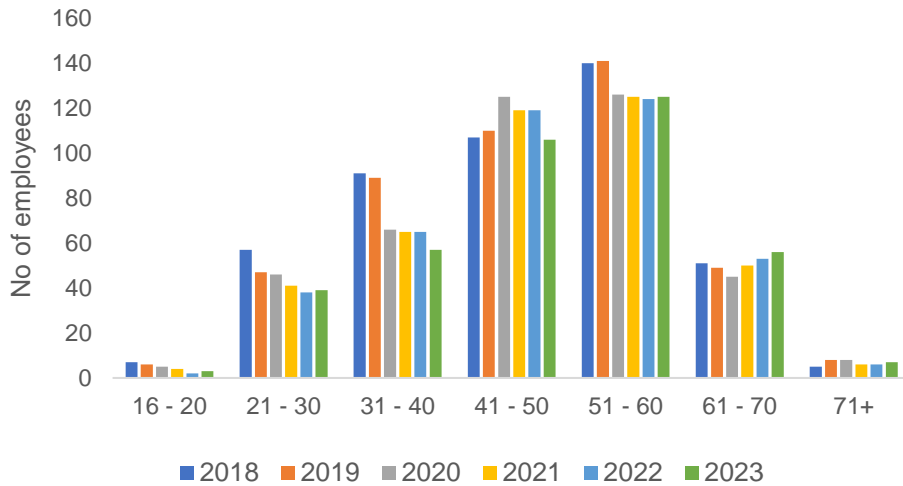
AGE

The average age of staff has slowly increased over the last few years; by just under 5% from 46.1 in 2018 to 48.4 in 2023.



Whilst the age distribution has remained broadly similar over the last 5 years with the trend generally displaying a slight decline in the younger age brackets and a slight incline in the older age brackets, there has been a marked decrease of staff the 41 – 50 age bracket this year. The majority of staff remain aged between 40 and 60.

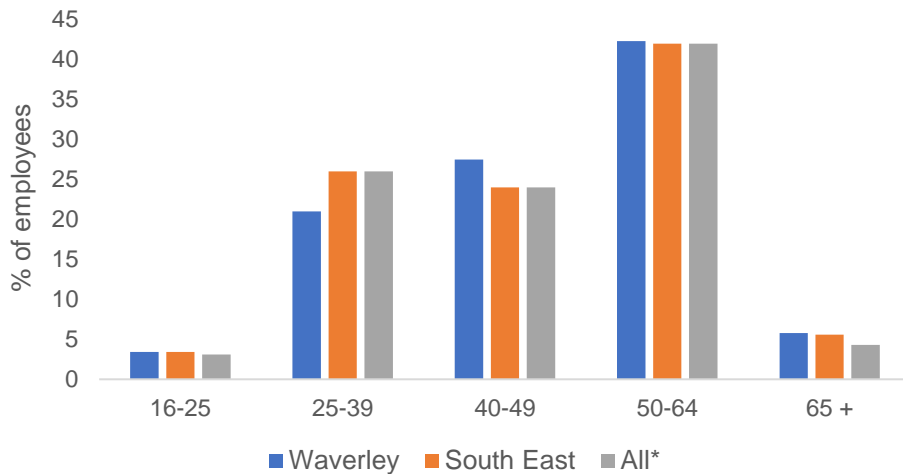
Distribution of Age 2018 - 2023



This is a similar distribution of age seen within other local authorities across England.

Whilst there is no comparative data available yet for this year, the chart below shows how the age distribution of staff in Waverley compared to that in other local authorities on 31 March 2022.

Distribution of Age : 31 March 2022



*South East, London Councils, West Midlands, East of England

This data has been sourced from Infinistats.com, who collate survey responses from data provided to them by local authorities. (It should be noted that the number of responses to this survey were low, with only 6 responses in the South East (3 of which were Districts) and 60 across all of England.)

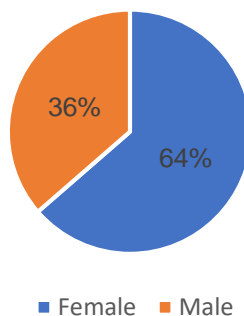
With just under 48% of Waverley’s workforce aged over 50, this represents a potential retention risk for Waverley as many officers could decide to retire at around the same time. In 22/23 just under 16% of leavers were retirements. There is also a risk of losing significant

knowledge from the organisation and more focus is needed on succession planning going forward.

GENDER

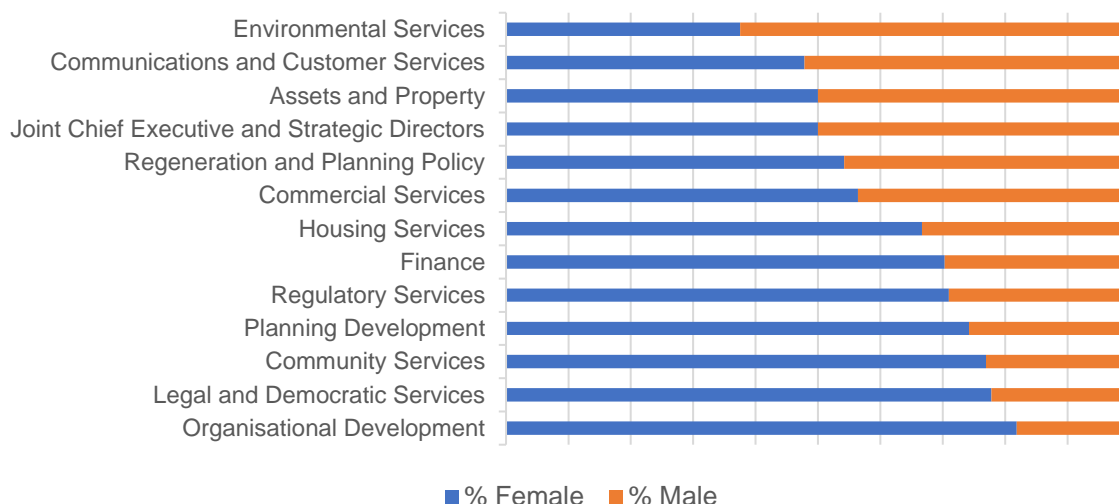
On 31st March 2023, Waverley Borough Council recorded approximately 64% female and 36% male staff. The division of gender has been relatively stable over the last few years and is comparable to the gender split within other local authorities.

Gender Split



The below chart shows that Organisational Development (81.8%) employs the highest percentage of female staff, with Environmental Services (37.5%) employing the least. All service areas, other than Environmental Services and Communications and Customer Services employ a higher percentage of females than males.

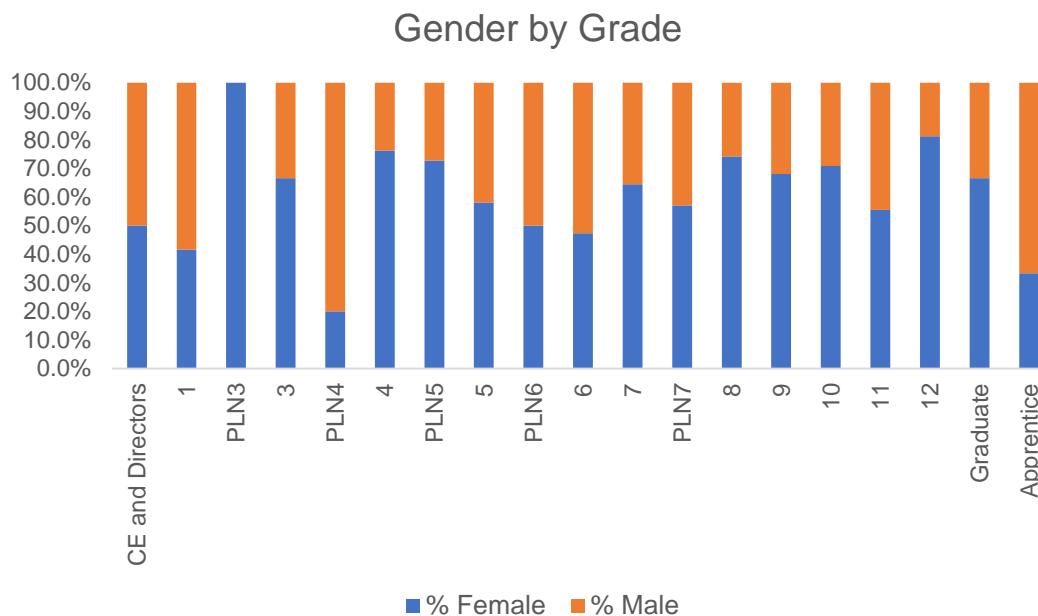
Gender by Service Area



The following chart shows that, whilst female representation in the top grades (DIRA, 1 and 2) was low last year, since the formation of the new Joint Management team in August 2022, 50% of the Joint Management team are now female (previously 33%), and 40% of staff at Grade 1 are female (previously 0%).

There has been a slight decrease in the percentage of females at grade 3 and increase at grade 4 since last year. It will be important to ensure that representation within these higher grades continues.

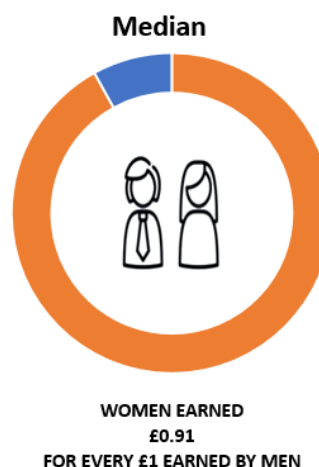
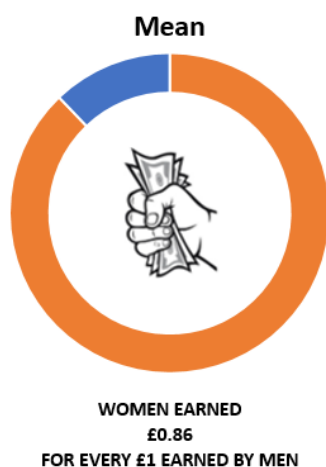
The grades with the lowest female representation of females are PLN4 and Apprentices.



Gender Pay Gap

Gender Pay Gap figures recently published using a snapshot of data from 31 March 2022 indicate:

- The mean gender pay gap was 13.69%
- The median gender pay gap was 9.17%



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

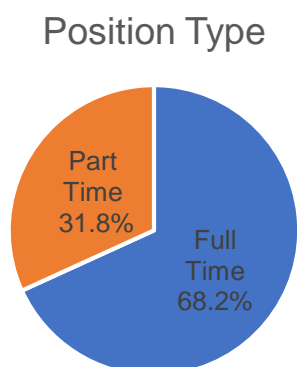
| | Mean | Median |
|------|-------|--------|
| 2018 | 14.5% | 11.5% |
| 2019 | 15.4% | 7.8% |
| 2020 | 14.5% | 11.8% |
| 2021 | 6.8% | 8.6% |
| 2022 | 13.7% | 9.2% |

It should be noted that investigation this year discovered an error in last year's calculations and therefore the mean gender pay gap should have been at least 11.75% for 2021. It was also noted that the gender pay gap had previously been calculated using the hourly rate of pay after pension deductions which had the effect of decreasing the gender pay gap by at least 1%. This year, it has been calculated in accordance with the government guidelines which calculates hourly pay before pension deductions.

With this in mind it can be seen that, since 2019, there has been a gradual improvement in the gender pay gap and given the higher proportion of females within the Joint Management team on the snapshot date of 31st March 2023, it is expected that this trend will continue.

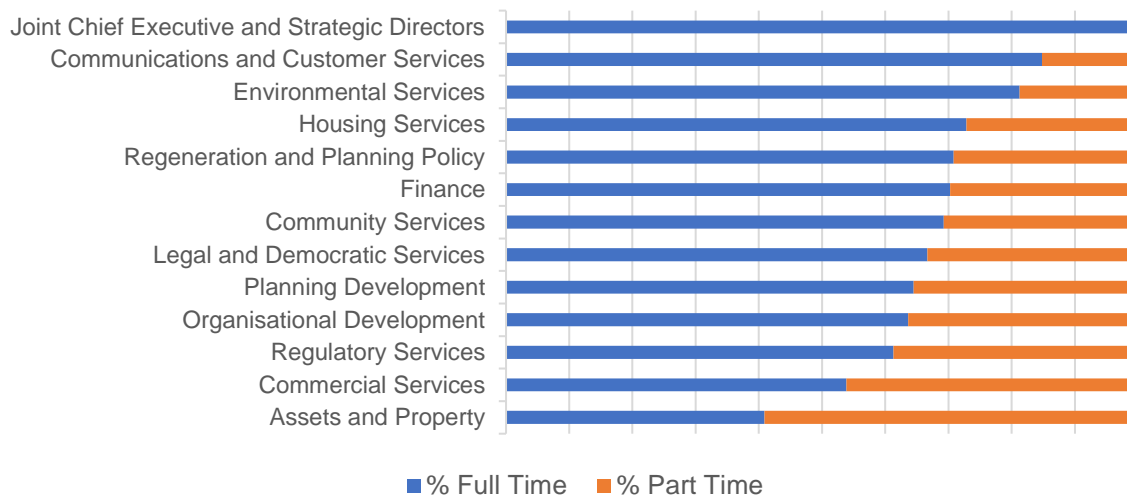
POSITION TYPE

On 31st March 2023, the percentage of Waverley's staff working on a part-time basis remained the same as 2022 at 31.8%.



The table below shows the proportion of full-time and part-time staff in each service area.

Position Type by Service

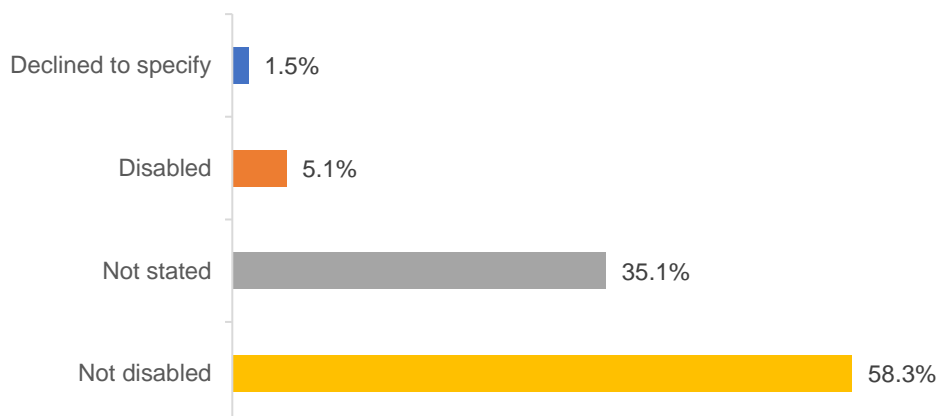


Last year, Environmental and Regulatory Services had the highest percentage of those working part-time at 43%. This year, Assets and Property has the highest percentage of part-time staff, at 59.1%.

Last year, Housing Operations had the highest proportion of full-time staff, at 78%. This year (apart from the Joint Chief Executive and Strategic Directors) Communications and Customer Services has the highest percentage of staff working full-time at 84.8%.

DISABILITY

Disability Status



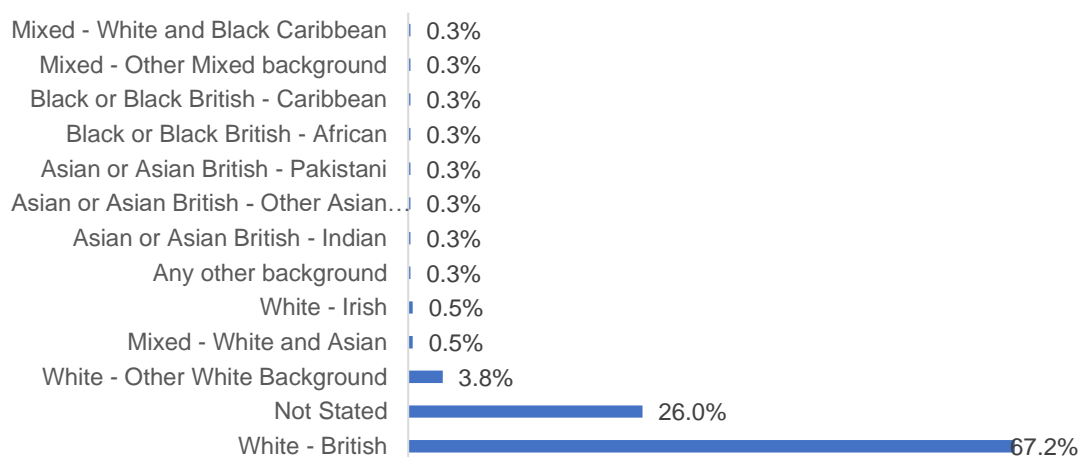
Waverley Borough Council is a Disability Confident Employer. This means that, as an employer, we challenge attitudes towards disability by removing barriers to disabled people and those with long term health conditions.

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.

ETHNIC ORIGIN

The data indicates that the ethnic origin of Waverley staff is predominantly White British (67.2%) which compares to the Waverley population demographic of 86.8% White British (ONS census 2021). 2% of staff identify as either Black or Asian whilst 26% of staff have not disclosed their ethnicity.

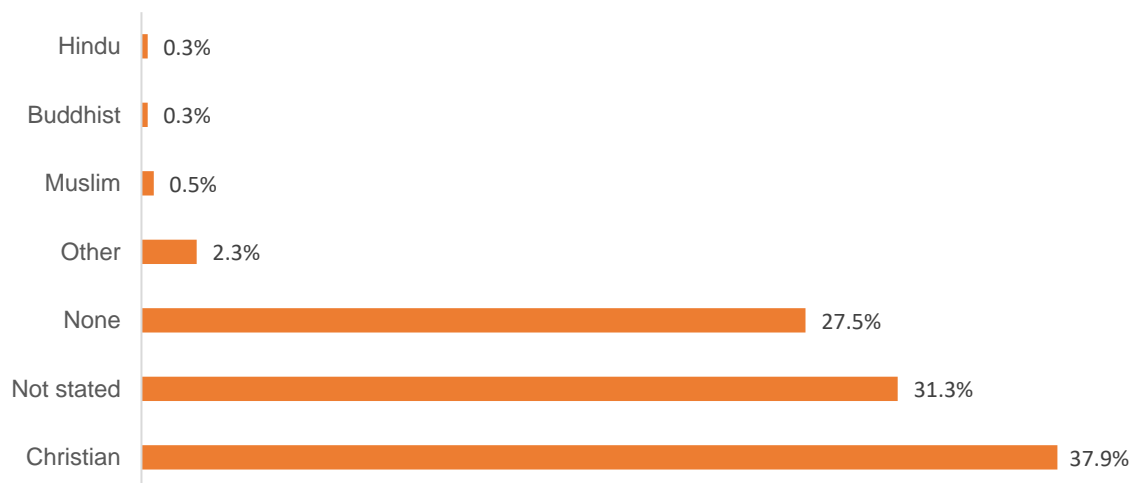
Staff by Ethnic Origin



RELIGION

Just over 31% of employees have chosen to not declare their religion. Around 37% identify themselves as Christian.

Staff by Religion



Equalities Initiatives

The HR team attended a careers fair at Godalming college to talk with both college students and GCSE students from local schools to promote Waverley as a place to work to young people. We plan to attend more events throughout the coming year.

The informal women's group, which was set up in 2021, continues to meet every few months and the women's development programme has now been rolled out to Surrey Learn, enabling colleagues from different authorities to participate. A women's development pathway is also under development on the Surrey Learn website.

Waverley continues to offer the ability to work both part-time, together with offering flexible working options to both current employees and new recruits to improve retention and the ability to recruit and attract a diverse workforce.

Waverley continues to promote its commitment to removing barriers in the workplace by promoting the Sunflower Lanyard scheme in Autumn 2022, whereby colleagues can request a sunflower lanyard to discreetly indicate to colleagues, or the public, that they may require extra support without having to disclose or explain their hidden disability.

Corporate Equalities Group

The Corporate Equalities Group meets regularly to discuss equalities issues. The group also review equalities policies and processes including Equality Impact Statements.

Some of the initiatives which took place in 2022/23 are shown below:

- A new over-arching Equalities Policy was drafted in line with Guildford Borough Council.
- Continuing to spread 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, Disability history month, LGBT+, history month,

religious festivals, deaf awareness week and many more. All the articles can be read in the [Equality and Diversity Hub](#).

- Agreement of equality objectives, published and supported by an Equalities Action Plan.
- The Active Citizens initiative, launched in Summer 2021 continues to offer support to officers who have experienced inequality and this was highlighted to staff through our internal communication channels in the last year.

Initiative's currently underway are:

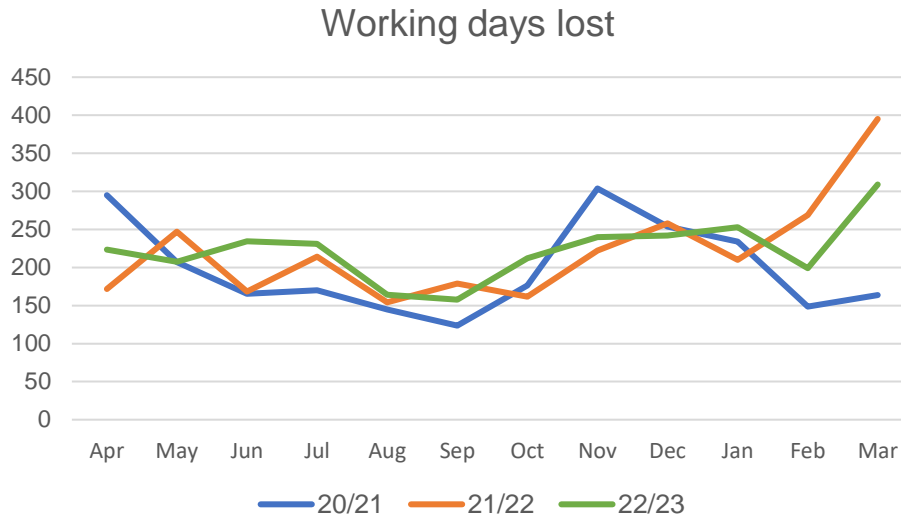
- Focus groups with "young" staff to try to identify and mitigate potential barriers to young people being attracted to and working at Waverley. This is part of a process to look at how we can increase the number of staff under 30 at Waverley and also how we can effectively use our access to apprenticeship funding as a recruitment and retention tool to help us grow our own staff and skills for the future.
- A new Gender Pay Gap Action Plan is in development with relevant internal groups and UNISON to look at how we can continue to reduce our gender pay gap over the coming years.

Staff Metrics and Ongoing Work

- 1) **Sickness absence & mental health**
- 2) **Wellbeing survey**
- 3) **Turnover & reasons for leaving**
- 4) **Recruitment and retention**
- 5) **Agile working**

SICKNESS ABSENCE AND MENTAL HEALTH

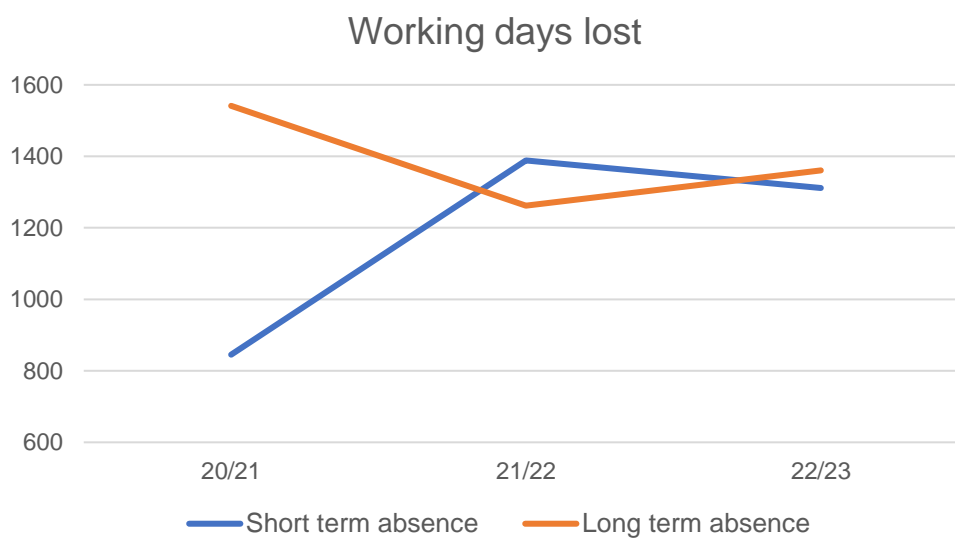
The following chart shows working days lost to sickness absence over the last three years. Although all 3 years exhibit a slight dip in absence around August/September, which could reflect the time during which many employees take annual leave, there is no other significant trend.



Short-term absences peaked in November 2020, December 2021 and March 2022 and 2023, and long-term absences peaked in April 2020, December 2020, May 2021, February/March 2022 and June 2022.

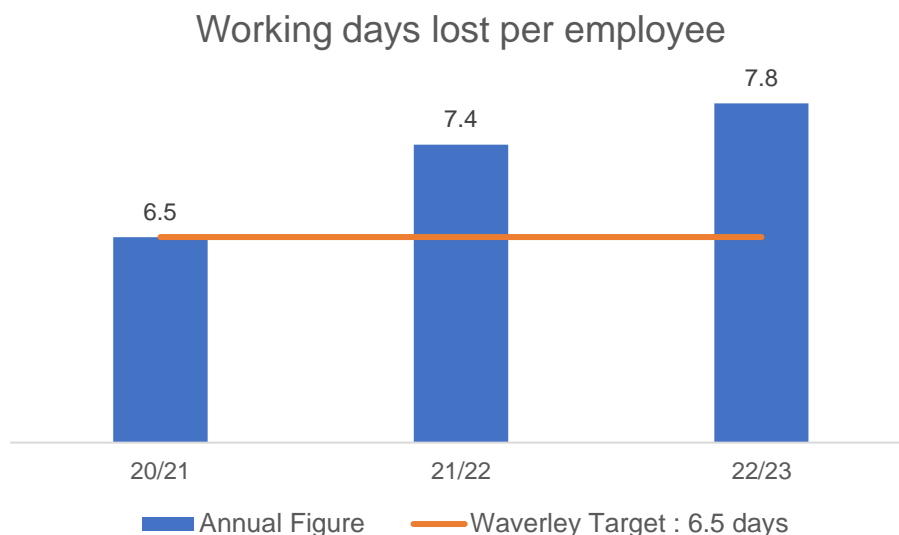
These peaks were caused by a multitude of reasons but the peak in absence in March 22 was due to a very high number of short-term absences caused by COVID or suspected COVID, and the peak in long-term absence in March 22 was due to mental health illness.

The peak in March 23 was due to a high number of short-term and a small number of ongoing long-term absences. These reasons vary but include typical absence patterns you would see in wider society relating to: mental health, musculoskeletal problems and an increase in viruses following the re-integration of people into society following the Covid Pandemic.

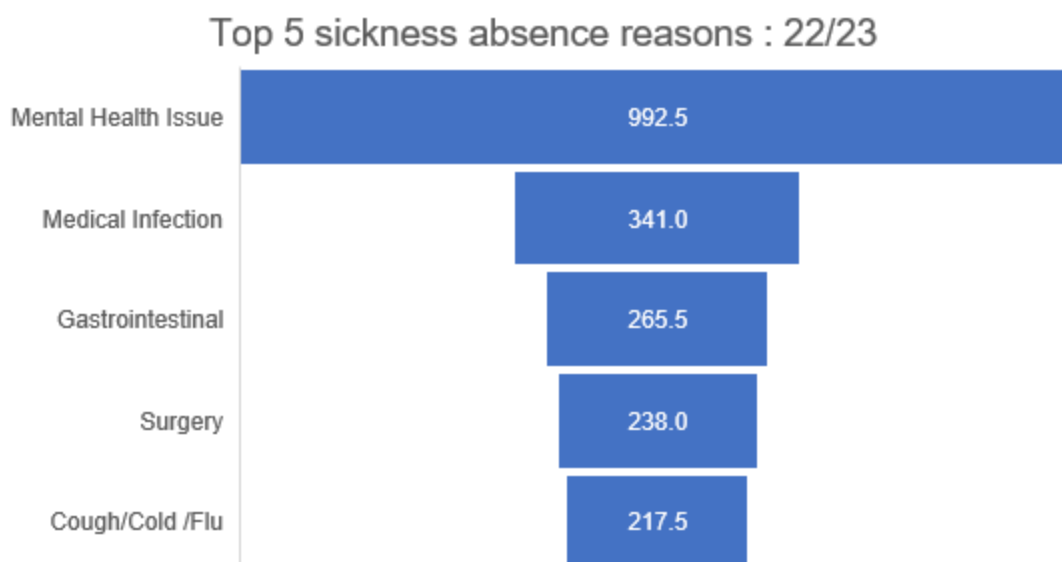


When looking at short-term and long-term absences independently, a substantial increase can be seen in short-term absences during 21/22, which has fallen again slightly in 22/23. There was a slight dip in long-term absence in 21/22, followed by an increase again in 22/23.

The increase in short term absences can be attributed to the large number of absences caused by COVID in the last two financial years – COVID constituted just over 14% of all absences in 21/22 and 12% in 22/23.



Due to an increase in the number of working days lost due to sickness absence in 21/22 and 22/23, this has meant an increase in the working days lost per employee, which means that this is now 20% above the Waverley target of 6.5 days.



Mental health remains the highest reason for sickness absence from work, with just over 50% of these absences relating to a small number of long-term absences. The category 'Mental Health' includes the following absence reasons: anxiety; stress; depression; bipolar; panic attacks and post-traumatic stress disorder.

The large number of gastrointestinal absences and those caused by cough/cold/flu in 22/23 could be explained by the increase in contact between people after returning to the office and an increase in social interactions.

COVID continues to constitute the majority of absence from work due to Medical Infection, with just under 322 working days lost in 22/23.

Nationally, surveys report that there has been an increase in sickness absence in 2022 which could indicate an increase in general illnesses (potentially due to lower immunity), stress, exhaustion or other problems within the workplace or it could also reflect the fact that there is less stigma about taking a day off sick since the pandemic.

According to a survey by Xperthr, 50% of organisations reported an increase in sickness absence rates in 2022, describing both an increase in short term absences and long and short-term absences due to mental health. Of the 172 organisations surveyed, 19 were in the public sector and they had a median number of days sickness absence per employee of 8.7 days.

The ONS Labour Force survey reported an increase in days lost per worker from 4.2 in 2019 to 5.7 in 2022 across all organisations and from 5.7 in 2019 to 7.1 in 2022 in local government.

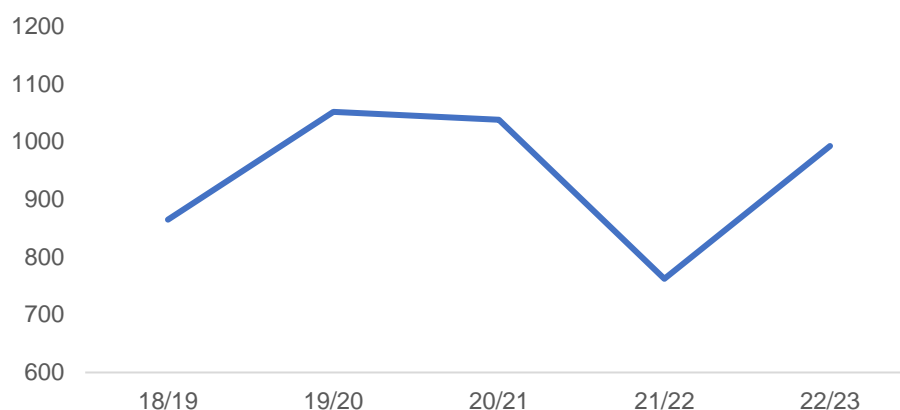
According to Infinistats in 2021/22 the average days lost per employee across local authorities within the South East (though only 7 LA's responded, including Waverley) was 8.19.

Mental Health

After an improvement in mental health absences in 21/22, there has been an increase in 22/23 with mental health related sickness contributing to around 37% of the total sickness absences in 22/23.

It was concluded last year that the improvement in 20/21 was due to a number of reasons, including; homeworking, the light breaks initiative, a programme of wellbeing activities, including desk yoga, the offer of a free swim or gym session at one of the Waverley Borough leisure centres, the 'coffee and cake on us' initiative to improve team cohesion, regular wellbeing communications and an increased spend on staff wellbeing.

Working Days lost due to Mental health Illness



This year, communications have continued, and the wellbeing programme has included a number of wellbeing workshops together with a financial wellbeing webinar, which also provided the opportunity for a number of employees to attend a one-to-one appointment with a financial adviser, in recognition of the cost-of-living crisis. Surrey Learn also contains a number of courses related to wellbeing. The wellbeing workshops, outlined below, were well attended and received good feedback.

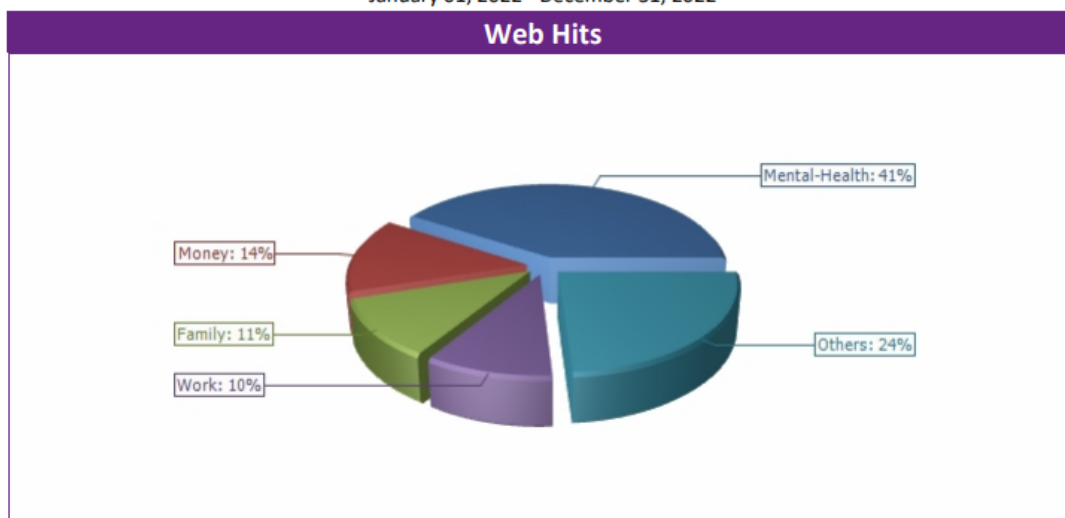
- Ebb and Flow workshops:
 - Stress Management – 14th September 2022
 - Inspiring Self Confidence – 12th October 2022
 - Cultivating Optimism – 16th November 2022
 - Re-framing Your Mindset – 7th December 2022
- Wellbeing Partners workshops:
 - Facing Anxiety and Flourishing – 13th and 20th October 2022
 - Back on Track: Cultivating a Positive Post Pandemic Mindset – 30th November 2022
 - Improving Connection and Belonging – 7th December 2022

EAP Services

Employees and their families continue to have access to free, confidential, information, advice and counselling through our EAP provider.

There were 52 sessions of self-referred counselling delivered for 28 different people and 14 cases of specialist advice provided last year, but it is the EAP website that has been utilised the most, receiving visits from 246 unique users and 692 page visits.

UTILIZATION REPORT
Waverley Borough Council
 January 01, 2022 - December 31, 2022



| Web Hits | 1/1 - 31/3 | | 1/4 - 30/6 | | 1/7 - 30/9 | | 1/10 - 31/12 | | 1/2022 - 12/2022 | |
|---------------|------------|-------------|------------|-------------|------------|-------------|--------------|-------------|------------------|-------------|
| | # | % | # | % | # | % | # | % | # | % |
| Family | 22 | 23.91% | 12 | 3.77% | 12 | 7.79% | 30 | 23.44% | 76 | 10.98% |
| Law | 12 | 13.04% | 12 | 3.77% | 0 | 0.00% | 24 | 18.75% | 48 | 6.94% |
| Managers | 0 | 0.00% | 2 | 0.63% | 18 | 11.69% | 0 | 0.00% | 20 | 2.89% |
| Mental-Health | 54 | 58.70% | 190 | 59.75% | 26 | 16.88% | 14 | 10.94% | 284 | 41.04% |
| Money | 4 | 4.35% | 54 | 16.98% | 4 | 2.60% | 34 | 26.56% | 96 | 13.87% |
| Older-People | 0 | 0.00% | 34 | 10.69% | 0 | 0.00% | 12 | 9.38% | 46 | 6.65% |
| Wellness | 0 | 0.00% | 0 | 0.00% | 52 | 33.77% | 0 | 0.00% | 52 | 7.51% |
| Work | 0 | 0.00% | 14 | 4.40% | 42 | 27.27% | 14 | 10.94% | 70 | 10.12% |
| Total | 92 | 100% | 318 | 100% | 154 | 100% | 128 | 100% | 692 | 100% |

Of these web hits, 41% concerned mental health over the course of the year. Between January and March 2022 and April and June 2022, mental health constituted 59% and 60% of all web hits respectively. Between July and September, Wellness constituted 34% of all searches and between October to December it was Money at 27%.

Monthly newsletters from our EAP provider are published on the Wellbeing Hub on Backstage (which provides access to health, sickness and wellbeing support) and highlighted to staff in Cascade.

WELLBEING SURVEY

In December 2022, a wellbeing survey was run jointly with Guildford Borough Council. Questions were based around the attitudes and perceptions of employees about aspects of work, in relation to Management Standards that are known to be associated with work-related stress (demand, control, management support, peer support, relationships, role and change). There were also some questions specifically around remote working. Scores were reviewed against benchmarks from a comparative sample of 59,636 respondents from 110 public sector organisations in the UK. 126 Waverley employees responded.

The results are broadly positive indicating that the majority of those who responded to this survey describe Waverley as a supportive place to work; a theme also reflected in the exit surveys, though given the small number of responses it will be important to carry out some follow up work on the themes identified in this survey.

Working relationships are generally rated highly. When working remotely, a small percentage advise they don't feel they have enough remote interaction with colleagues to feel part of the team and to support them emotionally through difficult work. Some also state that conflict with colleagues is more difficult to resolve when working remotely.

Results would suggest that there isn't a long-hours culture at Waverley, but that some employees are struggling with workload, having to work very intensively, or neglecting some tasks because they have too much to do. Many advise they don't find it difficult to maintain healthy limits on working hours, when working remotely, but can feel the need to be constantly available and some find it difficult to keep up with the volume of digital communication.

Most state they are clear about the expectations of their role but there is a small percentage who aren't clear about the goals and objectives for their department or how their work fits into the aims for the organisation.

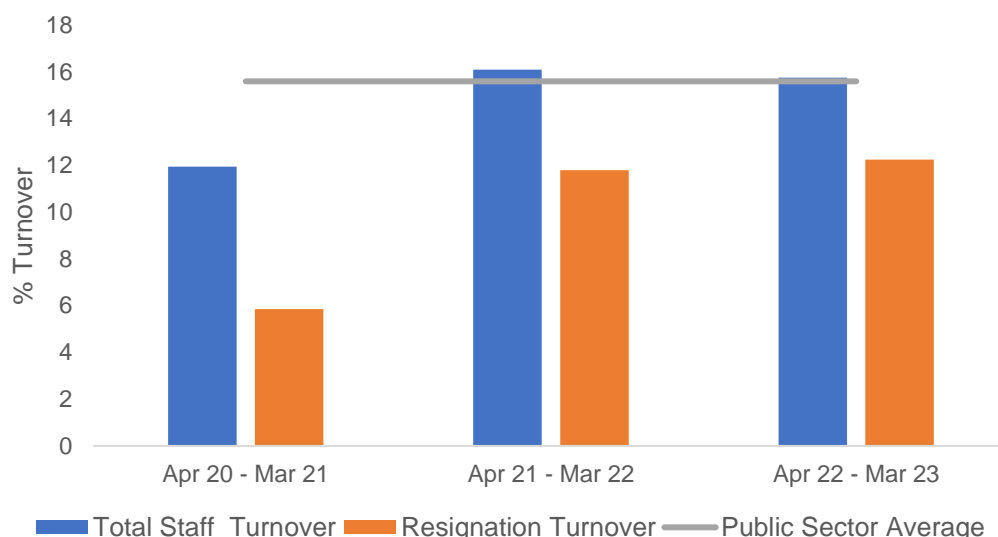
In relation to change, over half of responses confirm that they have sufficient opportunities to question managers about change at work but some state that they are not always consulted about changes or how they will work in practice and some report that they feel unconnected to the change decision-makers when working remotely.

The areas highlighted in this survey will help inform further work and the development of the agile working policy, ensuring a focus remains on supporting team cohesion and working relationships and that expectations surrounding remote working are clear.

Ongoing communication regarding change will be crucial in navigating the ongoing collaboration with Guildford and consultation will play a key part in this to ensure that employees feel involved and engaged.

Manager conversations will remain critical in relation to discussing workload, wellbeing and ensuring that deadlines are realistic, using the PAM process to ensure that goals and objectives are aligned to the organisation.

TURNOVER



The chart shows that there has been a large increase in both total staff turnover and turnover due to resignation (voluntary turnover) when compared to 20/21. This could be explained, in part, due to the reduced movement of employees during 20/21 the peak of the COVID pandemic.

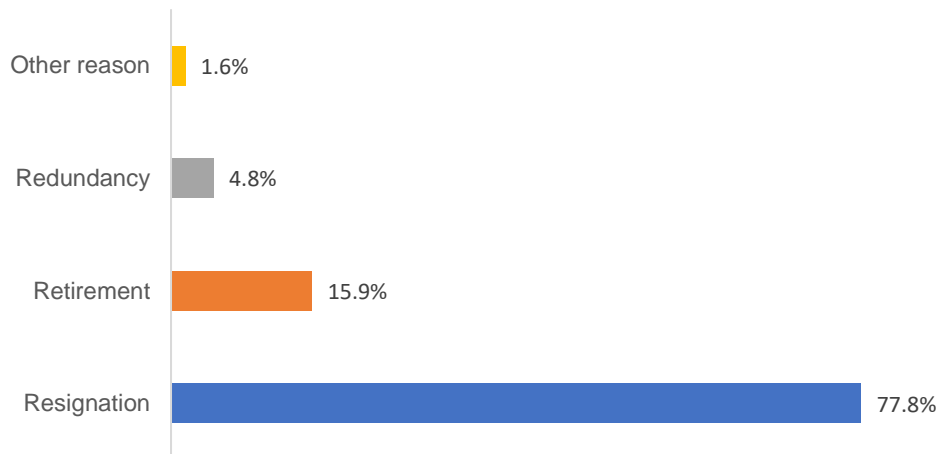
Historically, average total turnover over the last 5 financial years is 17.59% and resignation or voluntary turnover is 11.19%.

When compared to other local authorities within the South East, based on data from LG Inform, Waverley has higher than average turnover and in 21/22 had the joint 4th highest. It should be noted, however, that this comparator data comes from a sample size of only 14 local authorities.

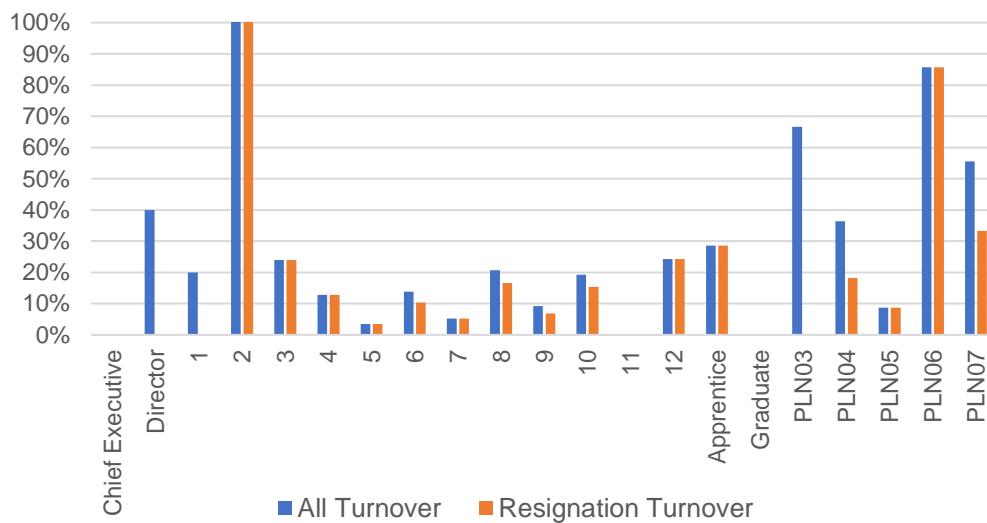
According to an analysis of labour turnover between January 2021 and January 2022, by Cendex, part of XpertHR, the total labour turnover of all companies surveyed stood at 14.4%, whilst voluntary labour turnover was at 9.5%. Within the public services sector, the total labour turnover rate was 15.6% and voluntary labour turnover, 8.8%.

The below charts explore turnover between April 22 to March 23 by reason, grade, service area and length of service.

Reasons for leaving



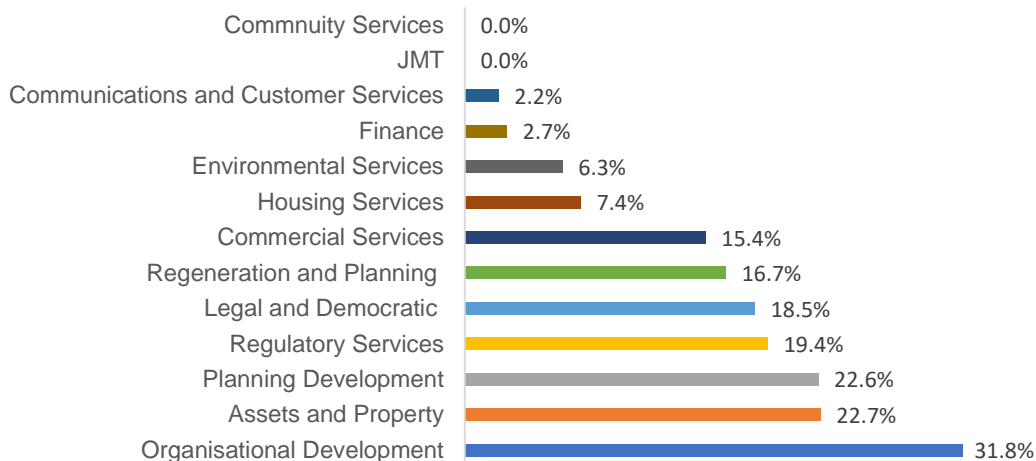
Turnover by grade



* Please note that the turnover for Grade 2 was manually adjusted to 100%, rather than the 200% which it would have been based on an average headcount of 0.5 for 2022/23.

2022/23 has seen higher turnover in the planning grades and the higher-level grades (3 to Director).

Resignation turnover by service area

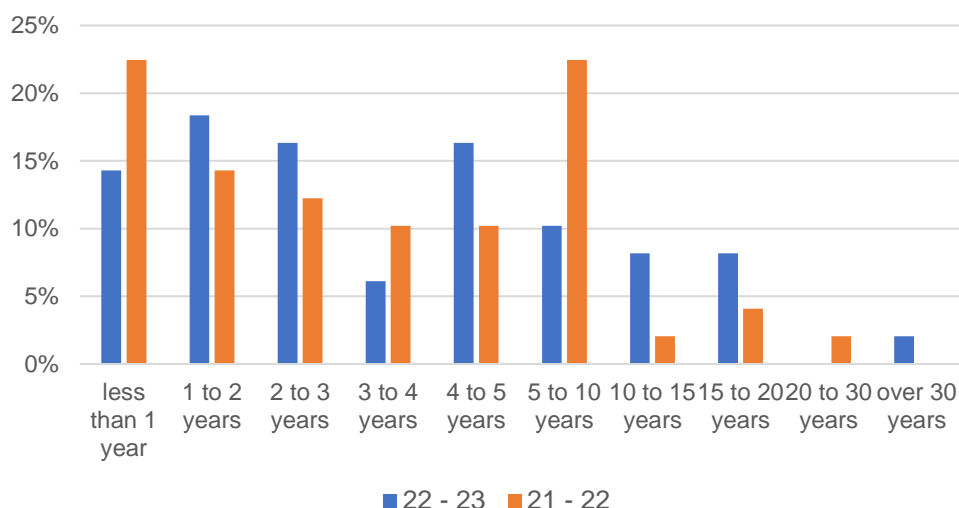


Voluntary turnover by Service area has been calculated by using the total number of employees within the service area on 31st March 2023. Calculating the average number of employees within each service areas across the year would have been difficult due to the restructure.

Organisational Development and Planning Development had the highest number (7) of resignations in 22/23, but due to its smaller size, this constituted higher voluntary turnover for Organisational Development.

Finance remains one of the Service Areas with the lowest turnover.

Resignation turnover by length of service



There has been a decrease in resignations from employees with less than a years' service, though this figure remains high.

Exit Survey

Of 63 leavers between 1 April 2022 and 31 March 2023, 36 people completed the exit survey.

The main reasons people gave for looking for employment outside of Waverley were: pay; to further their careers; or, changes within the Council.

People described Waverley as having a friendly, supportive culture with almost 70% advising they would return to Waverley. Most people stated that their colleagues, team, or people were the best area of their job and 73% described the team atmosphere as supportive, great, encouraging, positive, collaborative, or friendly though a small percentage cited low morale and explained that the team atmosphere hasn't been as good since COVID and working remotely.

High workload was the most common response for the worst area of their job, followed by bureaucracy/time to implement change.

Most people advised they had regular 121 meetings with their line manager and had clear and achievable performance agreement targets.

A third rated Waverley's benefits as good, very good or excellent, with just over a third reporting that they hadn't used any benefits though as this was a free-text answer, people may not have considered what benefits they use.

Most people advised they had access to the training they needed to do their job effectively.

Conversations around career progression, workload and wellbeing will be key during 121s and PAMs, and the promotion of benefits, management of change and assessment of pay will be key priorities for the recruitment and retention of staff.

RECRUITMENT AND RETENTION

Low unemployment rates (3.8% - Dec 22 to Feb 23) and high vacancy levels (1.11 million – Jan to Mar 23) mean the labour market is currently tight: most of those who want to work are in work, making recruitment more difficult than usual. Of those groups who are choosing not to work, the largest increase has been in those aged 50-64, due to either retiring early or because they are unable to work due to health reasons.

The CIPD reported in June 2022 that over 6 million people were planning to quit their jobs in the next 12 months (4% more than the previous year), so it is not surprising to see that turnover has risen. Of those surveyed, 35% said that better pay was a motivating factor, 27% job satisfaction and 24% a better work/life balance.

The CIPD Labour Market Outlook survey (Winter 22/23) reported that 57% of employers have hard-to-fill vacancies, and 29% anticipate significant problems in filling hard-to-fill vacancies over the next six months. The top response to addressing hard-to-fill vacancies has been to upskill existing staff (47%), followed by raising pay (43%) and increasing the duties of existing staff (36%).

Waverley Borough Council has traditionally been successful at filling roles however some roles have been particularly difficult to fill, such as Planning and Environmental Services. JobsGoPublic has told us that many local authorities are experiencing the same issue with these roles.

In order to keep turnover at a manageable and cost-effective level and due to the external pressures, a Recruitment and Retention Plan was introduced last year to focus on: keeping officers in business-critical roles who are already working at the Council (retention); ensuring that the Council is attractive to those who might be looking to move roles (attraction); ensuring that those looking are aware of the roles available (attraction); and making the recruitment process more streamlined and efficient, reducing barriers to recruitment (recruitment).

Work has continued this year:

Retention

- The Performance Management process has been subject to continuous improvement with the new PAMs process now embedded within the organisation and some further amendments made this year to improve useability, with the probation process also now online too.
- 15 new courses have been added to Surrey Learn in the last year, with over 60 courses running in the first quarter of this year.
- Hubs were developed on Backstage where employees can access relevant information on: Wellbeing, Learning and Development, Performance Management, and Induction. The Induction Hub will assist new joiners in their first few weeks at Waverley by pulling together all the important information in one place.
- The exit survey has been reconfigured to allow for more quantitative feedback and enhance data analysis, with work ongoing to improve the response rate to this survey.
- The apprenticeship programme continues to support employees with development opportunities through the apprenticeship levy, with two apprentices taking on permanent roles in the last year.
- Staff benefits continue to be reviewed and are accessible to staff in the Benefits Hub on Backstage.
- Focus groups have been held with Staff under 30 and it is planned to develop these groups into a Young Employees Network

Attraction

- In order to attract the widest range of candidates, Waverley has signed up to the Armed Forces Covenant and amended the application form and interview template in line with this.
- Managers have been encouraged to share job opportunities with their networks.
- The information sent to candidates has been streamlined into one "Thinking about working at Waverley" document, emphasising our learning and development benefits, rather than sending candidates several documents.
- Members of HR have attended College Careers Fairs in the area

Recruitment

- The application form has been simplified to make it more accessible and efficient because a number of candidates did not complete the process. Now, candidates fill in a personal statement of up to 1000 words, rather than providing specific examples for each of the 'essential criteria' competencies.
- To ensure potential sources of bias are minimised, candidates are now encouraged to remove their personal details from CV's before submitting them through JobsGoPublic.
- To improve the joining process, DocuSign is now used, enabling all new starters to complete their pre-employment paperwork electronically.

AGILE WORKING

Since the Covid-19 pandemic, many Waverley employees have been working in an agile way, with a mixture of home and office working, dependent on business need.

Agile working will continue to be reviewed in relation to recruitment and retention and staff feedback, with continued improvements to processes. Further work on supporting team cohesion and relationships, whilst working remotely, will be useful together with providing clear guidelines on agile working.

To improve team cohesion, 'Waverley Stars' were introduced in January 2022 recognising 'unsung heroes' in the Council. In January 2023, 'Borough Stars' recognised people, from both Waverley and Guildford, who have been particularly helpful over 2022 and who perhaps go under the radar when it comes to recognising the positive impact they make. In 2023 Waverley saw a significant increase in nominations for a Borough Star with over 100 nominations and everyone nominated was recognised in internal communications as well as specifically rewarding the award recipients with a small value voucher and a card from their Executive Head of Service.

Outcomes of the workforce profile review and key areas of focus for HR 2023:

This workforce profile has demonstrated that the key areas of focus in 2023/24 are 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 turnover 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. As part of this to review processes used to obtain and record sensitive information to try and increase the information held.
- 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.
- 10) Developing change readiness and change resilience in our officers to support them to maintain and develop service delivery whilst going through transformational change.

As part of the performance management process, objectives reflecting these key areas are being set within the HR Team for 2023.

Conclusion

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